

PROGRAM GUIDE

Master of Arts in Business Administration

ABOUT THE PROGRAM

The Master of Arts in Business Administration (MBA) at IUDI is designed to train leaders in the holistic development of their communities through forward-thinking business administration and entrepreneurship. The MBA program engages learners with the latest theories and best practices for ethical leadership, accounting, management, and marketing, all with a development focus. Learners will engage in relevant case studies and sharpen problem solving skills in order to face the challenges of their communities with innovative business solutions.

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 Business Administration degree program. IUDI retains the right to change or modify its curriculum as needed.



MASTER OF ARTS IN BUSINESS ADMINISTRATION 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	4	
	Introduction to Development	5	17
Academic Writing	Academic French or Academic English	5	
	Citation Styles and Formatting	5	10
Core	Business Math	5	
	Managing People and Organizations	4	
	Ethical Leadership	3	
	Effective Communication	3	
	Introduction to Marketing	4	19
Advanced	Accounting and Finance for Managers	5	
	Information Technology	5	
	Strategic Planning	5	
	Entrepreneurship	5	
	Global Economics	5	25
Application	Decision Making Strategies	4	
	Development Integration	5	9
Academic Research	Ethical Research	5	
	Research Methods	5	15
Capstone	Thesis or Practicum	30	30
			400



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.



- 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.

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

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

^{*}Students will choose to take one of these courses.



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.

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.

Introduction to Marketing

Course Description:

This course introduces learners to the essentials of marketing, exploring the basic principles, theories, and the four Ps of the marketing mix. Learners will develop effective marketing strategies using techniques like market research, segmentation, targeting, and positioning, with a focus on understanding what drives consumers. The course also delves into the world of digital marketing and marketing analytics tools, helping learners make informed decisions and measure success. The course will cover important topics such as brand management and customer relationship management and will enable learners to apply knowledge to solve real-world marketing problems with ethical and responsible strategies.

Course Objectives:

- Understand fundamental marketing principles, theories, and the marketing mix elements (product, price, place, and promotion).
- Develop marketing strategies using market research, segmentation, targeting, and positioning, with a clear understanding of consumer behavior.



- Grasp digital marketing principles and apply marketing analytics tools to inform decisions and measure campaign effectiveness.
- Understand brand management principles and customer relationship management strategies to enhance brand equity and customer value.
- Apply critical thinking to solve complex marketing problems and implement knowledge and skills in real-world scenarios, including the creation of a marketing plan.
- Reflect on the ethical implications of marketing strategies, and advocate for responsible practices.

MODULE 5: ADVANCED

Accounting and Finance for Managers

Course Description:

This course introduces learners to principles and concepts of financial and managerial accounting, as well as corporate finance. This course will enhance skills in analyzing and interpreting financial statements to assess an organization's financial health, manage financial risks, while promoting the effective application of budgeting and financial planning principles. The course will cultivate effective communication skills for relaying financial information to diverse stakeholders. Learners will apply the acquired knowledge and skills to real-world business scenarios, leading to informed and strategic financial decisions.

Course Objectives:

- Understand key concepts, principles, and techniques in accounting and finance, encompassing financial and managerial accounting, and corporate finance.
- Understand principles of financial risk management and apply accounting information for informed operational and strategic decisions.
- Analyze and interpret financial statements to evaluate an organization's financial health and apply principles of budgeting and financial planning.
- Evaluate investment opportunities and apply methods for effective working capital management.
- Comprehend ethical and legal considerations in accounting and finance, and effectively communicate financial information to diverse stakeholders.
- Use acquired knowledge and skills to analyze real-world business scenarios and make informed financial decisions.

Information Technology

Course Description:

This course provides a foundational understanding of Information Technology (IT) by covering key concepts, principles, and trends. Learners will explore hardware, software, databases, networks, and cybersecurity. Learners will explore how IT contributes to business operations, competition, and digital transformation. Additionally, learners will gain insights into data analysis, management, and the ethical/legal considerations in IT. Through practical exercises and case studies, learners will apply their acquired knowledge to real-world business scenarios, allowing them to make informed IT decisions and effectively communicate complex IT concepts.



- Understand key concepts, principles, and trends in information technology, including hardware, software, databases, networks, and cybersecurity.
- Understand the strategic use of IT in business operations and competitiveness and apply principles of IT management and governance.
- Use data analysis tools for business decision making, including business intelligence and analytics, and grasp principles of data management.
- Understand the role of IT in driving digital transformation and innovation, and the implications of emerging technologies.
- Understand cybersecurity and data privacy principles, manage related risks, and discuss ethical and legal considerations in IT.
- Apply acquired knowledge to real-world business scenarios, make informed IT decisions, and effectively communicate complex IT concepts.

Strategic Planning

Course Description:

This course provides an in-depth understanding of key concepts, principles, and theories related to strategic planning. Learners will understand how to conduct strategic analysis, enabling them to develop strategic plans that align with an organization's mission and vision. They will also gain insight into strategy implementation principles, including change management and resource allocation, and will evaluate the effectiveness of strategic plans. This course will apply critical thinking and problem-solving skills to complex strategic issues in real-world business scenarios.

Course Objectives:

- Understand key concepts, principles, and theories related to strategic planning, including strategic analysis, strategy formulation, and implementation.
- Conduct strategic analysis using tools like SWOT, PESTEL, and Porter's Five Forces, and develop strategic plans aligned with an organization's mission and vision.
- Understand strategy implementation principles, including change management and resource allocation, and evaluate the effectiveness of strategic plans.
- Understand ethical implications of strategic decisions and apply critical thinking and problem-solving skills to complex strategic issues.
- Communicate strategic plans effectively, demonstrate leadership in strategic planning, and apply acquired knowledge and skills to real-world business scenarios.

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.



- 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.

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.

Development Integration

Course Description:

The course reviews the fundamental principles, theories, and concepts of development work and invites learners to examine various strategies and interventions used to combat global poverty, inequality, and underdevelopment. Learners will conduct research on pertinent topics in international development, highlighting the relevance and contributions of their major to this critical work. In addition, the course fosters reflective thinking on how development principles can be effectively applied to professional endeavors, thereby integrating theory and practice.

Course Objectives:

- Review the key principles, theories, and concepts of international development.
- Examine the diverse strategies and interventions used to address global poverty, inequality, and underdevelopment.
- Conduct research on a relevant topic in international development, demonstrating the relevance and contributions of your major to development work.
- Reflect on how development principles and concepts may be applied to your professional work.

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.



- 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.