



**NILE UNIVERSITY  
OF NIGERIA**

HONORIS UNITED UNIVERSITIES



# EXECUTIVE MBA (EMBA)

**Programme Curriculum**

## **PROGRAMME CURRICULUM**

In order to provide leaders and executives with the essential soft skills and organising principles so they may develop resilience and make better decisions, the EMBA collaborates with developing fields of scholarship.

Due to the involved nature of the programme, you must participate in all contact hours and attend all classes. With a focus on Nigeria and all of Africa, the program curriculum has been created to provide a thorough grasp of conducting business in rising economies.

The EMBA curriculum features elective courses in the areas of marketing, human resource management, finance, and entrepreneurship. The capstone project will be a culminating experience for EMBA students, designed to provide significant impact for organisations and a substantial learning curve for the students. The project integrates theoretical knowledge with practical application, addressing real-world business challenges. Finally, an optional industrial visit will be organised towards the end of the EMBA programme has been meticulously crafted to offer executives a first-hand glimpse into the intricacies of national and international industries.

## **PROGRAMME EDUCATIONAL OUTCOME (PEO)**

A Business Studies programme is designed to:

- PEO1. Provide a comprehensive introduction to the key elements of business organisations, the competing theories and models of the firm and its environment and provide a critical perspective on the main functional areas of business and management.
- PEO2. Develop analytical skills to identify the links between the functional areas in management, organisations, management practices, and the business environment.
- PEO3. Provide students with the ability to understand and critically evaluate evidence relating to management practice; and
- PEO4. Provide students with the knowledge and skills to succeed as the managers of tomorrow in business, government, and social enterprises around the world.
- PEO 5. Students will be able to apply appropriate innovative management techniques for life-long learning in the various areas of the business and industry.

## PROGRAMME LEARNING OUTCOME (PLO)

Upon completion of the programme, graduates will be able to:

- PLO1: Critically evaluate theories and concepts of business.
- PLO2: Apply theories and concepts in the decision-making process in the business environment.
- PLO3: Conduct research project with minimal supervision and adhere to legal, ethical, and professional practices.
- PLO4.: Demonstrate managerial and leadership qualities through communicating and working effectively.
- PLO5: Generate solutions to problems using scientific and critical thinking skills.
- PLO6: Demonstrate the skills and principles of lifelong learning in their academic and career development.

The detail of the curriculum is tabled below:

EMBA COURSE CURRICULUM			
YEAR 1			
Semester	Course	Modules	Credits
Year 1 Semester 1	PART A		
	EMBA 801	Analysis of Business Problems	3
	EMBA 803	Strategic Management	3
	EMBA 805	Organisational Leadership and Change	3
	EMBA 807	Business Environment Analysis	3
	PART B		
	EMBA 809	Corporate Financial Accounting	3
	EMBA 811	Strategic Marketing	3
	EMBA 813	Economics for Decision- Makers	3
	EMBA 815	Negotiation	3
Total Year 1, Semester 1 Credits			24
Year 1 Semester 2	PART A		
	EMBA 802	Cost and Management Accounting	3
	EMBA 804	Organisational Behaviour	3
	EMBA 806	Operations Management	3
	EMBA 808	Business Law	3
	PART B		
	EMBA 810	Data Science, Data Mining, Business	3
	EMBA 812	Management of Information System	3

	EMBA 814	Corporate Finance Management	3
	EMBA 816	Research Methodology	3
<b>Total Year 1, Semester 2 Credits</b>			<b>24</b>
<b>YEAR 2</b>			
<b>Year 2 Semester 1</b>	<b>PART A</b>		
	EMBA XXX	Elective Course 1	3
	EMBA XXX	Elective Course 2	3
	EMBA XXX	Elective Course 3	3
	EMBA 817	Capstone Project I	3
	<b>PART B</b>		
	EMBA XXX	Elective Course 4	3
	EMBA XXX	Elective Course 5	3
	EMBA XXX	Elective Course 6	3
	EMBA 819	Capstone Project II	3
	EMBA 820	Global Immersion Trip (Optional)	0
<b>Total Year 2, Semester 1 Credits</b>			<b>24</b>
			<b>72</b>

<b>LIST OF SPECIALISATIONS AND ELECTIVE COURSES</b>			
<b>Specialisation</b>	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
<b>Leadership</b>	EMBA 845	Women in Leadership	3
	EMBA 847	Ethical Leadership	3
<b>Finance</b>	EMBA 821	Financial Modelling and Valuation	3
	EMBA 823	Financial Derivatives and Risk Management	3
<b>Marketing</b>	EMBA 825	Services Marketing and CRM	3
	EMBA 827	Global Market Entry Strategies	3
<b>Entrepreneurship</b>	EMBA 829	Innovative Product Development and Launch	3
	EMBA 831	Managing and Scaling a Start-up	3
<b>Supply Chain Management</b>	EMBA 833	Logistics and Distribution Management	3
	EMBA 835	Global Supply Chain and Risk Management	3
<b>Business Analytics</b>	EMBA 837	Data Science, Data Mining, Business Intelligence	3
	EMBA 839	Generative AI and Natural language processing in Business Analytics	3

<b>Others</b>	EMBA 841	Human Resource Management	3
	EMBA 843	Sustainable Development in Africa	3
	EMBA 849	Project and Risk Management	3
	EMBA 851	Healthcare Management	3
	EMBA 853	Agribusiness	3

<b>YEAR 2 ALLOCATION OF ELECTIVE COURSES</b>			
	<b>Course Code</b>	<b>Course Name</b>	<b>Credits</b>
<b>YEAR 2: SEMESTER I, PART A</b>			
<b>Select 3 Courses</b>	EMBA 821	Financial Modelling and Valuation	3
	EMBA 825	Services Marketing and CRM	3
	EMBA 829	Innovative Product Development and Launch	3
	EMBA 833	Logistics and Distribution Management	3
	EMBA 837	Data Science, Data Mining, Business Intelligence	3
	EMBA 841	Human Resource Management	3
	EMBA 851	Health Care Management	3
	EMBA 853	Agribusiness	3
<b>YEAR 2: SEMESTER I, PART B</b>			
<b>Select 3 Courses</b>	EMBA 823	Financial Derivatives and Risk Management	3
	EMBA 827	Global Market Entry Strategies	3
	EMBA 831	Managing and Scaling a Start-up	3
	EMBA 835	Global Supply Chain and Risk Management	3
	EMBA 839	Generative AI and Natural language Processing in Business Analytics	3
	EMBA 843	Sustainable Development in Africa	3
	EMBA 845	Women Leadership	3
	EMBA 847	Ethical Leadership	3
	EMBA 849	Project and Risk Management	3

\* Electives are undertaken during the second year of the EMBA programme. Executive by elective in accordance with the semester to which it has been assigned.

\*\* Elective offerings are subject to change based on faculty availability and student enrolment minim

## EMBA COURSE DESCRIPTION

Course Code	Course Name	Course Description	Credits
EMBA 801	<b>Analysis of Business Problems</b>	This course focuses on diagnosing and solving complex business problems using structured approaches. Topics include problem identification techniques, root cause analysis, SWOT and PESTEL analysis, and solution development. Students will learn to apply frameworks like the '5 whys', fishbone diagrams, and scenario planning to real-world business cases. Emphasis is placed on analytical skills, critical thinking, and the practical application of problem-solving methodologies.	3
EMBA 803	<b>Data Analytics and Decision-Making</b>	This course covers the application of data analytics in decision-making processes. Key topics include data collection and cleaning, statistical methods, data visualisation techniques, predictive analytics, and big data technologies. Students will use tools such as Excel, R, and Python to analyse data sets and make informed business decisions. Practical exercises and case studies will help students understand how to leverage data for strategic advantage.	3
EMBA 805	<b>Organisational Leadership and Change Management</b>	This course explores leadership theories and change management practices necessary for driving organizational transformation. Topics include transformational and transactional leadership, change management models (such as Kotter's 8-Step Process), resistance management, communication strategies, and culture change. Students will engage in role-playing and case studies to develop practical leadership skills and effective strategies for managing organisational change.	3
EMBA 807	<b>Business Environment Analysis</b>	This course provides tools and frameworks for analysing the business environment. Topics include PESTEL analysis (Political, Economic, Social, Technological, Environmental, and Legal factors), competitive analysis, market research methodologies, and scenario planning. Students will work on case studies to understand how external factors impact business operations and strategic planning, and how to adapt strategies accordingly.	3
EMBA 809	<b>Corporate Financial Accounting</b>	This course covers the fundamentals of corporate financial accounting. Topics include financial statement preparation (balance sheets, income statements, cash flow statements), accounting standards and principles (GAAP, IFRS), revenue recognition, asset and liability management, and financial statement analysis. Case studies will provide practical insights into applying accounting principles to real-world business scenarios.	3
EMBA 811	<b>Strategic Marketing</b>	This course focuses on strategic approaches to marketing within a competitive landscape. Topics include market segmentation, targeting and positioning, competitive analysis, brand management, and integrated marketing communications. Students will analyse case studies and develop marketing strategies that align with overall business objectives, leveraging digital and traditional marketing tools to create value and drive growth.	3
EMBA 813	<b>Economics for Decision-Makers</b>	This course applies economic principles to business decision-making. Topics include macroeconomic indicators (GDP, inflation, unemployment), microeconomic theories (supply and demand, elasticity), market structures	3

		(perfect competition, monopoly), and economic forecasting. Students will use economic models to analyse market trends and make strategic business decisions. Case studies will help in understanding the impact of economic factors on business operations.	
<b>EMBA 815</b>	<b>Negotiation</b>	This course focuses on advanced negotiation strategies and techniques crucial for executive leadership. Topics include negotiation theory, bargaining tactics, conflict resolution, multi-party negotiations, and cross-cultural negotiation practices. Students will engage in simulations and role-playing exercises to develop their negotiation skills, understand psychological factors influencing negotiations, and apply strategies to achieve favourable outcomes in various business contexts. The course aims to enhance students' ability to negotiate effectively and strategically in complex and high-stakes situations.	3
<b>EMBA 802</b>	<b>Cost and Management Accounting</b>	This course explores cost and management accounting practices essential for managerial decision-making. Topics include cost behaviour analysis, budgeting, variance analysis, cost-volume-profit analysis, and performance measurement. Students will work with cost allocation methods, budgeting techniques, and performance metrics to manage costs and enhance operational efficiency in a business setting.	3
<b>EMBA 804</b>	<b>Organisational Behaviour</b>	This course examines the impact of individual and group behaviour on organisational effectiveness. Topics include motivation theories (Maslow, Herzberg), team dynamics, leadership styles, conflict resolution, and organisational culture. Through case studies and interactive exercises, students will gain insights into managing and improving organisational behaviour to enhance productivity and employee satisfaction.	3
<b>EMBA 806</b>	<b>Operations Management</b>	This course covers the principles of operations management in various business settings. Topics include process design, quality management, supply chain management, inventory control, and production planning. Students will use case studies and simulations to understand how to optimise operations, improve efficiency, and manage resources effectively in manufacturing and service environments.	3
<b>EMBA 808</b>	<b>Business Law</b>	This course explores key legal concepts relevant to business operations. Topics include contract law, corporate governance, intellectual property rights, employment law, and regulatory compliance. Students will learn about the legal environment in which businesses operate and how to navigate legal challenges through case studies and practical examples. The course aims to equip students with the knowledge to ensure legal compliance and manage legal risks effectively.	3
<b>EMBA 810</b>	<b>Strategic Management</b>	This course provides an in-depth understanding of strategic management processes. Topics include strategic planning, competitive advantage, strategic analysis (SWOT, Porter's Five Forces), corporate strategy, and strategy implementation. Students will analyse case studies to develop and implement strategic plans, focusing on aligning organisational resources and capabilities with business goals for long-term success.	3

<b>EMBA 812</b>	<b>Management of Information System</b>	This course examines the role of information systems in supporting business management. Topics include information systems development, data management, IT infrastructure, cybersecurity, and emerging technologies. Students will explore how to align IT strategy with business objectives, manage IT projects, and leverage information systems for competitive advantage through case studies and practical exercises.	3
<b>EMBA 814</b>	<b>Corporate Finance Management</b>	This course focuses on the financial management of corporations. Topics include capital budgeting, financial forecasting, capital structure, risk management, and valuation techniques. Students will use financial models and case studies to understand how to make financial decisions that enhance corporate value, manage financial risks, and ensure effective capital allocation.	3
<b>EMBA 816</b>	<b>Research Methodology</b>	This course provides an overview of research methodologies used in business studies. Topics include research design, qualitative and quantitative methods, data collection techniques, statistical analysis, and research ethics. Students will learn how to formulate research questions, design research projects, and analyse data to draw meaningful conclusions and inform business decisions.	3
<b>EMBA 839</b>	<b>Capstone Project I</b>	Capstone Project I involves initiating a significant business project that addresses a real-world problem or opportunity. Topics include project scoping, problem definition, research design, and initial data collection. Students will develop a project proposal, outlining objectives, methodologies, and expected outcomes. The course emphasises project management skills, including planning, stakeholder engagement, and preliminary analysis.	3
<b>EMBA 841</b>	<b>Capstone Project II</b>	Capstone Project II focuses on executing and concluding the project developed in Capstone Project I. Topics include advanced data analysis, solution development, strategic recommendations, and final report preparation. Students will refine their projects based on feedback, conduct comprehensive analysis, and present their findings to a panel of industry experts. The course highlights the practical application of strategic, analytical, and presentation skills.	3
<b>EMBA 843</b>	<b>Global Immersion Trip (Optional)</b>	The Global Immersion Trip offers an optional experiential learning opportunity to visit international business hubs. Students will explore global business practices, cultural differences, and strategic operations through company visits and interactions with international business leaders. Topics include global business environment analysis, cross-cultural experiences, and practical insights into international market strategies.	0
<b>EMBA 821</b>	<b>Financial Modelling and Valuation</b>	This course covers financial modelling and valuation techniques essential for making informed investment and business decisions. Topics include building financial models, valuation methods (discounted cash flow, comparative valuation), scenario analysis, and sensitivity analysis. Students will use financial modelling tools to evaluate business performance, value investments, and make strategic financial decisions through practical exercises and case studies.	3



<b>EMBA 823</b>	<b>Financial Derivatives and Risk Management</b>	This course explores financial derivatives and their role in risk management. Topics include types of derivatives (options, futures, swaps), pricing models, risk management strategies, and hedging techniques. Students will analyse case studies to understand how derivatives can be used to manage financial risk, optimise investment portfolios, and implement hedging strategies effectively.	3
<b>EMBA 825</b>	<b>Services Marketing and CRM</b>	This course explores marketing strategies for service-based businesses and customer relationship management (CRM) practices. Topics include service marketing mix, customer experience management, CRM systems and tools, loyalty programmes, and service quality measurement. Students will use case studies to understand effective services marketing strategies and CRM practices that enhance customer satisfaction and retention.	3
<b>EMBA 827</b>	<b>Global Market Entry Strategies</b>	This course examines strategies for entering and expanding into global markets. Topics include market entry modes (joint ventures, direct investment), market research and analysis, risk management, and cultural considerations. Students will analyse case studies of successful and unsuccessful market entries to understand best practices and develop strategies for international market expansion.	3
<b>EMBA 829</b>	<b>Innovative Product Development and Launch</b>	This course focuses on the process of developing and launching innovative products. Topics include idea generation, product design and development, market testing, launch strategies, and post-launch evaluation. Students will work on case studies and projects to apply these concepts, develop effective product launch plans, and understand the factors contributing to successful product innovation.	3
<b>EMBA 831</b>	<b>Managing and Scaling a Start-up</b>	This course focuses on strategies for managing and scaling start-up ventures. Topics include start-up business models, growth strategies, scaling challenges, funding options, and operational management. Students will use case studies and simulations to understand how to address common start-up issues, manage growth effectively, and scale their businesses successfully.	3
<b>EMBA 833</b>	<b>Logistics and Distribution Management</b>	This course focuses on logistics and distribution management principles. Topics include supply chain logistics, inventory management, transportation management, distribution network design, and logistics technology. Students will engage in case studies and simulations to understand how to optimize logistics operations, manage distribution processes efficiently, and enhance supply chain performance.	3
<b>EMBA 835</b>	<b>Global Supply Chain and Risk Management</b>	This course examines global supply chain management and risk mitigation strategies. Topics include global supply chain networks, risk identification and assessment, risk management strategies, and supply chain resilience. Students will analyse global supply chain cases to understand how to manage risks, ensure supply chain continuity, and develop strategies for global supply chain optimization.	3
<b>EMBA 837</b>	<b>Data Science, Data Mining, Business Intelligence</b>	This course provides an overview of data science, data mining, and business intelligence techniques. Topics include data extraction, data transformation, data mining methods, business intelligence tools, and data visualization. Students will engage in hands-on projects to analyse data, extract insights,	3

		and make data-driven business decisions using various data science and business intelligence tools.	
<b>EMBA 839</b>	<b>Generative AI and Natural Language Processing in Business Analytics</b>	This course covers the use of generative AI and natural language processing (NLP) in business analytics. Topics include AI models for text generation, NLP techniques for data analysis, sentiment analysis, and AI-driven business insights. Students will work on projects to apply generative AI and NLP tools to real-world business problems, enhancing their ability to leverage AI technologies for strategic decision-making.	3
<b>EMBA 841</b>	<b>Human Resource Management</b>	This course explores key HR management practices and strategies. Topics include recruitment and selection, performance management, employee development, compensation and benefits, and labour relations. Students will use case studies to understand how to manage HR functions effectively, develop HR policies, and address common HR challenges in various organisational contexts.	3
<b>EMBA 843</b>	<b>Sustainable Development in Africa</b>	This course explores sustainable development practices specific to the African context. Topics include environmental sustainability, social responsibility, economic development, and sustainable business practices. Students will analyse case studies of successful sustainability initiatives in Africa, develop strategies for addressing local challenges, and understand the role of business in promoting sustainable development on the continent.	3
<b>EMBA 845</b>	<b>Women in Leadership</b>	This course explores the unique challenges and opportunities women face in leadership roles. Topics include gender and leadership theories, inclusive leadership strategies, organisational barriers, executive presence, and leadership development for women. Through case studies, guest lectures, and peer dialogue, students will examine successful women leaders' experiences, learn to develop inclusive workplace policies, and craft personal leadership development plans that support diversity and equity in leadership.	3
<b>EMBA 847</b>	<b>Ethical Leadership</b>	This course examines ethical decision-making in business and the role of leaders in fostering ethical cultures. Topics include corporate social responsibility, stakeholder theory, ethical frameworks, governance, and compliance. Students will analyse ethical dilemmas and case studies to understand how values-driven leadership contributes to sustainable success and enhances corporate reputation. Emphasis is placed on practical tools for ethical analysis and leadership integrity.	3
<b>EMBA 849</b>	<b>Project and Risk Management</b>	This course provides a comprehensive overview of project management principles and risk management techniques relevant to business contexts. Topics include project planning and execution, stakeholder management, scheduling tools (e.g., Gantt charts, critical path analysis), risk identification and mitigation strategies, and performance monitoring. Students will analyse real-world case studies and use project management tools to develop skills in managing complex projects, delivering results under uncertainty, and aligning projects with strategic goals.	3

<b>EMBA 851</b>	<b>Healthcare Management</b>	This course provides insights into the management of healthcare organisations and systems, with a focus on emerging markets. Topics include healthcare policy, healthcare delivery models, financing and budgeting, quality assurance, patient-centred care, and innovation in health services. Students will analyse case studies and explore how to apply business strategies to improve healthcare outcomes, efficiency, and access. The course equips executives with tools for leading healthcare organisations through complex change.	3
<b>EMBA 853</b>	<b>Agribusiness</b>	This course examines the business of agriculture and food systems, with an emphasis on value chain development and agribusiness innovation in Africa. Topics include agri-finance, supply chain management, food security, commodity markets, sustainability, and agri-tech solutions. Students will engage with real-world case studies to explore how to scale agricultural enterprises, navigate policy environments, and create inclusive growth opportunities in rural and urban agricultural economies.	3