

**National University Sudan  
Faculty of Graduate Studies and Scientific Research  
Faculty of Administrative Sciences**



**Master of Business Administration  
(MBA)  
Human Resources Management**



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**Introduction**

Success in business, not like ever before, requires an innovative thinking and apt skills to comply with the imperatives and conditions of the era of knowledge, globalization and international trade. This implies an involvement of highly qualified personnel in business vis-à-vis:

- Business Administration General
- Projects Management
- Human Resource Management
- Financial Management
- Hospital Management
- Entrepreneurship
- Marketing

For this the National University offers a program in business administration (MBA) coping with community needs as due to graduate self-employment in light of the limited and rare government job opportunities. The MBA program also targets bridging the gap in university teachers, and researchers in business administration.

**General objectives**

- Provide training opportunities at master level in management for university staff and for seekers of professionalism.
- Familiarize the potential candidacy of the program with concepts and principles of management
- Empower the business sector in Sudan with qualified personnel in management
- Prepare the Sudanese industry for competitive globalization and international trade.
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**Specific objectives**

The program qualifies the candidates to:

- Understand the growing capabilities of Human Resources.
- Encourage employees to introduce innovations.
- Understand evolutions in management thoughts for business decision- making.

### Expected learning outcomes

Upon completion of the program, successful candidates should be able to:

- Explain the scope of HRM
- Understand and appreciate the meaning and nature of strategic HRM related to business
- Describe HR strategies informed by knowledge of labor markets and product markets locally, nationally and internationally
- Describe the dynamic nature of global competition, social, technological trends and their significance on HRM practices.

### Admission requirements

- Applicant must satisfy the general regulations set by the faculty of graduate studies and scientific research of the National University for registration for master degrees.
- Eligible candidates are:
  - (a) Holders of B.Sc. with grade good minimum
  - (b) Holders of B.Sc. with grade pass plus a Postgraduate Diploma.
  - (c) Holders of B.Sc. with grade pass plus three years of experience at least.

### Study program

#### Semester One

Code	Course	Credit hours	Contact hours	
			Lectures	Seminars
ACC-511	Cost and Management Accounting	3(2+1)	2	2
MAR-512	Marketing Management	3(2+1)	2	2
MIS-513	Management Information Systems	3(2+1)	2	2
FIN-514	Financial Management	3(2+1)	2	2
MOB-515	Organizational Behavior	3(2+1)	2	2

## Semester Two

Code	Course	Credit hours	Contact hours	
			Lectures	Seminars
MHR-521	Human Resources Management	3(2+1)	2	2
PRO-522	Project Management	3(2+1)	2	2
ETP-523	Business Ethics and Social Responsibility	3(2+1)	2	2
MAG-524	Production and Operation Management	3(2+1)	2	2
MEP-525	Entrepreneurship	3(2+1)	2	2

## Semester Three

(Three Elective Courses + HUR-531 Strategic Management and HUR-538 Research Paper)

Code	Course	Credit hours	Contact hours	
			Lectures	Seminars
HUR-531	Strategic Management	3(2+1)	2	2
HUR-532	Corporate Performance Management	3(2+1)	2	2
HUR-533	Personnel Management in International Organizations	3(2+1)	2	2
HUR-534	Labor Laws and Social Insurance	3(2+1)	2	2
HUR-535	Human Resources Strategic Management	3(2+1)	2	2
HUR-536	Negotiation Skills and Conflict Management	3(2+1)	2	2
HUR-537	Organization Development and Change	3(2+1)	2	2
HUR-538	Research Paper	3(0+3)	0	6

## **Courses contents**

### **ACC-511 Cost and Management Accounting**

Introduction; Management accounting and financial accounting; Cost and volume-profit analysis; Break-even analysis for multiple products; Budgeting and budgetary control; Departmental budgets; Capital budgeting; Standard costing; Pricing of products and services; Management accounting and business decisions

### **MAR-512 Marketing Management**

Market determination; Customer value and satisfaction; Product planning and development; Strategic marketing decisions; Marketing of services; Branding packaging and labeling; Product policy; Pricing; Channels of distribution and promotion, Wholesaling and retailing.

### **MIS-513 Management Information Systems**

Concepts of information systems; Managers information needs; Types of information systems: Planning and development; Tools and methods of building information systems, Information systems successes and failures; Privacy and security of information systems; Ethical and social aspects related to information systems; Information systems departments (ISD).

### **FIN-514 Financial Management**

Introduction; Objectives of financial management; Financial management environment; Interest rates and required rate of returns; Financial statements: taxes, depreciation and cash flow; Risk and rates of return; Future and present value; Ordinary annuity; Annuity due and perpetuity; Effective annual interest rate (EAR); Cost of capital; Payback period; Net present value(NPV); Internal rate of return (IRR); Modified internal rate of return (MIRR); Payback period; Net present value internal rate of return (IRR); Modified internal rate of return (MIRR); Cash flow estimation and risk analysis; Capital structure and leverage; Financial statement analysis; Distributions to shareholders: Dividends and share repurchases.

### **MOB-515 Organizational Behavior**

Introduction; Individual behavior: Personality and values; Individual perception and learning; Motivation and rewards; Decision making; Decision making and ethics, Ethics and conflicts, Negotiations; Communication in teams and with organizations.

### **MHR-521 Human Recourses Management**

Introduction; HRM planning; Job design cycle; Recruitment and selection; Performance management system; Employees counseling; Development programs; Motivation; Compensation; Turnover program; Global HRM.

### **PRO-522 Project Management**

Introduction; Information system project environment; ISPM features; ISPM conflicts; Project communication; Alternate organization structures; Requirement analysis; Software development standards; Project applications.

### **ETP-523 Business Ethics and Social Responsibility**

Introduction; Ethics in business; Good life as the goal of ethics; Finding ethics in business; Business values; Ethics and legal professionals; Trust and truth; Advertising and consumer manipulation; Competition and self-control.

### **MAG-524 Production and Operation Management**

Introduction; Location planning; Capacity planning; Facilities layout; Inventory control; Materials required for planning; Project control with PERT/CPM; Behavioral issues in operations management; International issues in operations management; Service operations management; Quality management

### **MEP-525 Entrepreneurship**

Introduction; Entrepreneurial Process; Entrepreneurship and creativity; Entrepreneurial assessment; Starting own business; Business plan development; Business plan writing; Presenting business plan; Business problem-solving for the Entrepreneur; Marketing plan development; Customer service for new business start up; Basic website development; Advanced website development; Entrepreneurship in practice; Applications: Introduction to eBay®; Developing business opportunities and plans; Taking innovation to market; Financing entrepreneurial operations.

### **HUR-531 Strategic Management**

Introduction; Internal context of strategy; Exploring the external environment: Macro and industry dynamics; Crafting and dynamic business strategy; International strategies; Alliances and cooperative strategies; Implementation of strategies.

### **HUR-532 Corporate Performance Management**

Corporate performance management; Performance planning and analysis; Implementing performance management systems; Strategy driven performance management; Measuring results via scorecards; Performance management and people development; Performance management in action; Employee development; Team development and coaching; Development plans; Performance management and reward system; Performance management and knowledge development; Performance consulting.

### **HUR-533 Personnel Management in International Organizations**

Overview of personal management; Best employees; Paying employees; Providing benefits, Training employees; Compliance with regulations; Ensuring safe work environment; Sustained

high performance employees; General resources; Qualified new employees; Job description and orientation; Personnel records; Employees performance appraisal.

### **HUR-534 Labor Laws and Social Insurance**

Concepts of labor law; Trade unionism; Collective bargaining; Workers participation in management; Labor welfare and social security; ILO-convention and labor administration; Workers' compensation schemes and redundancy; Qualifying for social security benefits; Social security benefit amount; Taking benefits before retirement age; Windfall elimination provision and government pension offsets; Medicare and social security; Strategies for maximizing social security; Six pillars of retirement income.

### **HUR-535 Human Resources Strategic Management**

Introduction; Strategy formulation; Role of value in strategy formulation; Strategy implementation, communicating strategy to staff; Competitive strategy; Competitive advantages; Competitive differentiator Ethics; Linking HR to organization strategy; Organizational effectiveness; Trends in HR; Mission and vision; Quality management.

### **HUR-536 Negotiation Skills and Conflict Management**

Course overview; Kinds of negotiators; Distributive and mixed motive bargaining; Integrative and mixed-motive bargaining; Competitive and cooperative styles; Negotiating in context, origins of conflict-dispute prevention; Delegating conflict management to the disputants; Employers' dispute resolution; Complaint handling systems; Conciliation; Mediation; Arbitration; Negotiation with difficult people.

### **HUR-537 Organization Development and Change**

Introduction; Understanding change; Organizations change; Diagnosing change; Organizational diagnosis team time; Resistance to change; Implementing change; Organizational diagnosis team time, Communicating change, Continues communicating change, Organizational diagnosis team time; Sustaining change and thanks giving; Organizational diagnosis project; Presentations.

**HUR -538 Research Paper:** Publish a paper in a refereed scientific journal.

**Teaching staff:** One professor  
Five associate professors  
Five assistant professors

**Facilities:** Four lecture rooms: 200 seats  
Two computer labs: 150 seats  
National University main library: 400 seats  
E-library: 250 seats

**Duration of program:** Three semesters: 15 weeks each

### **Teaching modules**

Lectures; Seminars and Presentations; Case studies; Group research; Assignments; Report writing, Guest speaks.

**Teaching language:** English

### **Examinations regulations**

- Abide by the examinations rules of the general regulations of the graduate studies of the National University-Sudan
- A student scoring less than 60% in any subject should sit for a supplementary examination.
- A student failing any supplementary examination should repeat the course.
- Each student shall conduct a supervised published or accepted paper in a refereed journal.

**Assessment:** Continuous assessment 50%  
Final examination 50%

**Grading System:** A<sup>+</sup> (≥ 85) A (80 – 84) B<sup>+</sup> (70 – 79) B (65 – 69) C (60-64) F (< 60)

### **Award of the degree**

The Scientific Council of the National University, based on the of recommendation of the board of the Faculty of Graduate Studies and Scientific Research, shall award the successful candidate

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