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UNIVERSITY EXTENSION *International Programs*

MASTER OF BUSINESS ADMINISTRATION M.B.A. *In International Management (Multidisciplinary)*



Universidad Central de Nicaragua *Internacional*, (UCNI)

Central University of Nicaragua International Consortium

UNIVERSITY CONSORTIUM

Universidad Central de Nicaragua Programas Internacionales

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MASTER OF BUSINESS ADMINISTRATION (M.B.A.) in International Management

Introduction

The M.B.A. curriculum consists of at least **49 credits** of graduate study, offered as modular fashion. M.B.A. candidates complete eight required modules/courses (40 credits), plus a final Thesis/Dissertation (9 credits) **or** 3 Additional modules (3 credits each) all of these focused on a specific field or industry of management.

The Modular Masters in Business Administration Program in International Management has as a general aim of provision of an academically rigorous education designed to develop skills, expertise, knowledge and vision to enable students, whatever their chosen route, to be critical, analytical and creative. The program aims to provide opportunity for self-development in relation to career enhancement and as life-long learners.

The Program offers students the opportunity to develop their own capabilities, skills and competencies within a supported environment. The philosophy of the program can be summarized by the following objectives.

- Develop a critical approach to the use of contemporary sources as a means of exploring complex concepts, ideas and issues of relevance and value to the chosen area of study.
- Develop the power of critical enquiry, logical thought, creative imagination and independent judgment.
- Provide a forum of study that allows each student to build on his or her past academic and vocational experience in a relevant and meaningful fashion.
- Expose the student to a range of prospective, which may be applicable to both the interests and work situations as appropriate.
- Recognize the variety of sources of learning and an appropriate diversity of means for assessing achievement.

Objectives of the Program

This program intends to allow the individual student to develop their potential through a carefully selected Program of study, which includes elements of a variety of methods of study orientated around both the academic and vocational axis.

The primary objectives of the program are to:

- Enable the student to achieve an appropriate level of academic competence
- Achieve personal development and to develop critical awareness of benefit to themselves and to their organization
- Develop skills of initiation, implementation and analysis in a range of contexts
- Develop capability in the analysis and evaluation of complex issues and situations

The specific objectives of the program will vary according to the chosen named award but will include the:

- Development of knowledge at an advanced level
- Development of skills of analysis, research and policy formulation and implementation
- Unification of theoretical analysis and practice through a variety of contexts appropriate to business administration
- Issues of organization management and the management of people

Admissions and entry requirements

Basics entry requirements

There is a common entry policy to the program whichever route or mode of delivery is being followed. All applicants will be assessed for admission with regard to their ability to fulfill the objectives of their proposed route and to achieve the standards required for the award of Masters. Students, whenever possible, will be interviewed. The interview is designed to ensure that those students accepted onto the program have the background both in terms of academic and / or professional experience and motivation to undertake a rigorous program. Given the conversion nature of the Program, applications are welcomed from candidates from wide academic and employment backgrounds.

The academic qualifications for entry to graduate and post-experience programs are :

Foreign candidates need to send credentials awarded certified, documentation judgments based on appropriate reference material, including current research; UCNI will examine documents for accuracy and authenticity.

Application Checklist

- Fully complete the application form. The admissions application is divided into two parts. Part I asks for basic information that you can quickly supply. Part II asks about previous education and employment, also requests that you submit a thoughtful essay of at least 200 words about your readiness to undertake Graduate Programs via independent study and about your educational goals. Please respond fully to these questions. Be specific about your goals. This essay is an important aspect of the admissions process.
- A non-refundable \$50 orientation fee. Send a check or money order payable to UCNI to Admissions or pay by MasterCard, Visa, Discover or American Express. If paying by credit card please include the **Credit Card Authorization Form**.
- High school, GED (for USA) or 12 years of completed study documentation transcript, copy of diploma, or leaving certificate.
- All applicants are required to provide a copy of a resume or CV.
- Filled out this UCN Int'l Student Application Form for Admissions
- Have earned a bachelor's Degrees from a regionally accredited or official recognized college or university national or international. The undergraduate record must be of such quality as to promise successful achievement at the graduate level. Only students with an undergraduate cumulative grade-point average of 3.0 will be considered for admission. Students with an undergraduate cumulative GPA of between 2.5 and 2.99 may be considered for conditional admission. Post-bachelor's undergraduate credits will not be used to enhance G.P.A. requirements for admission to graduate study.
- Have completed, in a satisfactory manner, certain minimum course work in designated areas; the specific courses and amount of work depending upon the field of work which the student proposes to enter.
- Copy of prior academic records sent directly from all institutions attended, including graduate and undergraduate colleges and universities, transcripts must be sent by the College, university or school (*please see attached Transcript Application Form*)
- (see attached Transcript Request Form),
 - o for foreign Non USA or Costa Rica credentials these must be evaluated by NACES® member organizations, www.naces.org.
- Any additional information that will support their professional background,
- 4 Pictures passport type.
- Copy of Passport or Official National ID
- \$50 USD Application Fee.
- Recent Medical Health Certificate
- Have three letters of recommendation sent to the Dean from officials or faculty members of institutions previously attended who are acquainted with the applicant's ability for graduate study or from employment supervisors where applicable.

HOWEVER, THE ABOVE MENTIONED HONOURS IN LIFE EXPERIENCE MAY NOT APPLY IN MORE THAN THIRTY PERCENT OF THE M.B.A. PROGRAM.

Certain applications may have specific additional entry requirements; likewise, some exceptions may apply UNDER THE CRITERIA OF THE ACADEMIC BOARD of Columbia Int'l School of Business.

If you have any further questions, please feel free to contact us gerhard@businessschooldirect.info we will be happy to meet with you and to answer your questions.

Orientation Session

Request for an Orientation Session to receive detailed information about the benefits of getting a UCN, Degree. Orientation will be scheduled at a convenient day and time, with the support of Admissions Staff.

Orientation is an excellent opportunity for you to begin your academic career at UCN. You will become familiar with the University catalog, the schedule of courses, and other important resources.

Faculty and university leaders help you enroll for your first class. Orientation is also an opportunity for new students to begin connecting with UCN and the many available virtual campus resources.

Orientation provides an opportunity to build relationships with orientation leaders, other new students, and various faculty and administrators. **Universidad Central de Nicaragua *Internacional*** is excited to meet you and welcome you.

Once Admitted as Official Student

Once all requirements for admission has been submitted, reviewed, Prospect is officially admitted as formal student, **Universidad Central de Nicaragua *Internacional*** will issue:

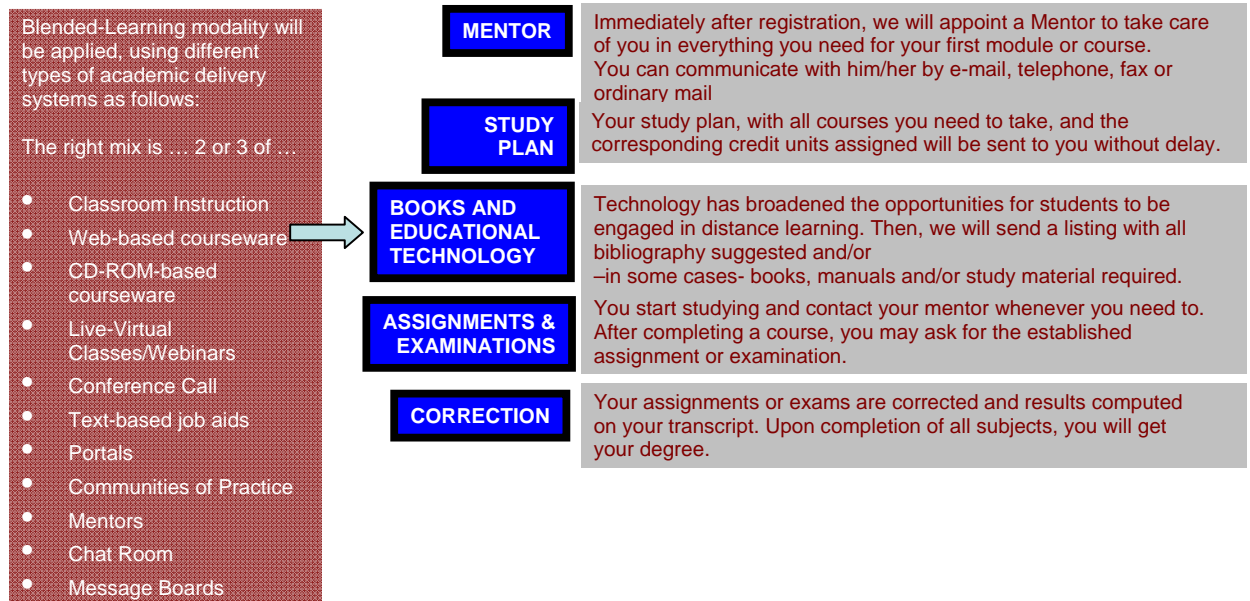
- *Letter of Acceptance.*
- Student ID Number.
- UCN Student Manual.
- Personal Study Plan.
- Assigned Course and Tutor.
- UCN institutional e-mail account.
- Invoice or Financial Statement.
- Additional details for Academic Process.
- User ID and password to get access to virtual campus and courses online.

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- Invoice or Financial Statement.
- Additional details for Academic Process.
- User ID and password to get access to virtual campus and courses online.

Learning Process at UCN



Assessment

Throughout the program assessment by assignments are designed to enable students to develop their own potential and permit a close working relationship between the learning experience and individual assessment. Assessment strategies employed will be consistent with the student centered rather than teacher centered focus of the program.

Aims of assessment

The aims of assessment process are to:

- Ensure that students are developing the powers of critical enquiry, logical thought, creative imagination and independent judgment associated with postgraduate study;
- Indicate to students progress in the part of students in relation to the achievement of specified learning outcomes;
- Ensure the students ability to critically evaluate policy, management, techniques, philosophies, approaches, and methodologies appropriate to management in general and their chosen route.

Whilst understanding, critical analysis, evaluation and integration will be expected at all levels, increasing emphasis will be placed on the requirement for systematic evaluation and integration in assessment at Masters Level.

General View of the Program

CODE	Subject	Credits	Total
MODULE 1			
ECN-523	Economics of the Business Environment	5	
MODULE 2			
FIN-533	International Financial Management	5	
MODULE 3			
MNG- 541	Operations and Logistics Management	5	
MODULE 4			
MKT-571	International Strategic Marketing	5	
MODULE 5			
MNG-611	Human Resource Management	5	
MODULE 6			
MNG-619	Strategic Management	5	
MODULE 7			
MNG-627	Management Decision Making	5	
MODULE 8			
MNG-671	Total Quality Management	5	
MODULE 9			
MNG-701, MNG-702, MNG-703	3 Elective Courses @ 3 credits each (9 Credits)	3 3 3	
THS	<u>or</u> Final Thesis Dissertation (9 Credits) 20,000 words count.	9	49 Credits
UCN typically offers a choice of a specific field of business and industries: - Pharmaceutical Industry - Trade on Wall Street - Import and Export - Non-Profit International Organizations - Entrepreneurship - Educational - Information Technology - General International Management			

MODULE 1.

ECN-523 Economics of the Business Environment (5 Credits)

About this module

Business does not operate in a vacuum. Firms are subject to a complex network of external factors, chief among which are economic influences. This module is designed to provide the student with the basic tools for analyzing the economic environment. As well as promoting technical competency, the module, through the use of specially selected seminar discussion topics, also stresses the link between theory and practice.

The most successful managers, whether they are specialists in sales, planning, personnel, finance or production, are those who can understand the implications of developments in the economic environment for their own particular business and devise an appropriate strategy. Accordingly, this module provides crucial underpinning for other parts of the program and encourages the student to place the firm in its wider business context.

The module aims and objectives

The module aims to equip the student with an understanding of the complex relationship between the external economic environment and the business organization. The module is designed for the postgraduate who does not necessarily possess prior knowledge of economics and consequently it covers a great deal of challenging work within a concentrated time span.

The approach is comprehensive, combining micro and macro economics and drawing whenever possible upon links with other modules.

After completing this module, the students will be able to:

- ⇒ Describe the working of the price mechanism and the various forms of market failure
- ⇒ Describe alternative concepts of the worker, the entrepreneur and the firm, and explain how they relate to each other and to the external economic environment
- ⇒ Describe the relationship between costs and prices under various market structures
- ⇒ Explain the relationship between key macro economic variables, such as unemployment and inflation
- ⇒ Assess the various policy alternatives open to economic decision maker

The module content

The syllabus covers the following areas:

Supply and demand
Elasticity
Costs and revenues
Theory of the firm
Factor markets
Market failure
National income determination
Unemployment and inflation
Money and monetary policy
International trade
Balance of payments
Policy approaches

Core and essential resources

Economics Sampler
R. Glenn Hubbard, *Columbia University*
ISBN: 0-13-185665-0
Publisher: Prentice Hall
Copyright: 2006
Format: Paper; 150 pp
Published: 01/07/2005

Economics
Sloman J
(Latest edition)

MODULE 2.

FIN-533 International Financial Management (5 Credits)

About this module

Private and public enterprises are required to maximize shareholder wealth by satisfying consumer wants in competitive markets.

Modern financial theory is based on the concepts of risk and cash flow. Important as these strategic concepts are, however, it is simpler accounting concepts and techniques which continue to inform the day to day discussions and decisions of many financial managers.

This module primarily concerns itself with these simpler concepts and techniques; since it is with these that the non specialist manager will tend to come into contact with their daily business lives. They are also, however, an essential and excellent base for the manager wishing to move on later to specialist financial management approaches and skills.

The module aims and objectives

The overall aim of the module is to introduce students who have little or no experience of finance to the subject and its practice, and to give them sufficient knowledge to understand fully the role of finance in business management.

It is not intended to give students accountancy training but only to equip them to understand the principal and uses of the accounting function.

After completing the module, the student will be able to:

- ⇒ Explain the role of finance and build simple graphical models of a firm's cost structure
- ⇒ Explain marginal costing, calculate contribution and explain the applications of different pricing policies
- ⇒ Use net present value calculations and carry out simple project investment appraisal
- ⇒ Prepare simple accounts and balance sheets
- ⇒ Describe the possible effects of stock valuation and accounting on reported profit
- ⇒ Explain the basis and effects of fixed asset accounting
- ⇒ Explain the source options for corporate finance and risks/rewards
- ⇒ Describe the basis of management and forecasting and loss analysis
- ⇒ Perform simple balance sheet analysis, and explain the use and limitations of ratio analysis
- ⇒ Use simple standard costing and variance analysis in relation to budgetary planning and control
- ⇒ Describe the basic elements of multinational finance and explain some of the methods used to avoid foreign exchange risk.

The module content

The syllabus content to be explored in the module covers the areas of:

Marginal costing
Pricing
Investment appraisal
Accounting
Cash management
Ratio analysis
Planning and budgeting

An introduction to multinational finance

Core and essential resource

“The Theory and Practice of International Financial Management”

Reid W. Click, *George Washington University*

Joshua D. Coval, *University of Michigan*

ISBN: 0-13-020457-9

Publisher: Prentice Hall

Copyright: 2002

Format: Cloth; 464 pp

Published: 03/22/2001

MODULE 3.

MNG- 541 Operations and Logistics Management (5 Credits)

The pursuit of operations performance at every stage of an organization's activities, from raw material procurement to the distribution of the service or product to the customer, is now recognized as essential for economic success. It is a task not only for the manufacturing / service operations sections of an organization but one that must be addressed by all the segments of the organization that support and service these activities. To this end, operations must be developed as a fundamental competitive weapon that must be integrated into an organization's activities at the strategic as well as tactic level.

This module complements the other management modules by looking critically at all stages of the procurement, production and delivery cycles in the supply chain, and ensuring that the process and procedures undertaken give satisfaction to the corporate goals of management and the desires of the customer alike.

The module is structured around the development of an operations strategy and its translation into an effective operations transformation system. Emphasis will be placed on viewing operations as a competitive weapon, not only within the production / service centres, but also in the logistics and physical distribution systems that are becoming so important to an organization's competitiveness.

The module aims and objectives

The module aims to provide an understanding of the role that operations plays in international business competitiveness.

To do this the techniques and principles of operations analysis and operations systems will be examined and the most appropriate techniques relating to different operations management environments will be critically reviewed.

After completing this module students will be able to:

- ⇒ Explain core concepts in operations in an international context
- ⇒ Evaluate the approaches to formulate operations strategies for global competition
- ⇒ Develop operations strategies for a variety of organization circumstances
- ⇒ Evaluate the procedures that can be used to translate business plans into operations strategies, objectives and policies
- ⇒ Determine the capacity and location requirement for various operations scenarios
- ⇒ Evaluate the procedures for determining process selection and technologies choice for different types of product
- ⇒ Develop aggregate plans and strategies for matching demand to output levels
- ⇒ Determine master schedules and design simple material requirement planning systems for products and services
- ⇒ Evaluate the application of just-in-time operations to different organizational situations
- ⇒ Apply the techniques of critical path analysis and PERT analysis to the management and control of projects
- ⇒ Evaluate how logistics and distribution management affect the overall performance of an organization
- ⇒ Identify the main elements of a physical distribution system and critically assess their effectiveness in operation of the supply chain

The module content

The areas to be covered in the module are:
Global context of operations

Operations strategy approaches to manufacturing and services
Operations planning within service and manufacturing
Operations control procedures
Distribution and logistics management in the supply chain

Core and essential resources

“Cases in operations management”
Johnston R, Chambers S, Hardland C, Harrison A and Slack N
Pitman 1993
ISBN: 0273655310
Operations management

MODULE 4.

MKT-571 International Strategic Marketing (5 Credits)

About this module

In a business environment where identifying and meeting the needs of customers is vital to achieve competitive edge, an understanding of international marketing which permeates the whole business organization is needed.

This module introduces and explains the basic concepts and theory of marketing and its application in domestic and international markets. It meets the growing demand for managers and staff who know what effective marketing involves, and who recognize its critical importance for the overall success of the company or organization.

The module aims and objectives

The module's primary aims are to introduce students to the basic concepts and major theoretical aspects of marketing, and to develop their analytical approach to marketing strategy and management.

It aims to give them the necessary skills to analyze marketing problems and opportunities, and to assume marketing management responsibilities.

Specifically, after completing the module, the students will be able to:

- ⇒ Describe the activities involved in international marketing strategy and management, and factors internal and external which impact upon it
- ⇒ Understand and make use of the global concepts of market segmentation, market potential, market targeting and market positioning
- ⇒ Describe the factors influencing consumer and organizational buying in a global environment.
- ⇒ Identify the use effectively the different types of available market research
- ⇒ Describe the characteristics of different distribution channels and the functions involved in the distribution process
- ⇒ Explain the marketing communication process, the communication mix and the factors influencing communication method
- ⇒ Set out the role of advertising and publicity, and initiate and measure the effectiveness of an advertising campaign
- ⇒ Describe the costs / benefits of personal selling, and evaluate sales performance and remuneration criteria
- ⇒ Define the various sales promotion methods, their functions and legal implications
- ⇒ Define the role of price and the key factors influencing pricing strategy
- ⇒ Explain the demand-cost-profit relationship, break-even value and volume calculations, and their relation to pricing policies and methods
- ⇒ Explain the elements of strategic market planning and what it involves
- ⇒ Describe the purpose, implementation and monitoring of a marketing plan
- ⇒ Explain the place of marketing ethics and social responsibility in marketing
- ⇒ Describe the different special characteristics of industrial marketing, services marketing and international marketing

The module content

The syllabus content for exploration in the module covers the foundations of international marketing management theory and practice:

Marketing and the international marketing environment
Global market segmentation
Buyer behavior and marketing information
Product, distribution and prices issues
Market communications
Strategic market planning
Ethical issues and consumerism
Industrial production marketing
Services marketing
International marketing

Core and essential resources

“Global Marketing”, 3/E
Warren J. Keegan, *Pace University*
Mark Green, *Simpson College*
ISBN: 0-13-066998-9
Publisher: Prentice Hall
Copyright: 2003

MODULE 5

MNG-611 Human Resource Management (5 Credits)

About this module

The module begins from the premise that the interaction of people in order to achieve set objectives forms the basis of management in organizations. An understanding of people and the ways in which they relate to others within an organization is therefore vital to the process and function of effective human resource management (HRM).

The content of the module address two areas:

- ⇒ The functional and organizational aspects of human resource management
- ⇒ The individual and the interactive processes within the work framework-identifying in particular the conflict and tensions which exist in the real world of work, and noting links with the social processes which take place outside the work environment.

The first of these areas is covered through lectures, while group seminars are the learning vehicle for the second. This enables the functional and behavioral issues to be focused upon separately, but to be clearly interlinked through the integrated lecture and seminar program.

The module aims and objectives

The main aims of the module are to develop in the students:

- ⇒ A knowledge and understanding of the functional aspects of human resource management
- ⇒ Concepts of best practice in human resource management and the theory which underpins these
- ⇒ Individual understanding and skills in human resource management.

After completing this module, students will be able to:

- ⇒ Discuss and explain in an aware and informed way the complex and problematic nature of management in general and the distinctive approach of personnel/human resource management in particular
- ⇒ Integrate theory regarding best practice, an understanding of organizational behavior and the application of skills in order to operate effectively in the following functional areas:
 - supplying the organization with employees
 - developing the potential of those employees
 - maintaining good working relations with employees.

The module content

The syllabus content of the module covers the areas of:

Personnel/human resource management
Employee resourcing
Employee development
Employee relations

Core and essential resources

“Human Resources Management: Perspectives, Context, Functions, and Outcomes, 4/E
Gerald R. Ferris, *Florida State University, Tallahassee*
M. Ronald Buckley, *University of Oklahoma*
Donald B. Fedor, *Georgia Institute of Technology*
ISBN: 0-13-060854-8
Publisher: Prentice Hall
Copyright: 2002

MODULE 6

MNG-619 Strategic Management (5 Credits)

About this module

Recent years have seen developing recognition of vital role of strategic management in the long term viability, efficiency and success of organizations both in the private and public sectors. As distances become shorter and the world becomes more and more of a global market place, so the consistency, responsiveness and flexibility of organization to respond appropriately to their changing circumstances is crucial. It is the strategic management of the organization that gives it the framework and rationale around which to base its responses and strategies. Strategic management gives the functional areas of an organization the long-term, overall perspective within which they must work and set their aims.

Given its nature, strategic management requires a holistic approach. It draws upon functional modules previously studied in areas such as marketing, finance, operations and human resources management; and it integrates the skills and knowledge they provide to enable students to develop realistic responses to strategically important issues. It is intended to enhance the students' awareness and understanding of corporate issues and of the increasingly international context of corporate activity.

The module aims and objectives

The principle aims of this module are that students will:

- ⇒ Gain an understanding of the conceptual and theoretical issues underpinning the study of strategic management
- ⇒ In examining these issues develop the analytical skills and judgment necessary to appreciate and take strategic decisions effectively
- ⇒ Become aware of some of the practical difficulties inherent in the formulation and implementation of corporate strategies

On completion of the module, students should be able to:

- ⇒ Synthesize theory and practice, and demonstrate an understanding of the issues from a number of viewpoints – management, workforce, community, national, international and so on
- ⇒ Draw on their holistic appreciation of the organization to analyze strategically the position of an organization or industry
- ⇒ Formulate from that analysis a range of appropriate strategic responses, with an understanding of the implementation issues and other consequences associated with them.

The module content

The syllabus content has been constructed so that students learn initially some of the basic theoretical concepts and models that support strategic management, and then develop this understanding through further in-depth analysis and application of both the theoretical models and practical experience.

The greater part of the syllabus concerns the five key areas of:

- ⇒ Strategic analysis

- ⇒ Strategy formulation
- ⇒ Strategic choice
- ⇒ Strategic implementation

Core and essential materials

Exploring Corporate Strategy: Text & Cases, 7/E
Gerry Johnson
Kevan Scholes
Richard Whittington
ISBN: 0-273-68734-4
Publisher: Prentice Hall
Copyright: 2005
Format: Paper; 1072 pp
Published: 01/12/2005

MODULE 7

MNG-627 Management Decision Making

The module and its aims

It is obvious that the quality of management decision making (MDM) must be a critical factor in the success of any business organization, and that the more fully the factors involved in it are understood, the more likelihood there is that good decisions will be made. To develop such an understanding demands much more than the frequently simplistic, mechanical approach to decision making process that is often met with in dealing with this subject. It means becoming aware of all the 'unmeasurable' influences that may be at work on people involved in decision making situations, as well as those aspects of a situation that can be readily quantified, measured or estimated.

The primary aim of this module therefore is to make students aware of the multiplicity of influences acting on the human decision maker (eg. social, psychological, political, and ethical) and their problematic effects on all levels and domains of management decisions making. To this end, students will be introduced to a wide range of social science material and encouraged to read extensively. A further aim will be to get students to relate this reading to their practical experience and to reflect on real life decision making, especially their own, so as to understand at first hand the operation of powerful phenomenon that are often taken for granted, go unchallenged or are ignored. In the process of doing this, the fundamental idea of the manager as a rational decision maker will be subjected to critical scrutiny.

The module content

The syllabus content to be explored in the module covers seven areas:

- ⇒ The inherent limitations to human rationality
- ⇒ Individual decision –making performance
- ⇒ Decision making with others
- ⇒ The social context of decision making
- ⇒ Political aspects of decision making
- ⇒ Ethical aspects of decision making
- ⇒ The integration of these influences

Core reading-essential resources For both tutor and students

<p><i>Developing Management Skills, 6/E</i> David A. Whetten Kim Cameron, <i>Brigham Young University, USA</i> ISBN: 0-13-154240-0 Publisher: Prentice Hall Copyright: 2005</p>

MODULE 8

MNG-671 Total Quality Management, (5 Credits)

About this module

In any competitive economy, continuous cost reduction and quality improvements are essential if an organization is to stay in business. Competitiveness is measured by quality, price and delivery.

Quality has developed as a fundamental competitive weapon, and for many companies, TQM is the new way of managing for the future. It is not a technical activity-though there are techniques which can help to incorporate the principles and culture of TQM in an organization's daily operations.

This TQM module underpins other management modules by looking critically at all aspects of a company's products, processes and people to ensure that outputs give complete customer satisfaction.

It examines what managing in a total quality ways means and sets out the essential steps for successfully introducing TQM in a structured, meaningful and practical manner.

This module seeks to show:

- ⇒ How the practical requirements for defining and achieving quality and the language of quality reflect common basic principles
- ⇒ How these principles are used for the achievement of TQM throughout all the activities of an organization.

The module aims and objectives

The main aims of this module are to give students an in-depth understanding of the role that quality plays in business competitiveness (along with prices and delivery), and to show how TQM has developed into a way of managing the whole business to ensure customer satisfaction at every stage.

It will provide an awareness of the concepts and terminology of TQM, and of the work of the quality 'gurus' and their different approaches to quality management. It will also show the students what is involved in TQM implementation, and how its principles and techniques are applied in all the different functions and activities of a business. In addition, specific TQM techniques for problem solving, quality costing, and change will be covered.

Finally, through its range of theoretical and practical learning, the module aims to give students the knowledge and ability to apply the principles and some of the TQM techniques themselves.

After completing the module, students should be able to:

- ⇒ Set out and discuss the core concepts of TQM
- ⇒ Explain the importance of organization structure and culture, and personnel perceptions of roles and responsibilities, for the success of TQM
- ⇒ Use methods for measuring quality costs
- ⇒ Set out the role of purchasing in TQM
- ⇒ Describe and use techniques for problem solving
- ⇒ Categorize the requirements of a good, documented quality system

- ⇒ Use available tools and techniques off quality
- ⇒ Explain the importance of teamwork for TQM, and how to integrate it in an implementation programme
- ⇒ Set out and discuss methods of implementing TQM and potential problem areas
- ⇒ Understand the work of the quality 'gurus'

The module content

Understanding quality
Tools and Techniques for Quality
SPC Awareness and Cost of Quality
Documented Quality Systems
Requirements to Establish a Culture of TQM
Introducing TQM
Other Aspects of Quality

Core text for the tutor and student

"Total Quality Management", 3/E

Dale H. Besterfield, Ph.D., P.E., *College of Engineering, Southern University at Carbondale, Besterfield & Associates*

Carol Besterfield-Michna

Glen Besterfield, *University of South Florida*

Mary Besterfield-Sacre, *University of Pittsburgh*

ISBN: 0-13-099306-9

Publisher: Prentice Hall

Copyright: 2003

Format: Cloth; 640 pp

Published: 10/18/2002

MODULE 9

3 Elective Courses @ 3 credits each (9 Credits)

Codes: MNG-701, MNG-702, MNG-703

or

Final Thesis Dissertation (9 Credits)

Code: THS

In addition to the eight required modules (courses), students select three courses at 3 credits each (9 units) of electives to complete their MBA Program. These 9 credits will be applied as a field of concentration and specialization for the MBA.

Although **Universidad Central de Nicaragua *Internacional*** MBA Program has a general manager's perspective, students may also use their choice of electives to select a concentrated emphasis.

However, a concentration will be reflected on a student's official transcript if the concentration is declared when the student petitions to graduate and all completed courses required for the concentration are documented. Although the awarded concentration will appear on the student's official degree transcript, the concentration does not appear on the student's diploma.

UCN typically offers a choice of a specific field of business and industries:

- Pharmaceutical Industry
- Trade on Wall Street
- Import and Export
- Non-Profit International Organizations
- Entrepreneurship
- Educational
- Information Technology
- General International Management

However, these nine credits can be applied also to a Final Thesis of 15,000 words count.

Student may elect to register for Independent Study (blended modality fashion) to fulfill this additional nine (9) credits requirement.

To obtain permission to register for Independent Study, students should prepare a complete proposal well in advance of the quarter in which they wish to undertake the study. The proposal must be reviewed and signed by a full-time faculty member who thereby agrees to supervise and evaluate the study. The proposal will then be reviewed by the department chair who, if in agreement, will sign the proposal. The proposal must then be submitted to Division of International Programs, University Extension at **Universidad Central de Nicaragua *Internacional*** Office for final review.

A signed copy of the proposal must be on file in the Office of the Registrar before registration. An Independent Study is graded pass/fail unless otherwise indicated.

University Policy and Program Changes

From time to time it may be necessary or desirable for UCN to make reviews and updates, due to the requirements and standards of the University's accrediting body, state or country licensing agency or Ministry of Education, or due to market conditions, employer needs, or other reasons.

UCN thus reserves the right to make changes to any provision of this program including bibliography, admissions criteria, and academic procedures in the program and courses, faculty and administrative staff, the calendar and other dates, and other provisions.

UCN also reserves the right to make changes in equipment and instructional materials, to modify curriculum and, when size and curriculum permit, to combine classes.

Myths about distance learning

1. Taking courses via distance education is a chip and quick way to learn.

Nope – you have to be serious. You are in control – which means you have to be disciplined, self-motivated, and honest with yourself about whether you're disciplined and self-motivated!

2. Online courses are self-paced. I can do all the work the last week of the semester and still pass.

Nope – first, not all online courses are self-paced; many follow a specific academic period established at the time of admissions and has its own time frame for evaluation, although we do not follow the same semester guidelines as traditional classes.

3. I need to have highly advanced computer skills.

Nope – this is usually not the case. You need to be able to use email, save files to disk, open files, surf the web; basic computer skills are usually all you'll need, but check with each instructor for additional details.

Convenience

Another big advantage that distance learning offers versus in-person classroom attendance is money savings. With traditional on-campus education, there are everyday expenses that quickly add up:

1. Gas, if you commute (which is now an even larger expense!)
2. Vehicle maintenance or bus fare
3. Dorm room fees, if you live on campus
4. Meals at a local restaurant or campus cafeteria
5. Clothing, makeup, etc.

Distance learning eliminates virtually all of that!

Additionally, more and more programs are becoming nearly or even completely paperless. No more outrageous textbook fees, blue books, pens, Scantron forms, book bags, and all the other incidentals that accompany the old way of doing things.

Exactly the Same Degree Online as On-Campus



At **Universidad Central de Nicaragua *Internacional*** online degree programs, you'll learn from award winning faculty professors who teach on campus and at international universities.

You'll follow the same curriculum, use the same textbooks as traditional campus-based students and earn the same degree as on campus.

You'll just do it all online. It's easy! We'll help you through your online experience every step of the way.

And you can even walk through your Commencement ceremony alongside your on-campus graduating class!

CONGRATULATIONS!!!!



[Universidad Central de Nicaragua \(Central University of Nicaragua\)](#)

1. History & Government Accreditation: The university is accredited and recognized by the Ministry of Education of the Republic of Nicaragua via the Consejo Nacional de Universidades (The National Council of Universities (CNU) of the Republic of Nicaragua (see position 25 of this web page)) in official government session No. 10-1998 operating under the law No. 89 of the Republic of Nicaragua with full autonomy designing, delivering and granting degree programs at undergraduate, graduate and postgraduate level.

2. International Accreditation: As fully recognized by the government of the Republic of Nicaragua, the university is listed in United Nations Educational, Scientific and Cultural Organization (UNESCO) International Association of Universities under the country of Nicaragua and International Handbook of Universities, an official guide/directory of international accredited universities published by United Nations.

3. Academics: The university is offering degree programs both undergraduate and postgraduate level at its campus under faculties/schools of Medicine, Business Administration, Accounting, Computer Science and Engineering, Tourism, Sciences & Humanities, Legal Studies and Political & Economic Studies.

The university is offering professional degree programs with world wide recognition. Doctor of Medicine & Surgery Program (M.D.), a six year program, delivering on campus is recognized by the Government of the Republic of Nicaragua and is accredited for full Medical Licensure once all objectives have been completed; medical licensure is granted by the Ministry of Health of Nicaragua. Also the Medical School is listed with the (ECFMG) Educational Commission of Foreign Medical Graduates / FAIMER. Being listed with the ECFMG allows medical graduates the opportunity to sit for the USMLE STEPS 1, 2, & 3 and eventually may obtain Medical Licensure in their countries of origin (make sure you check with the Licensure laws of your home Country to make sure a degree awarded by Universidad Central de Nicaragua is eligible for state Licensure). Doctor of Veterinary Medicine Program (DMV) is recognized by the Government of the Republic of Nicaragua and is accredited for full licensure once all objectives have been completed. DMV licensure is granted by the Ministry of Health of Nicaragua. All of the Nursing programs, i.e. Associate Degree in Nursing (ADN), Bachelor Degree in Nursing (BScN), Master Degree in Nursing (MScN) and Doctor of Nursing (PhDN), are recognized by the Government of the Republic of Nicaragua and are accredited for full Licensure once all objectives have been completed.