Syllabus for the Masters Degree in Business Leadership or the M.B.A. – Masters of Business Administration (Leadership)

The Masters Degree in Business Leadership, or M.B.A. (Leadership) requires a credit of 70 books worth of study. This is made up of 50 books covering the areas mentioned below. In addition, 10 books are credited for the 50 page dissertation, and a further 10 books will be awarded as bonuses for practical work, attending training programs and discussions, and as bonuses for completing certain difficult modules. *(N.B. For many of these topics, you can choose how much you read: from 3 articles through to a number of books.)*

Improving your work skills: (30 - 40 books)

- Accounting
- Administration
- Advancing at Work/Seeking Promotion
- African Business – Doing business in Africa: Case Histories of Successes and Failures, What works and what doesn't, Dealing with corruption, Real lessons in running real businesses in the African context.
- C.E.O./G.M. Resources
- Change (Managing Change)
- Coaching/Mentoring in Corporations
- Communication
- Company Law *(Our courses focus on the underlying legal considerations that managers should be aware of. However as Company law varies from country to country, we encourage those interested in this area to pursue their own study of the specifics of law in their own country – and will credit them with up to 3 books of study for this.)*
- Computing (including Introduction to Computers, the web and email; Typing; Microsoft Word, Excel, Access, & Powerpoint; Pagemaker, Internet use and design etc.)
- Conflict Resolution
- Customer Service
- Decision Making
- Empowerment
- Emotional Intelligence
- Finance
- Human Resource Management
- Job Seeking
- Leadership
- Learning
- Learning Organisations
- Management
- Managing Non Profit Organisations
- Managing your Boss
- Marketing (including internet marketing)
- Paradigms (Becoming a paradigm pioneer)
- Project Leadership
- Quality/TQM – Total Quality Management
- Recruitment
- Sales
- Servant Leadership
- Small Business/Entrepreneurship
- Spirituality and Business
- Statistics
- Strategic Planning
- Stress Management
- Teamwork
- Technical Management
- Time Management
- Training
- Values
- Vision
- Women Leaders
- Workplace-Improving it

Note: The emphasis in our "Business Leadership" Degree is on learning the general skills and approaches which will result in you being successful as a Business Leader and Manager.

Although topics such as Accounting, Company Law and Finance are included, it should be recognised that these are covered in far less depth than some other University programs that specialise in these fields.

Improving yourself: (10 - 15 books)

Most business schools determine their syllabus by asking the question "What do other business schools teach?"

At World University of Leadership, we think this is a pretty lousy way to determine what to teach. We're interested in you becoming a great manager and a great leader – so we're committed to teaching you what it takes to become a great leader. We're committed to helping you become the sort of person who brings out the best in those who work for you.

So our syllabus includes a number of subjects designed to help you develop the qualities that great managers and leaders have (and to ensure you don't share the qualities that bad managers and leaders have).

If you're going to study leadership and management, then an important question to think about is: "What is the difference between the best manager you've worked for, and the worst manager?"

If you're like the other 2000 managers we've asked this question of, then chances are that most of the differences come down to personal qualities of the managers:

The best managers are:
- Good listeners
- Care about their employees
- Honest (and a person of integrity)
- Look for the best in their employees – and bring out the best in them
- Nice people (happy & friendly)
- Supportive & encouraging

The worst managers are:
- Bad listeners
- Don't care about their employees
- Dishonest or corrupt
- Lack people skills, lack self awareness, and are unwilling and unable to bring out the best in others (in fact sometimes they excel in actually bringing out the worst in people)
- Unfriendly & difficult to get along with
- Critical (and not in a constructive way) & unhelpful
- Egotistical
- Selfish

The interesting thing is that although these are the actual qualities that determine if someone is a great manager or a terrible manager, very few business schools teach you how to develop the qualities of a great manager, and how to ensure you don't share the qualities of a terrible manager. (Although they are good at teaching you lots of statistics, auditing theory and corporate law.)

At World University of Leadership, we are committed to you becoming a great leader, so a large part of our syllabus (15 - 25%) involves you learning how to be a better listener, how to be more caring, how to be a person of integrity … and how not to be critical, egotistical, and selfish.

(And the performance reviews and the comments (and the promotions) of many our students, show that they have improved markedly in these areas.)

Improving the world: (3 - 10 books)

The most successful companies in the world have discovered that their profits (and their customers) are maximised, and their staff is motivated and inspired most when the company is committed to more than just making money. (Although making money must be a core focus as well.)

One of the key ingredients of successful companies is visionary leadership. The greatest level of visionary leadership occurs when leaders aim to have their companies contribute to the world (or to their country), as well as to their shareholders or owner's wealth. Paradoxically, when contribution is a major value, this results in the companies performing at their best and actually maximising their profitability.

In the book Built To Last, James Collins and Jerry Porras identified eighteen visionary companies that stood as leaders in their field, and looked at what made them so successful. In researching these companies *(3M, Boeing, Citicorp, Ford, General Electric, Hewlett Packard, IBM, Johnson & Johnson, Marriott, Merck, Motorola, Nordstrom, Phillip Morris, Proctor & Gamble, Sony, Wal-Mart, and Walt Disney)* they recognised that one major element was that they were all driven by a purpose beyond simply making money. And yet (or because of this) they actually made 15 times as much as the market generally. (As measured by their market capitalisation or total stock-market value).

And if caring for others leads to profitability for American, Australian and other Western companies – then how much more likely is it that this will help when you work in Africa – where the major employers and largest organisations are NGO's who's purpose and interest is focused on contribution – and who are looking for like minded partners to help in their activities.

As a result of these considerations, our Masters Degree in Business Leadership includes between 5 and 15 books of study in the fields of:

- Understanding African Development Issues
- Understanding more about NGO's (Non Government Organisations) & CBO's (Community Based Organisations)
- Setting up an NGO or CBO
- Corporate Development in Africa
- Corporate Responsibility */ Enlightened Leadership / The Triple Bottom Line - How helping others helps companies be more profitable.*
- Systems Thinking
- Transforming large organisations such as Villages, Governments and Countries
- Lessons from Visionary Leaders

> > Note: The information in this syllabus was correct as of 10 January 2003. < <
However, as our programs are constantly being improved, we reserve the right to change any element of our program without notice. It is likely that we will modify this syllabus at some point during your study in order to include new, improved materials from which you can study. This will not affect any modules you have completed, and you won't need to redo any modules. Any changes will only affect future modules and options.

If you did your Bachelors Degree through World University

If you have already completed a Bachelors Degree in Business Leadership
through World University of Leadership:
Your 70 books worth of study can be chosen from any of the 5,000+ articles, books, courses and audio visual materials (equivalent to over 500 books) available to our Masters Students; as well as from any of the 10,000+ articles, books, courses and audio visual materials included in the electronic library given to you during your Bachelors Degree. (However, as you would expect, you can't restudy any materials you've already studied for your Bachelors Degree.).

If you have already completed a Bachelors Degree through World University of Leadership,
in a field other than Business Leadership:
You will need to complete any of the modules contained in the Bachelors Degree of Business Leadership that you haven't already completed. Many of the topics that you will have completed in your degree overlap with those that are required study in the B.B.L Degree, so you won't need to do a great amount of study to catch up.

If you studied the "Non-Profit Organisation and Management Development Program" (also known as the "Non-Profit Micro E-MBA") for your Bachelors Degree then you won't need to restudy the "Business and Management Development Program". However you will need to write one or two paragraphs on each of the modules you studied in this program (except the introductory module) explaining what you feel are the differences between applying the teachings to a For-Profit as compared to a Not-for-Profit organisation.

Other than these minimal requirements, your 70 books worth of study can be chosen from any of the 5,000+ articles, books, courses and audio visual materials (equivalent to over 500 books) available to our Masters Students; as well as from any of the 10,000+ articles, books, courses and audio visual materials included in the electronic library given to you during your Bachelors Degree (other than any materials you've already studied).

If you haven't done your Bachelors Degree
through World University then you will study the following modules

• The Masters Degree in Business Leadership for those who haven't done their Bachelors Degree with World University of Leadership, is fairly similar to our Bachelors Degree. The difference is that you are given more choices, and you're able to study the same materials in just over half the time. (Assessments of your performance take into account that you are studying at a faster rate, as well as the fact that you are a Masters student.)
• For part-time students studying 18 hours/week, one module is approximately equal to one month of study. Full-time students studying 36 hours/week, should study two modules per month.

Introductory Modules:

Module 1.
• Steven Covey's "7 Habits of Highly Effective People". *(The best-selling business book of all time – with over 10 million copies sold.)*

Module 2.
• Improving your typing speed
• Introduction to computers, the internet and email
or • Intermediate or Advanced computing skills

Module 3.
• Leadership
(17 Chapters and 3 Appendices of
"The Leadership Guide", and selections from
"Uncommon Leadership".)

Module 4.
• Free choice from your electronic library of resources. Your choice of the most interesting, relevant and useful readings (and courses and audio-visuals) from the electronic library we provide you. {By the middle of the program we will have given you over 10,000 articles (500+ books).}

N.B. The free choice modules such as this one, provide the opportunity for you to study any of the topics you have been studying, at greater depth – and to have this study credited toward your final degree.

Module 5.
• Personal Development (*Becoming the sort of manager who brings out the best in your staff.)*

Module 6.
• Introduction to Microsoft Word
or • Mastering Microsoft Word
• Introduction to Microsoft Excel
or • Mastering Microsoft Excel

Business Leadership Modules:

Module 7. - Free choice module
This is a free choice module. However, we suggest that students study "The Small Business Guide".

Modules 8, 10, 11, 13, 14, 16 & 17: "The Business and Management Development Program": an in-depth program looking at most of the key elements in running a business and being a manager.

Part A of Module 8. - Program Orientation -- Getting The Most from This Program
• Guidelines for You to Get The Most from This Program
• Tips to Improve Your Reading and Studying Skills
• Extensive Free, On-line Resources About Business
• Designing Your Best Approach to Completing the Program
Part B of the Module - Starting and Understanding Your Business Organization
• Entrepreneurship
• Conduct Feasibility Analysis About Starting an Organization
• Key Roles in Your Organization
• Basic Structures in Your Organization
• Life Cycles of Your Organization
• Culture of Your Organization

Module 9.
Part A: - Free choice module
However, we do suggest that students continue studing "The Small Business Guide".
Part B: - Career Development Manual
    · Self Assessment · Occupational Research
    · Decision Making · Employment Contacts
    · Work · Career/Life Planning
This program helps you identify your strengths and capacities so that you can choose the ideal career for yourself. It's designed to help you clarify how you want to use your degree when you have finished studying, so that you are thinking about how to apply the learnings as you learn. Also included are about 70 interviews with people working in various jobs. ("In these interviews, you'll get the facts on people's education, career paths, aspirations, and the truth about how they really spend their time at work.")

Module 10.
Part A - Understanding the Role of Chief Executive
• What is a Chief Executive Officer (CEO)?
• Major Functions of CEO
• Core Knowledge and Skills for CEO Role
• Early Preparation for Building Board
• Early Preparation for Strong Board-Staff Relationships
• Avoiding "Founder's Syndrome"

Part B of the Module - Developing Your Basic Management & Leadership Skills
• Basic Skills in:
   ? Problem Solving/Decision Making
   ? Planning
   ? Delegation
   ? Internal Communications
   ? Meeting Management
   ? Managing Yourself
• Advanced Topics in Management and Leadership
• Optional -- Designing Your Management and Leadership Development Plans

Module 11. (*A break from the "Business and Management Development Program"*)
• Professional Communication: Improving your English communication skills so you aren't disadvantaged when operating in a global market.

Module 12. - Part A –Building and Training Your Board of Directors
• Understanding Board Roles and Responsibilities
• Building Policies and Committees
• Building Committees
• Recruiting New Members
• Ensuring Strong Participation
• Board and CEO Evaluations
• Board Calendar and Operations
• Organizing Board Manual
• Training Board Members
Part B of the module – Free Choice

Module 13. – Developing Your Strategic Plan
• Understanding Strategic Planning
• Writing Your Mission, Vision and Values Statements
• Conducting Strategic Analysis
• Setting Strategic Direction
• Conducting Action Planning
• Developing Operating Budgets
• Writing and Communicating Your Plan
• Monitoring and Evaluating Your Plan

Module 14. - Marketing Your Products/Services and Promoting Your Organization
• Conducting Market Analysis for Each Product/Service
• Developing Your Public and Media Relations Plan
• Developing Your Sales Plan
• Developing Your Advertising and Promotions Plan
• Organizing Your Marketing and Promotions Plans

Module 15. - Free Choice / Catch-Up
• Technically this is a free choice module.
However, as the practical exercises for the previous two modules: "Developing Your Strategic Plan" and "Marketing Your Products/Services and Promoting Your Organization" are very intensive (and very valuable), you can use this module to catch up. If the strategic plans and marketing plans submitted were of high quality, you will be given bonus books in recognition of this work.

Part A of Module 16. - Managing Your Accounting and Finances
• Basics of Bookkeeping
• Budgeting
• Cash Management
• Financial Statements
• Financial Analysis
Part B of this module - Free Choice: *If you have time after completing this you are invited to study your choice of resources from the resources in your electronic library*

Part A of Module 17. - Staffing and Supervising Your Employees
• Defining New Job Roles
• Recruiting Job Candidates
• Screening Applicants
• Orienting New Employees
• Delegating to Employees
• Ensuring Strong Performance
• Firing Employees
• Personnel Policies and Handbooks
Part B of the Module - Practical Guide to Managing Ethics in the Workplace (so employees don't eat the firm's money – and so the company doesn't end up in trouble)
• What is Business Ethics?
• Myths About Business Ethics
• 10 Benefits of Managing Ethics
• Ethics Management System
• 8 Guidelines for Managing Ethics
• 6 Key Roles and Responsibilities
• Ethics Tools: Codes of Ethics
• Ethics Tools: Codes of Conduct
• Ethics Tools: Policies
• Ethics Tools: Resolving Ethical Dilemmas
• Ethics Tools: Training

Modules 18. - 20: - As with other "Free Choice" modules, you are given the choice of the most interesting, relevant and useful readings (and courses and audio-visuals) from over 10,000 articles (500+ books) in the electronic library provided.

These include courses such as:
   ? CNBC - Step by Step Guides on saving money, reducing debt, saving on travel and on cars, and various family-related financial advice.
   ? Money Manager - Step by Step Guides on Organising Your Finances, Property Buying, Paying For Education, Building Wealth, Preparing For Retirement, Smart Spending
   ? Conflict Resolution Course
   ? Presentation Skills Course

Note: This information was correct as of 1st February 2003. However, as our programs are constantly being improved we reserve the right to change any element of our program without notice.