

**UNIVERSITY OF DAR ES SALAAM
BUSINESS SCHOOL**

POSTGRADUATE PROGRAMMES

MASTER OF BUSINESS ADMINISTRATION (MBA) - FULL TIME

Introduction

The MBA is a programme designed with the needs of the business world and students in mind. The business world requires enterprising men and women who can take stock of the changing competitive business environment and make critical decisions concerning effective and efficient strategy formulation and implementation.

The MBA programme is open to people with a variety of backgrounds, which include management, engineering, architecture, natural science, development studies and general social studies.

The Full-time MBA programme is offered during normal working hours and students registered in the programme are expected to reside in Dar es Salaam so as to make effective use of the facilities. These include the mini library at the School, internet-connected computers in the labs, reading facilities and so on. In the meantime, the School is expanding its physical facilities to provide more study areas for students.

Structure of the Full-Time MBA Programme

Overall, the programme has four semesters, three semesters of teaching and one semester for doing a research project and dissertation. The first three semesters consist of 14 weeks of teaching and seminar activities. In each of them students are required to complete the equivalent of six units of coursework. One unit of coursework consists of 42 contact hours.

In the first two semesters of study, students take 12 core courses in business administration. In the third semester students are required to take two more core courses, with an option of specializing in a particular functional area of Management Accounting, Finance, Marketing, Management Science, Human Resource Management and Management. Students may also choose a combination of courses that may be relevant for developing their career.

The curriculum for the four semesters comprises the following:

Year 1	
Semester 1 (6 Credit units)	
MS 600	Quantitative Methods
MS 601	Organization Theory and Management
MS 602	Managerial Economics
MS 603	IT and Business Computing
AC 600	Managerial and Financial Accounting
PN 600	Operations Management
Semester 2 (6 Credit units)	
MS 604	Business Research Methods
MS 605	Management Information System
MK 600	Advanced Marketing Management
FN 601	Financial Management
MS 609	Business Law and Ethics
MS 606	Management Decision-Making Techniques

Year 2	
Semester 1 (6 Credit units)	
HR 600	Human Resource Management
MS 607	Strategic Management
MK 611	Entrepreneurship Development

In the second semester of the second year (fourth semester), students write a dissertation on their area of specialization under the supervision of an academic member of staff.

Admission Requirements

The admission criteria for Full-time MBA are as follows:

1. A first or second class honours degree of the University of Dar es Salaam or its equivalent from another approved University or higher learning institution.
2. A pass degree with at least 5 years' work experience after graduation plus post-graduation training of at least 6 months.
3. An Advanced Diploma from a recognized higher learning institution with a minimum of upper second class plus a postgraduate diploma.
4. A recognized professional qualification (CPA, CSP, ACCA, CMA, CPA, CIM, etc.).

Fee structure

The fee structure for Full-time MBA may change from time to time. For more information on the fee structure for the next academic year, you may contact the Coordinator of Postgraduate Studies whose address is given below.

Application Forms

Application forms can be obtained from the Coordinator Postgraduate Studies. Alternatively you can download a pdf file of the application form from the School's website at <http://www.udbs.udsm.ac>.

MASTER OF BUSINESS ADMINISTRATION (MBA) EVENING (PART-TIME)

Objective

The general objective of the MBA programme is to contribute to the world of business by creating a critical mass of men and women who are enterprising and who can take stock of the changing competitive business environment and make critical decisions concerning effective and efficient strategy formulation and implementation.

Specifically, the MBA programme is designed with the needs of the business world, employees, organizations and students in mind, to enable them to:

- i. Acquire the requisite theoretical understanding of the total business world and generic areas of management;
- ii. Develop practical skills for effectively managing the confidence building of teams and motivating other people;
- iii. Facilitate the development of a professional and problem-solving attitude for profitable management and entrepreneurship

Target group

Those targeted for the programme are working individuals with a variety of backgrounds (including management, engineering, architecture, natural science, law, medicine, development studies and general social studies).

Programme Structure and Delivery Mode

The MBA Evening programme is designed to combine work and study. It is run on a semester basis, with 7 semesters of 15 weeks each (13 weeks for lectures and 2 weeks for revision and final exam). In the 6th semester students are required to take a minimum of 3 optional courses (in Marketing, Finance, Accounting, Human Resource Management, Management Sciences and Production Management). The 7th semester is devoted to research work and a dissertation.

The programme has 18 courses (15 core and 3 optional). A student is required to take 3 courses each semester offered after working hours, three times a week (including Saturdays).

Content

Courses offered are:

Trimester 1 (3 Credit units)	
MS 600	Quantitative Methods
MS 601	Organization Theory and Management
MS 602	Managerial Economics
Trimester 2 (3 Credit units)	
MS 603	IT and Business Computing
AC 600	Managerial and Financial Accounting
PN 600	Operations Management
Trimester 3 (3 Credit units)	

MS 604	Business Research Methods
MS 605	Management Information Systems
MK 600	Advanced Marketing Management
Trimester 4 (3 Credit units)	
FN 601	Financial Management
MS 609	Business Law and Ethics
MS 606	Management Decision-Making Techniques
Trimester 5 (3 Credit units)	
HR 600	Human Resource Management
MS 607	Strategic Management
MK 611	Entrepreneurship Development

Duration

The programme is run for 27 months (24 months for coursework and 3 months for research and dissertation).

Minimum Entry Requirements

- A first or second class honours degree of the University of Dar es Salaam or its equivalent from another approved university or institute of higher learning institution; OR
 - Candidates with a pass degree may be considered if:
 - a) They have at least 5 years' work experience after graduation, and
 - b) They have evidence of post-graduation training of at least 6 months.
- OR**
- They have an advanced diploma from an accredited higher learning institution with a minimum upper second class PLUS a postgraduate diploma;
- OR**
- They have a recognized professional qualification such as ACCA, CA, CPA, CSP, CIB, MCIM, CMA plus at least three years' experience as a manager or entrepreneur.

Fee Structure

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

EXECUTIVE MASTER OF BUSINESS ADMINISTRATION

Objective

The general objective of the MBA programme is to contribute to the world of business by creating a critical mass of professionals who are enterprising and who can take stock of the changing competitive business environment and make critical decisions concerning effective and efficient strategy formulation and implementation.

Specifically, the MBA programme is designed with the needs of the business world, employees, organizations and students in mind, to enable them to:

- Acquire the requisite theoretical understanding of the total business world and generic areas of management;
- Develop practical skills for effectively managing the confidence building of teams and motivating other people;
- Facilitate the development of a professional and problem-solving attitude for profitable management and entrepreneurship.

Target group

Those targeted for the programme are working individuals with a variety of backgrounds (including management, engineering, architecture, natural science, law, medicine, development studies and general social studies). The programme is also designed to suit even those who may not be living and working in Dar es Salaam

Structure and Delivery Mode

The MBA Executive programme is designed to combine work and study. It is run on a modular basis, with 8 modules. A module comprises 3 courses, each of which is run for 5 days (4 days for lectures and one day for revision and a test). In between the modules, students have two months in which to undertake practical assignments. The 8th module is devoted to research work and dissertation.

This programme comprises 21 courses (18 core and 3 optional).

Content	
Courses offered are:	
	Module I
MS 612	Business Environment
MS 603	IT and Business Computing
MS 601	Organizational Behaviour
	Module II
AC 600	Financial and Managerial Accounting
MS 610	Management Theory and Practice
MS 600	Quantitative Methods I (Statistical Analysis)
	Module III
MS 602	Managerial Economics

FN 601	Financial Management
MS 606	Quantitative Methods II (Operations Research)
	Module IV
MS 605	Management Information System
MS 604	Business Research Methods
MK 600	Marketing Management
	Module V
HR 600	Human Resource Management
MK 608	International Business Management
MS 609	Business Law and Ethics
	Module VI
MK 611	Entrepreneurship Development
MS 607	Strategic Management
PN 600	Operations Management
	Module VII
	Optional courses

As indicated above, students (in the 7th module) will be required to take a minimum of 3 optional courses. The courses offered are in the fields of Marketing, Accounting, Finance and General Management.

Minimum Entry Requirements

- A first or second class honours degree of the University of Dar es Salaam or its equivalent from an approved university or higher learning institution, plus three years' experience as a manager or entrepreneur;
- Candidates with a pass degree may be considered if:
 - a) They have at least 5 years' work experience after graduation, and
 - b) They have evidence of post-graduation training of at least 6 months.
- OR**
- An advanced diploma from an accredited higher learning institution with a minimum upper second class PLUS a postgraduate diploma and at least three years' experience as a manager or entrepreneur;
- OR**
- A recognized professional qualification such as ACCA, CA, CPA, CSP, CIB, MCIM, CMA plus at least three years' experience as a manager or entrepreneur.

Duration

The programme is run for 27 months (24 months for coursework and 3 months for research work and dissertation).

Fee Structure

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

MASTERS IN INTERNATIONAL BUSINESS (MIB) EVENING (PART-TIME)

Objective of the MIB Programme

The Masters in International Business (MIB) programme offered at the University of Dar es Salaam Business School is designed to provide students with the knowledge and analytical capability that will enable them to take a leadership role in international business. The programme focuses on the essential management skills and techniques that different corporate sectors and other organizations require for handling international business transactions competitively.

Minimum Entry Requirements

A first or second class honours degree of the University of Dar es Salaam or its equivalent from another accredited University or higher learning institution. Candidates with a pass degree may be considered if:

They have at least 5 years' work experience after graduation and have evidence of postgraduate training of at least 6 months;

OR

They have experience of working for at least 3 years in an organization whose main engagement is in International Business, have experience of working for at least 3 years in an organization that deals with international Business Management and have a "B" grade or better in trade and related studies (e.g. economic, management/commerce/business administration, law, statistics) .

OR

They have an Advanced Diploma from an accredited institution of higher learning, with a minimum of second class, upper division; PLUS, a Postgraduate Diploma and at least three years' work experience thereafter.

OR

They have an internationally recognized professional qualification, such as ACCA, CA, Certified Public Accountant (CPA), CSP, CIB, MCIM, PLUS at least three years' work experience.

Target group

The main target group for MIB are actors in the private sector engaged in International Business. However, actors in the public sector can also benefit from the programme.

Structure and Mode of Delivery

The theoretical part of the MIB, which builds on a series of interactive lecture-cum-seminars, is suitably designed to be delivered in an Executive Mode. The theoretical part is augmented by carefully designed practical work that builds on the real and simulated practical environment (i.e. Internship/practicum associated with the preparation of two term papers, a group simulation exercise and a dissertation).

The following courses are offered:

Module One:

TX 621	International Economics
IB 612	International Business Environment
TL 607	Legal Aspects of International Trade and Business
Module Two:	
TX 603	Trade, Economic Growth, Competitiveness and Welfare
TB 600	International Business Finance
BX 607	Research Methods for International Business
Module Three:	
IB 608	International Management
IB 607	Competition Law and Policy
IB 610	International Marketing Strategies
Module Four	
IB 615	Business Negotiations – Theory, Practice and Management
TX 610	Investing in Emerging Markets
IB 613	E-Business or
IB 611	International Logistics and Supply Chain Management
IB 614	International Entrepreneurship or
IN 618	International Marketing Research
International Business Forum (I, II, III, IV)	
Industrial Visits	
Component I: Internships I: Paper I Internships II: Paper II	
Component II: Negotiation Stimulation Project	
Component III: Dissertation	

Duration

The Programme runs for 18 months and is offered on a modular basis consisting of four modules, internship, industrial visits and participation in international business forums.

Fee Structure

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

MASTERS IN INTERNATIONAL TRADE (MIT)

Objective

The MIT gives students a balanced blend of macro and micro courses that are necessary to enable them to appreciate the linkages between macro policy issues relating to trade management and micro strategic issues relating to business management in view of increased international business interactions. In this regard, the MIT is a postgraduate degree programme designed to create world-class trade policy and business managers, who can serve the real needs of governments, businesses and other institutions that have a trade and international business agenda.

Target group

The targeted beneficiaries of the MIT are:

(a) The public sector.

This group comprises state sectors, including central and local government, and government agencies and authorities.

Others are various public and semi-public institutions (Universities, Colleges, Institutes, etc.).

(b) The non-public sector.

This group comprises non-state actors, including the private sector and civil society in their various forms.

Structure and Delivery Mode

The theoretical part of the MIT, which builds on a series of interactive lecture-cum-seminars, is suitably designed to be delivered in an Executive Mode and an Evening Mode. In both cases, the theoretical part is augmented by carefully designed practical work that builds on the real and simulated practical environment (i.e., Internship/practicum associated with the preparation of two trade papers, a group simulation exercise and a dissertation).

Content:

The Courses offered are:

Module I	
TB 600	International Economics
MIT 601	Mathematical and Statistical analysis for Business and Trade managers
MIT 602	Economic Growth, trade and Competitiveness
Module II	
MIT 603	Trade Theory and Market Access
TB 604	Multilateral Trading Arrangements
MIT 605	Integrating Economics and Trading Arrangements

Module III	
TB 607	Legal Aspects of International Trade and Investment
MIT 609	Trade in Services
MIT 612	Economics and Commodity Market
Module IV	
MIT 610	Trade Policy Analysis
MIT 614	Trade Modelling and Analysis
MIT 20	Trade Research Methodology
Module V	
TB 606	Business-to-Business Marketing OR
MIT 611	Management of Intellectual Property Rights and Entrepreneurial Assets
TB 619	Investing in Emerging Markets OR
MIT 608	International Aspects of Intellectual Property Rights
MIT 13	Business and Trade Negotiations: Theory, Practice and Management I
COMPONENT I	
MIT 615	Trade Internships I: Paper I
MIT 616	Trade Internships II: Paper II
COMPONENT II	
MIT 617	Negotiation Simulation Project
COMPONENT III	
MS 669	Dissertation

The 17 taught courses of the MIT curriculum are divided into 13 core courses that are compulsory for each student and 4 courses from which each student can select two. Therefore, students will be required to take 15 courses in total.

Minimum Entry Requirements

(a) A first or second class honours degree of the University of Dar es Salaam, or its equivalent from another approved University or higher learning institution;

(b) Candidates with a pass degree may be considered if:

(i) They have at least a 5 years' work experience after graduation;

(ii) They have evidence of postgraduate training of at least 6 months

OR

(iii) They have experience of working for at least 3 years in an organization whose main agenda is trade policy management and diplomacy.

(iv) They have experience of working for at least 3 years in an organization that deals with international business management.

(v) They have a "B" grade or better in trade and related studies (e.g. economics, management/commerce/business administration, law and statistics).

OR

(c) They have an Advanced Diploma from an accredited institution of higher learning, with a minimum of second class, upper division, PLUS, a Postgraduate Diploma and at least three years' work experience thereafter.

OR

(d) Hold an internationally recognized professional qualification, such as ACCA, CA, Certified Public Accountant (CPA), CSP, CIB, MCIM; plus at least three years' work experience.

Duration

The programme is run for 18 months (15 months for coursework and 3 months for research work and dissertation).

Fee Structure

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

MASTER OF SCIENCE IN INTERNATIONAL TRANSPORT AND LOGISTICS (MScITL)

Objectives

- Train high-level manpower in the areas of logistics and transport management in East, Central and Southern Africa.
- Provide knowledge on the areas of logistics and transport management through dissemination of research outputs.
- Enhance and build the capacity of UDBS and College of Engineering and Technology (CoET) through master and PhD training to deliver the programme in international transport and logistics
- Support the staff exchange programme between Molde university, the Arab Academy in Alexandria and the University of Dar es Salaam (UDBS and CoET)
- Support the sponsorship of the first three batches of students taking the Master of Logistics Management Programme at the University of Dar es Salaam.
- Support the development and acquisition of training and learning materials
- Support the acquisition of basic training and learning equipment such as computers and related software for the programme.
- Support collaborative research and dissemination of the findings to the staff of the University of Dar es Salaam, Molde University and the Arab Academy.

Share teaching resources among the three institutions (i.e. University of Dar es Salaam, Molde University and the Arab Academy)

Target group

Those targeted for the programme are people working in all areas of management, business, engineering, economics and science.

Structure and Delivery Mode

The curriculum for the four semesters comprises the following:

Year 1	
	Module 1 (15Credit units)
	Core Courses (Compulsory)
IM 620	Business Logistics Management
MS 602	Managerial Economics
MS 607	Strategic Management
IM 621	Applied Statistics
AC 600	Financial and Managerial Accounting
	Module 2 (12 Credit units)
	Core Course (Compulsory)
IM 622	Logistics Information Systems
IM 624	Supply Chain Management
IM 623	Total Quality Management
MS 606	Quantitative Business Analysis

	Module 3 (9 Credit units)
	Core Courses for both tracks (Compulsory)
IM 640	International Trade and Business Logistics
IM 625	Operations Management in Logistics
FN 602	Investment Analysis
	Electives for Business Track two
IM 629	Public Procurement Management
IM 628	Distribution Logistics Management
IM 630	Inventory Management
IM 639	Laws and Regulations relating to Supply Chain Management
TR 656	International Transport Management
IM 638	International Transport Insurance
TR 651	Transport Economics
	Elective Transport track two
TR 653	Inland Transport Economics and Policies
TR 634	International Transport Law
TR 652	Maritime Economics
TR 654	Seaports and Terminal Management
TR 655	Logistics of Air Transport
TR 656	International Transport Management
	Module 4 (3 Credit units)
	Field Internship
	3 months' supervised field internship
	Both internal and external supervision provided
	The field internship assessed equivalent to 3 units
	Programme management to organize field internship with private and public sector prior to start of the Internship.
	Module 5 (15 Credit units)
	Compulsory courses (for both tracks)
	Research Methods for Logistics (Research methodology)
	Report Writing (project Proposal)
	Three optional courses not taken from module 3
	Module 6 and 7 (12 Credit units)
	Dissertation Writing on Business and Transportation Trucks
	Total 72 Credit Units

Admission Requirements

The general University of Dar es Salaam admission criteria for postgraduate studies will be maintained. However, so that the programme makes a positive contribution to the nation, it is designed for people with sufficient aptitude for completing a demanding programme while at the same time contributing effectively to policy dialogue and reform after graduation.

To qualify for admission, applicants must be:

1. Holders of a first or second class honours degree of the University of Dar es Salaam or its equivalent from another recognized University in areas relating to business, mathematical-related degrees, logistics and natural sciences.

Candidates with a pass degree in relevant areas may be considered if they have at least 5 years' work experience after graduation, and have evidence of postgraduate training of at least 6 months.

2. Holders of an Upper Second Advanced Diploma from an accredited higher learning institution and a Postgraduate Diploma, or

3. Holders of a recognized professional qualification such as ACCA, CA, CPA, CSP, CIB, MCIM, CMA **PLUS** 2 years' work experience in transport and logistics management. Consideration may be given to those working in academic or training institutions.

Fee structure

For information on the fee structure for the next academic year, you may contact the Coordinator of Postgraduate Studies whose address is given below.

Application Forms

Application forms can be obtained from the Office of the Dean (Postgraduate Studies) (see address given below). Alternatively you can download a pdf file of the application form from the School's website at <http://www.udbs.udsm.ac.tz>

MASTERS IN ENTREPRENEURSHIP AND ENTERPRISE DEVELOPMENT (MEED) PROGRAMME

Capacity gap addressed

Most government and other actors at the local and central level lack the capacity to establish and sustain a favourable business environment. Capacity shortfalls exist in the areas of policy analysis, review, coordination, monitoring and evaluation; designing interventions; vision, leadership and ownership of an enterprise that has been implemented and developed according to a specific relevant agenda; appreciation of the value of dialogue; and advocacy

Objective

The objective of the **MEED** programme is to contribute to the growth and competitiveness of the private sector through building capacity for institutional reform and development. The intention is to develop high-level competencies for establishing an enabling environment for the development of entrepreneurship, small enterprises and the private sector in general. The programme develops pertinent theoretical, analytical and practical skills required for people to be change agents in this area.

Target group

The target group for the programme are individuals who are involved in influencing, developing, implementing, monitoring or evaluating reforms in the area of small businesses, entrepreneurship or private sector development in Africa. They include people working in central government, local government, government agencies, the private sector, civil society, etc.

Structure and Mode of Delivery

The programme has 14 courses of 36 hours each and runs on a modular basis, with 5 modules of 3 weeks each and a project. In between the modules, students undertake practical assignments.

In order to develop the targeted competencies, the following courses are offered:

	Module I
ENT 600	Entrepreneurship & Small Businesses - Context and Process
ENT 606	Enterprise Development
ENT 602	Governance
	Module II
ENT 603	Policy Analysis, Development and Implementation
ENT 601	Regulatory Framework
ENT 604	Policy Research Methodology
	Module III
ENT 605	Formalization
MG 636	Technology Transfer and Innovation, Applied Research Seminar
ENT 608	Non-Financial Business Development Services (BDS)

	Module IV
EFN 600	Small Business Finance
EMK 600	International Trade and E-Commerce
ENT 609	Change Management
	Module V
ENT 610	Communication Skills for Policy Makers
ENT 611	Monitoring and Evaluation of Reforms

Admission Requirements

- A first or second class honours degree from the University of Dar es Salaam or its equivalent from a recognized university; **OR**
- A Postgraduate Diploma in Entrepreneurship and Enterprise Development from the University of Dar es Salaam;
- OR**
- An Advanced Diploma from an accredited higher learning institution with a minimum second class upper division plus a Postgraduate Diploma;
- OR**
- A recognized professional qualification in business (with acceptable minimum secondary education)
- AND**
- At least two years' experience in a middle or senior position in a job relating to enterprise development.

Duration

The programme runs for 18 months (15 months for coursework and 3 months for the final project).

Fees

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

Application Forms

Application forms can be obtained from the Office of the Dean (Postgraduate Studies) (see address given below). Alternatively you can download a pdf file of the application form from the School's website at <http://www.udbs.udsm.ac>.

POSTGRADUATE DIPLOMA IN MICROFINANCE (PGDMF) PROGRAMME

Capacity gap addressed

Most people involved in microfinance activities in Africa have not had the opportunity to formally acquire the skills required for effectively doing their job.

Objective

The overall objective of the programme is to contribute to the growth and efficiency of the microfinance industry through human capacity building. The course develops all the basic skills of credit management, strategic and business planning, fund-raising, marketing, accounting, finance, human resource management, ICT, etc., which are necessary for the effective performance of microfinance practitioners.

Target group

The main market for the PGDMF programme is the growing microfinance industry. This includes public and private sector organisations concerned with microfinance policy, programme design, consulting, training and delivery. The target clients are potential and existing practitioners in the industry.

Structure and Mode of Delivery

The programme has 12 courses of 36 hours each. The programme will run on Friday evening (5.00pm to 8.00pm), and Saturday and Sunday from (8.00am to 5.00 pm) to accommodate those who are working.

The following courses are offered:

Module I	
EFN 502	Introduction to Microfinance
EFN 503	Client Recruitment and Training
EFN 504	Loan Appraisal, Disbursement and Delinquency management
Module II	
EMK 501	Marketing management
EMS 500	MIS and IT Development and Maintenance
EMK 503	Networking, Communication and Customer care
Module III	

EAC 502	Financial Accounting
HER 500	Human Resource Management
EMK 502	Marketing Research
	Module IV
EFN 505	Financial Management
ENT 508	Planning and Resource Mobilization
HER 502	Leadership and Governance

Admission Requirements

Applicants must have at least an Advanced Diploma, a Professional qualification such as ACCA, CA, CPA, CSP, CIB, MCIM, CMA, ADB etc. or a Bachelor Degree in any field of study plus at least 2 years' experience (after graduation) in the microfinance industry.

Those with no experience are required to seek an attachment to a microfinance institution prior to being admitted to the programme.

Duration

The programme runs for 15 months (12 months for coursework and 3 months for the final project).

Fees

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

POST GRADUATE DIPLOMA IN ENTREPRENEURSHIP AND ENTERPRISE MANAGEMENT (PGDEED) PROGRAMME

Capacity gap addressed

Training, counselling and consultancy products that develop entrepreneurship are a key requirement in the Business Development Services (BDS) industry, but the capacity to deliver in many African countries is extremely limited.

Objective

The objective of the **PGDEED** programme is to enhance the capacity of business development services (BDS) practitioners to provide a high standard of effective support for enterprise development. BDS practitioners are ideally multi-skilled in the fields of: facilitating learning groups, counselling individuals and being consulted on specific problems.

Target group

Those targeted are potential and existing practitioners engaged in the management and delivery of business training, consultancy and counselling services to SMEs. These include employees in public and private sector organisations as well as individual practitioners in Africa.

Structure and Mode of Delivery

The programme has 12 courses of 36 hours each and runs on a modular basis, with 4 modules of 3 weeks each and a project. In between the modules, students undertake practical assignments.

Specific practitioner knowledge areas are: learning processes and methods, training methods, entrepreneurship behaviour and decision-making processes, the business counselling process, business problem analysis and basic relevant management skills, such as accounting, finance, marketing, and human resource management in the context of small firms.

Given that small business owner-managers do not specialize by function, learners must develop an integrated knowledge of business, rather than specialized knowledge of functional areas.

In order to develop the targeted competencies, the following courses are offered:

Module I	
ENT 501	Theories of Entrepreneurship
ENT 500	The Environment for Business Development in Tanzania
ENT 502	Project Formulation (with a project)
Module II	
ENT 505	Entrepreneurship Education and Training
ENK 500	Marketing for Small Businesses

ENT 506	Design and Management of Entrepreneurship Development Programmes
	Module III
EAC 500	Accounting for Small Businesses
EFN 500	Financial Management for Small Businesses
ENT 504	Consulting Skills (with a project - Applied Research Seminar
	Module IV
ENT 508	Business Diagnosis and Counselling
ENT 507	Business Planning (with project)
ENT 509	Project Management Monitoring and Evaluation

Admission Requirements

Applicants must have at least an Advanced Diploma, a professional qualification such as ACCA, CA, CPA, CSP, CIB, MCIM, CMA, ADB etc., or a Bachelor Degree in any field of study plus at least 2 years' work experience.

Duration

The programme runs for 18 months (15 months for coursework and 3 months for the final project).

Fees

Fees are subject to review from time to time. Please contact the Programme Manager for a copy of the current fee structure.

Application Forms

Application forms can be obtained from the Office of the Dean (Postgraduate Studies) (see address given below). Alternatively you can download a pdf file of the application form from the School's website at <http://www.udbs.udsm.ac>.

Balancing the Needs of the Business World and Your Future Prospects

KNOWLEDGE FOR MANAGEMENT EXCELLENCE

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