



BUSINESS SCHOOL POSTGRADUATE PROSPECTUS

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Prof. Bonard Mwape
ESAMI Director General

Foreword *from* Director General

ESAMI Masters Programmes draw on the unique experiences that the institute has acquired in management training, research and consulting in Africa. These experiences have made it possible for ESAMI to offer Masters programmes that enable graduating executives have the following qualities:

- * Developed global mindset which allows understanding of international management issues with a regional and a local focus
- * Ability to think critically, strategically and independently
- * Enhanced quest for practical innovations and creativity in business management
- * Ability to manage diversity
- * Ability to recognize change and/or initiate change proactively so as to maintain competitive edge
- * Ability in entrepreneurship and spearheading innovation

Given the current and expected environmental, economic, social and political realities, the programs' emphasis is to create innovation, analytical and visionary skills in managers.

Today's executives require a comprehensive stock of knowledge and skills that are related to their work situations, and adaptable to change in their wider and immediate local environment. Rapid changes in the world's socio-economic and political structures are propelling organizations towards the search for a competitive edge, away from the "crowd" in order to penetrate the global market, grow and sustain own market share. Such a competitive edge type of knowledge and skills are essential for all visionary executives and managers of the twenty-first century.

Since their introduction twelve years ago, the Masters Programmes have drawn a lot of interest and demand from clients in the region. This has made us increase the number of specializations and venues to our students' needs and convenience, respectively.

Our future strategic focus is to enhance quality of the programs and their delivery and to ensure maximum logistical and institutional support. It is our commitment to respond more proactively to our clients' needs. I invite you all our esteemed customers to take advantage of the unique cross-border education programs.

.....
Prof. Bonard Mwape (PhD), Director General



2010 Graduation Faculty



2. About ESAMI

The Eastern and Southern African Management Institute (ESAMI) is an intergovernmental regional management development centre. ESAMI's head office is located in Arusha, Tanzania. The institute was established with the primary objective of providing the region with trained personnel in a number of critical areas including policy management, transportation management, financial management, information technology management, health management, human resources management, project management, energy and environment management and gender management among others. The focus was to train middle to senior managers from the region to improve their managerial performance taking into consideration the

global issues but with a regional focus relevant to the African environment. ESAMI is owned by ten member governments which are Kenya, Malawi, Mozambique, Namibia, Seychelles, Swaziland, Tanzania, Uganda, Zambia and Zimbabwe. Other countries which regularly participate in ESAMI management Development programmes include Lesotho, Botswana, South Africa, Angola, Rwanda, Sierra Leone,



Nigeria, Eritrea, Ivory Coast, Liberia, Ghana, The Gambia, Sudan, Ethiopia and Burkina Faso.

ESAMI is a premier management centre in the region. In recognition of ESAMI's contribution, the United Nations Commission for Africa adopted the institute as a centre of Excellence for management development in Africa.

3. Masters Programmes

ESAMI offers two general MBA and four specialized Masters programmes:

- Evening class MBA (General)
- Day class MBA (General), offered jointly with Maastricht School of Management (MsM), Netherlands.
- MBA in Transport Economics and Logistics Management
- MBA in Human Resource Management
- MBA in Customs Management, offered jointly with Centre for Customs and Excise Studies (CCES), University of Canberra, Australia.
- MPA (Master of Public Administration)

Study period for the Masters programmes is **two years**.

4. Accreditation of ESAMI Masters Programme

ESAMI commenced the Masters Programme in February 1999. ESAMI Business School is a member of the Association of African Business Schools (AABS). ESAMI Masters Programmes have been recognized by UK NARIC (National Recognition Information Centre for the United Kingdom) as comparable to a UK taught Masters Degree. UK NARIC is the National Agency providing the only official source of comparison information and advice on international education and training systems and overseas skills and qualifications. ESAMI Masters Programmes have also been accredited by the Tanzania Commission of Universities (TCU).



2010 Graduates

5. Admission Criteria

Candidates eligible for Masters programmes must possess the following qualifications:

- * Bachelor's degree from a recognized University or equivalent.
- * Internationally recognized full professional qualification. Candidates must have passed ALL qualifying examinations
- * Proficiency in both spoken and written English
- * At least three years of work experience

6. Application procedures

The candidate must submit an application form with the following:

- * Current curriculum vitae
- * Certified copy of degree or professional certificate
- * Certified copy of official transcript
- * At least one letter of recommendation from a person who is in a position to judge the candidate's ability
- * A non-refundable processing fee of US \$30

All documents accompanying the application must be in English



2010 Graduating class

7. Evening MBA

7.1 Structure

The evening class MBA programme is specifically designed for managers from the public, NGO and private sectors. Such executives will have full time job responsibilities and cannot afford to attend an advanced management education on block release or full time bases. Classes run from 5.00pm to 10.00pm for two weeks in every three months, for a period of two years. The course is designed to accommodate a mix of professionals with various backgrounds, who manage business entities like various companies, factories and hospitals just to mention a few; as well as public servants, members of parliament and entrepreneurs.

7.2 Programme Venues

The evening class MBA is offered in the ESAMI member countries. These venues are located in Arusha, Mwanza and Dar es Salaam, Tanzania; Nairobi, Kenya; Kampala, Uganda; Lusaka, Zambia; Lilongwe and Blantyre, Malawi; Harare, Zimbabwe; Windhoek and Oshakati, Namibia; Mbabane, Swaziland and Mahe, Seychelles.

7.3 Fee Structure

Total fee for the 2-year degree programme is US\$7,000. Advance payments are made annually or per semester by arrangement. The fees cover tuition and limited materials. It does not include text books among other exclusions.

Evening MBA Courses			
S/N	CODE	COURSE	ECTS CREDITS
1	GM 601	General Management and Organizational Behavior	4
2	FA 601	Financial Accounting	4
3	MA 601	Management Accounting	4
4	EM 601	Environmental Management for Business	4
5	MM 601	Marketing in the Global Context	4
6	CS 601	Global Corporate Strategy	4
7	RM 601	Research Methods for Business Development and Management	4
8	CG 601	Corporate Governance	4
9	FM 601	Finance in International Markets	4
10	HR 601	Human Resources Management	4
11	SC 601	Global Supply Chain Management	4
12	ME 601	Managerial Economics	4
13	BV 601	Innovation and New Business Venture	4
14	CF 601	Corporate Finance	4
15	RM 602	Master Thesis	24
		TOTAL	80

8. Day MBA

8.1 Structure

The Day MBA is accredited by the Association of MBA (AMBA). The programme is offered jointly by ESAMI and Maastricht School of Management (MsM), Netherlands. Classes run from 8.30am to 6.00pm for two weeks in every three months, for a period of two years. Like the evening MBA, this programme is designed to accommodate a mix of professionals with various backgrounds, who manage business entities like companies, factories and hospitals just to mention a few; as well as public servants, members of parliament and entrepreneurs.

8.2 Programme Venues

The Day class MBA is offered in the following venues: Arusha, Tanzania; Nairobi, Kenya; Kampala, Uganda; Lusaka, Zambia; and Lilongwe, Malawi.

8.3 Fee Structure

Total fee for the 2-year degree programme is US\$8,840. Advance payments are made annually or per semester by arrangement. The fee covers tuition and limited materials. It does not include text books among other exclusions.

Courses			
S/N	CODE	COURSE	ECTS CREDITS
1	GM 501	General Management	3
2	HR 502	Managing Cultural Diversity	4
3	SM 502	Global Corporate Strategy	4
4	AF 501	Financial Accounting	3
5	MA 501	Management Accounting	3
6	MM 502	Marketing in the Global Context	4
7	EE 601	Environmental management for Business	3
8	RM 501	Research Methods and Business Statistics	3
9	GIM 601	Gender in Management	3
10	AF 502	Finance in International Markets	4
11	PF 601	Public Policy	3
12	PM 502	Global Supply Chain Management	4
13	CF 501	Corporate Finance	3
14	EiD 502	Innovation and New Business Venture	4
15	GC502	Business in the Global Arena	4
16	ED 502	Leading change in Multinationals	4
17	RM 602	Master Thesis	24
		TOTAL	80

9. MBA in Human Resource Management

9.1 Structure

Human resource management is an important activity for the present and future competitiveness of organizations. The link between human resources and performance/productivity of organizations cannot be over emphasized. MBA in human resource management is an appropriate training program that will ensure that human resource practices within organizations are moving with the current approaches of positioning organizations well ahead of competitors.

Classes run from 5.00pm to 10.00 pm for two weeks in every three months.

9.2 Programme Venues

The MBA (HRM) is offered in the ESAMI member countries. Depending on market demand, the MBA will be run in Arusha, Mwanza and Dar es Salaam, Tanzania; Nairobi, Kenya; Kampala, Uganda; Lusaka, Zambia; Lilongwe and Blantyre, Malawi; Harare, Zimbabwe; Windhoek and Oshakati, Namibia; Mbabane, Swaziland and Mahe, Seychelles.

9.3 Fee Structure

Total fee for the 2-year degree programme is US\$8,000. Advance payments are made annually or per semester by arrangement. The fees cover tuition and limited materials. It does not include text books among other exclusions.

Generic MBA Courses

S/N	CODE	COURSE	ECTS CREDITS
1.	GM 601	General Management and Organizational Behavior	4
2.	FA 601	Financial Accounting	4
3.	MA 601	Management Accounting	4
4.	EM 601	Environmental Management for Business	4
5.	MM 601	Marketing in the Global Context	4
6.	CS 601	Global Corporate Strategy	4
7.	RM 601	Research Methods for Business Development and Management	4
8.	CG 601	Corporate Governance	4
9.	FM 601	Finance in International Markets	4
		SUB-TOTAL	36

Specialized Human Resource Management Courses

S/N	CODE	COURSE	ECTS CREDITS
10.	HR 602	Evolution and Growth of Human Resource Management	3
11.	HR603	Strategic Human Resource Management	4
12.	HR 604	Human Resource Planning	4
13.	HR605	Managing Talent and Intellectual Capital	3
14.	HR606	Management of Labour Relations	3
15.	HR607	Human Resource Development	3
		SUB-TOTAL	20

Research

S/N	CODE	COURSE	ECTS CREDITS
16.	GM 602	Master Thesis	24
		TOTAL	80



MBA class 2011 at Arusha, Tanzania campus

10. MBA in Transport Economics and Logistics Management (TELM)

10.1 Structure

Transport and Infrastructure have been identified as important prerequisites to enhancing social and economic development. ESAMI is aware that without a critical mass of trained staff in the transport sector, its operational performance will remain poor, hence the introduction of MBA (TELM).

Students will be required to attend classes for 8 consecutive weeks for specialised courses. Additionally the students will undertake a one week overseas tour as part of the programme. They will be able to visit a number of transport and logistics enterprises and have the benefit of exchanging experiences with their counterparts.

Generic MBA Courses are offered in the evenings from 5.00 pm - 10.00 pm. These classes will run for two weeks in every three months.



Trapca graduating class, 2010

10.2 Programme Venues

The MBA (TELM) is offered in the ESAMI member countries. Depending on market demand, the MBA will be run in Arusha, Mwanza and Dar es Salaam, Tanzania; Nairobi, Kenya; Kampala, Uganda; Lusaka, Zambia; Lilongwe and Blantyre, Malawi; Harare, Zimbabwe; Windhoek and Oshakati, Namibia; Mbabane, Swaziland and Mahe, Seychelles.

10.3 Fee Structure

Total fee for the 2-year degree programme is US\$9,500. Students are required to make an advance payment of \$3,500 before registration. Subsequent advance payment installments are made annually or per semester by arrangement. The fee covers tuition, overseas trip expenses and limited materials. It does not include text books among other exclusions.

Generic MBA Courses			
S/N	CODE	COURSE	ECTS CREDITS
1.	GM 601	General Management and Organizational Behaviour	4
2.	AF 601	Financial Accounting	4
3.	MM 601	Marketing Management	4
4.	CS 601	Global Corporate Strategy	4
5.	RM 601	Research Methods for Business Development and Management	4
SUB-TOTAL			20

Specialized Transport Economics and Logistics Management Courses

S/N	CODE	COURSE	ECTS CREDIT
6.	TE 801	Transport Policy & Planning	3
7.	TE 802	Principles of Transport Economics	3
8.	TE 803	Production & Inventory Control	3
9.	TE 804	Transport Costing, Pricing & Investment Appraisal	3
10.	TE 810	Transport Sector Reforms	4
11.	TE 806	Transportation Management	4
12.	TE 807	Green Logistics	3
13.	TE 809	Road and Transport Safety Planning and Management	4
14.	TE 808	ICT in Transport & Logistics	4
15.	TE 805	Logistics & Supply Chain Management	4
16.	TE 811	Study Visit	4
SUB-TOTAL			39

Research

S/N	CODE	COURSE	ECTS CREDITS
17.	RM 602	Master Thesis	24
TOTAL			83



MBA Intake 24, Arusha campus

11. MBA in Customs Management

MBA in Customs management is jointly offered by ESAMI and Centre for Customs and Excise Studies (CCES), University of Canberra, Australia.

11.1 Structure

Generic courses are offered in the evening from 5.00 pm - 10.00 pm for two weeks in every three months. Specialised Customs Management courses run for four consecutive weeks.

11.2 Programme Venues

The MBA (Customs Management) is offered in the ESAMI member countries. Depending on market demand, the programmes will be run in Arusha, Mwanza and Dar es Salaam, Tanzania; Nairobi, Kenya; Kampala, Uganda; Lusaka, Zambia; Lilongwe and Blantyre, Malawi; Harare, Zimbabwe; Windhoek and Oshakati, Namibia; Mbabane, Swaziland and Mahe, Seychelles.

11.3 Fee Structure

Total fee for the 2-year degree programme is US\$8,840. Advance payments are made annually or per semester by arrangement. The fee covers tuition and limited materials. It does not include text books among other exclusions.

Generic MBA Courses

S/N	CODE	COURSE	ECTS CREDITS
1.	GM 601	General Management and Organizational Behavior	4
2.	FA 601	Financial Accounting	4
3.	MA 601	Management Accounting	4
4.	EM 601	Environmental Management for Business	4
5.	MM 601	Marketing Management	4
6.	CS 601	Global Corporate Strategy	4
7.	RM 601	Research Methods for Business Development and Management	4
8.	CG 601	Corporate Governance	4
9.	FM 601	Finance in International Markets	4
10.	HR 601	Human Resources Management	4
SUB -TOTAL			40

Specialized Customs Management Courses

S/N	CODE	COURSE	ECTS CREDITS
11.	CM 601	Customs Management Theory and Practice	4
12.	RC 601	Regulatory Compliance Management	4
13.	IC 601	International Customs Law	4
14.	CR 601	Customs Reform and Modernisation	4
SUB -TOTAL			16

Research

S/N	CODE	COURSE	ECTS CREDITS
15.	RM 602	Master Thesis	24
TOTAL			80



The first MBA (Customs) class, 2011

12. Master of Public Administration

12.1 Structure

The programme is specifically designed for Management Executives working in the Public sector. It also provides for development of junior and senior managers that are part of the succession plan for executive leadership. The programme is jointly offered by ESAMI and Seychelles Institute of Management (SIM).

The programme is offered on a part-time basis. The first three courses will be delivered back to back over three weeks. Thereafter, two courses will be run for two weeks in every two months. Classes run from 5.00 pm to 10.00 pm.

12.2 Programme Venues

The programme is offered at Seychelles Institute of Management, Mahe, Seychelles.

12.3 Fee Structure

Total fee for the 2-year degree programme is US\$6,500. Advance payments are made annually or per semester by arrangement. The fee covers tuition and limited materials. It does not include text books among other exclusions.



Prof. Bonard Mwape and Mrs Audrey Nanon during the signing ceremony of the MOU between ESAMI and SIM

13. Training Methods and Credit Hours

ESAMI Business School follows a European credit transfer system (ECTS). The ECTS credit weighting is distributed as follows:

1. A course of three (3) credits carries 24 teaching hours, while a four (4) credit course carries 32 teaching hours.
2. For each course, a lecturer provides additional 4 hours of guided study.

Each student **must** research and produce a Master Thesis which carries 24 credits

The programmes are taught using lectures, group discussions, project papers and practical case studies.

14. Examination Regulations

Assessment Schemes

Each course will be assessed using two methods – continuous assessment and end-of-semester examinations.

Continuous assessment will contribute **30%** of the total marks while the end of semester examinations will contribute the remaining **70%** of the total.

The following is the relation of numerical weight to letter grades.

Letter	Marks	Explanation
A	80 or above	Distinction
B	65-79	Credit
C	50-64	Pass
D	40-49	Failure
E	Below 30%	Bad Failure

The final transcript will show the letter grade only.

15. Programme Venues and Entry Date

Please check with your nearest ESAMI office on entry dates. Venues and contacts for ESAMI centres have been provided from page 22.

16. Administration of the Business School

There are 2 major components of the Business School – Academic Board and Faculty Board.

ACADEMIC BOARD

The Academic Board of ESAMI deals with policy matters. These include admissions, curriculum approval and enforcing academic proficiency. The duties of the Academic Board include the following:

- * Admissions
- * Curriculum development
- * Moderating examinations
- * Approving examination results, and
- * Handling disciplinary cases.

FACULTY BOARD

The Faculty Board has the following functions:

- * Setting examinations
- * Dealing with training and examination incidents
- * Marking and grading examination papers
- * Submitting reports to the Academic Board for final approval.

ADMINISTRATION

The day-to-day running of the School is overseen by the Director and two Deputies, below which are three Administrators responsible for programming, admissions and students' care and results.

17. Summer School for MBA Alumni

The School holds Summer School events every year for ESAMI MBA alumni. This is an exciting event which aims at providing a learning environment for professionals and experts to bring their knowledge and expertise to bear on important issues from practice and develop some insights on selected themes.

ESAMI continues to provide a platform for its graduates to excel in development and management performance through alumni networks and learning journeys. The MBA alumni, through the Summer School, have learned several models of development, excellence in management and entrepreneurship by visiting countries that have been successful in these areas. The recent learning journeys include visits to China, Singapore and Dubai.

ESAMI Business School aims at providing a life-long platform for learning and management excellence to its students and graduates.



ESAMI MBA Alumni: 2009 Summer School event, Arusha.

PLEASE NOTE

This brochure is for information only. The ESAMI Academic Board reserves the right to revise the advertised programmes and fee structure without notice.

Contacts us

Applications should be forwarded to any of the addresses below ; latest 6 weeks before commencement of the programme.

Headquarters:

The Director Business School
ESAMI Business School
P. O. BOX 3030
ARUSHA, Tanzania
Tel: +255 27 2508384/5/7/8 Fax: +255 27 2508285
E-Mail: adminbs1@esamihq.ac.tz

Dar es Salaam

Country Coordinator
ESAMI
NIC Investment House, 3rd Floor
P. O. BOX 22290
Dar es Salaam, Tanzania
Tel: +255 22 2112670, 2115046
Mobile: +255 713 327 728 Telefax: +255 22 2113686
E-Mail: esami@raha.com

Nairobi

Country Coordinator
ESAMI
International House, 4th Floor, Mama Ngina Street
P. O. BOX 56628 - 00200
NAIROBI, Kenya
Tel: +254 02 2241770 / +254 02 2228233 Telefax: +254 02 2248814
E-Mail: esami@esami.or.ke

Kampala

Country Coordinator
ESAMI
Plot 52, Bombo Road
P. O. BOX 824
KAMPALA, Uganda
Tel: +256 41 4 254222 /+256 312261203/+256 41 4 343397
Telefax: +256 414 232168
E-Mail: esamiug@africaonline.co.ug

Lusaka

Country Coordinator
ESAMI
2nd Floor,
Superannuation House,
BEN BELLA ROAD
P. O. BOX 32132
LUSAKA, Zambia
Tel.: +260 211 222937 Telefax: +260 211 222968
E-Mail: administration@esamilus.co.zm

Harare

Country Coordinator
ESAMI
No. 6 Banty Road,
Alexandra Park
P. O. BOX 2627
HARARE, Zimbabwe
Tel.: +263 4 292 6672/3 Telefax: +263 4 292 6674
E-Mail: esamihre@africaonline.co.zw

Maputo

Country Coordinator
ESAMI
Avenida Julius Nyerere
No. 657 Floor No. 1
P. O. BOX 2077
MAPUTO, Mozambique
Tel.: +258 21 487 375 Telefax: +258 21 487 375
E-Mail: esami@tvcabo.co.mz

Lilongwe

Country Coordinator
ESAMI
Development House,
1st Floor
P. O. BOX 31127
LILONGWE 3, Malawi
Tel.: +265 01 774423 /
 +265 01 770253/+265 01 775385
Telefax: +265 01 770957
E-Mail: esamimw@malawi.net

Mbabane

Country Coordinator
ESAMI
LILUNGA HOUSE,
3rd Floor, Gilfillan Street
P. O. BOX 4234
MBABANE, Swaziland
Tel.: +268 40 48494
Telefax: +268 40 4 8495
E-Mail: esamimba@realnet.co.sz

Windhoek

Country Coordinator
ESAMI
Corner Nelson Mandela/
Sam Nujoma Drive
HIDAS CENTRE
1st FLOOR
P. O. BOX 1836
WINDHOEK, 9000, Namibia
Tel.: +264 61 236965/6
Telefax: +264 61 249822
E-Mail: esamiwhk@mweb.com.na

Seychelles

Seychelles Institute of Management (SIM)
P. O. BOX 678
MAHE, Ma Joie
Tel.: +248 4432241
Fax: +248 4432422
E-Mail: simsey@sim.sc



EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE [ESAMI]

POSTGRADUATE APPLICATION FORM

PROGRAMME APPLIED FOR:

(i) Evening MBA	<input type="checkbox"/>
(ii) Day MBA	<input type="checkbox"/>
(iii) MBA(TELM)	<input type="checkbox"/>
(iv) MBA(HRM)	<input type="checkbox"/>
(v) MBA(CUSTOMS)	<input type="checkbox"/>
(vi) MPA	<input type="checkbox"/>

Preferred venue of study

1. PERSONAL DATA

Surname: Forenames:

Date of Birth: Sex:

Contact address:

Town: Country:

Land Phone.: Mobile:.....

Personal E-mail: Official eMail:

Nationality (citizenship):

2. EDUCATION/ACADEMIC QUALIFICATIONS

(Start with highest qualifications)

SCHOOL/INSTITUTION	DEGREE OR OTHER QUALIFICATIONS OBTAINED	YEAR	FIELD OF STUDY

3. WORKING EXPERIENCE

Present Occupation:

a) Job Title: b) Date of appointment.....

c) Name of Organisation / Company / Government Ministry:

d) Organization's postal address:

e) Tel. No.: f) Fax No.:.....

g) e - Mail:

h) Summary of Responsibilities:.....

4. Previous Work Experience

JOB TITLE	NAME OF EMPLOYER	PERIOD	
		FROM	TO

5. DECLARATION

I certify that the information I presented above is correct to the best of my knowledge and belief. If selected, I undertake to abide by the rules and regulations of the Masters programme and the fees thereof.

.....
Signature

.....
Date

6. ENDORSEMENT BY SPONSOR

This organisation/Institution will meet the nominee's tuition and other fees required for the Masters programme. Tuition fees for the two years' study is
(this excludes books, travel, accommodation and field research work. The costs of these additional costs vary from centre to centre and will be provided to the sponsor on request)

Name of sponsoring Organisation:

Contact person; Name: Position:

Full Address:

Telephone: Fax: E-mail:

.....
Signature and official stamp

.....
Date

