American Open University (A-Global)

Master of Business Administration

Skill-Based · Career-Focused · Competency-Driven · Project-Based

Professional master's degrees for working professionals, with AI embedded in every course

Ibadan Global Campus | Abeokuta Metro Campus | Ogbomoso | Ondo Town

Master of Business Administration

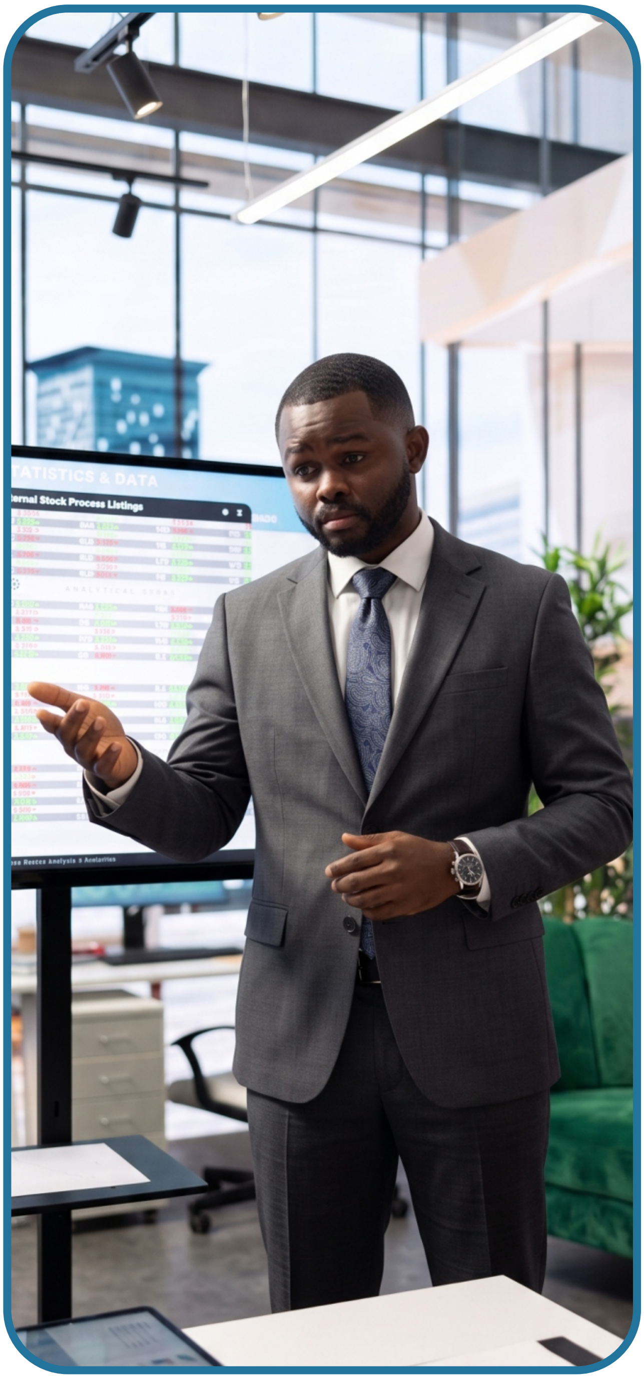
36 CREDITS | **12 COURSES** | **12 TO 15 MONTHS** | **HYFLEX DELIVERY**

The Master of Business Administration prepares experienced professionals to lead organizations in markets where technology has become the primary driver of competition. The program combines a rigorous management core in strategy, marketing, finance, leadership, law, and technology with a substantial specialization track and a professional capstone delivered for a live client or market. Designed for working professionals and delivered through open and distance learning, it develops leaders who can turn analysis into decisions and decisions into results.

Artificial intelligence is embedded across the curriculum rather than confined to a single course. Every course carries an applied artificial intelligence module, and every capstone must assess where artificial intelligence applies to the problem addressed and either implement it or document the reasoning for not doing so.

Specialization

Students choose one of the following tracks to deepen their expertise:



Technology Entrepreneurship and Management.
Venture formation, product and commercialization strategy, venture finance, and the leadership of technology functions within established organizations.

Human Capital Development.
Talent strategy, workforce planning, performance systems, and the hands-on management of learning technologies and platforms.

Fintech and Digital Financial Services.
Digital payments and lending platforms, the economics of financial institutions, and the regulatory, risk, and compliance environment governing digital finance.

Each specialization carries nine credits. Research and both capstone courses are undertaken within the declared track, bringing the track-aligned load to 21 of 36 credits.

Objectives

The program aims to:

- Build an integrated command of how organizations create, measure, and sustain value across the core management functions.
- Equip students to appraise investment, pricing, and growth decisions using financial and analytical evidence.
- Develop the capability to lead technology adoption and enterprise modernization as a business decision rather than a technical one.
- Strengthen leadership, negotiation, and delivery capability under real conditions of budget, time, and stakeholder pressure.
- Build depth in a chosen specialization sufficient to carry senior professional responsibility.
- Foster ethical, governance-conscious leadership in commercial and regulated environments.

Expected Program-Level Outcomes

▪ Educate.

Students will demonstrate a deep understanding of strategy, marketing, financial management, organizational leadership, business law, and technology management, together with advanced knowledge of their chosen specialization.

▪ Develop.

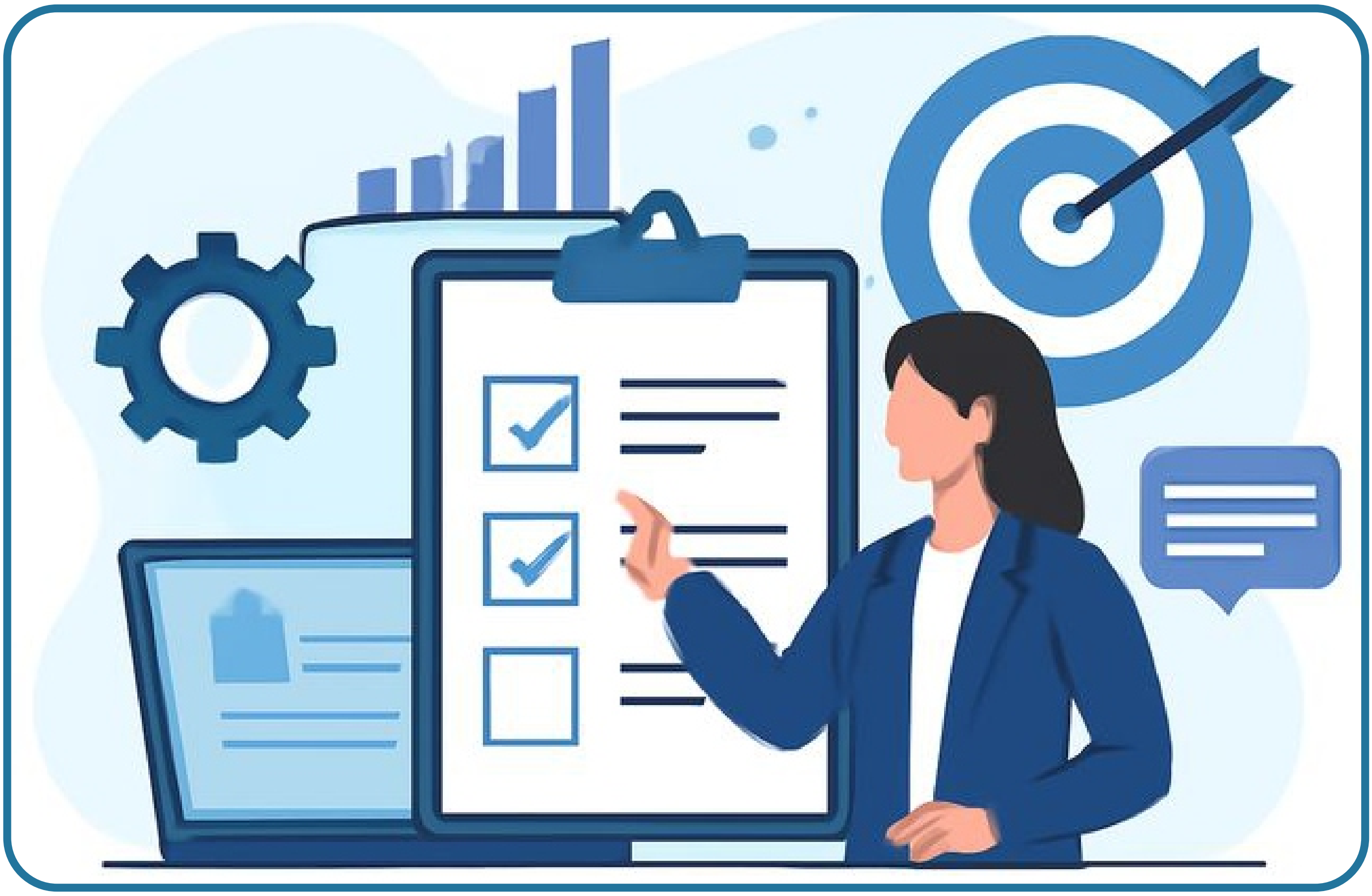
Students will be able to structure an ambiguous business problem, identify the evidence required to resolve it, and defend a recommendation to a board, investor, or executive committee.

▪ Grow.

Students will demonstrate the capability to lead teams, manage a complex engagement to delivery, and produce a professional consulting project or applied research study for a live client or market.

▪ Empower.

Students will be prepared to exercise ethical judgment where commercial, regulatory, and stakeholder interests diverge, and to set standards of governance in the organizations they lead.



Curriculum

General Core (18 credits)

Code	Course	Credits
MBA 611	Strategic Management and Business Policy	3
MBA 612	Strategic Marketing Management	3
MBA 613	Financial Analysis and Decision Making	3
MBA 614	Organizational Leadership and Change	3
MBA 615	Business Law and Ethics	3
MBA 616	Technology Management and Enterprise Modernization	3

MBA 616 is organized around a four-layer model of enterprise technology: access, abstraction, data exchange, and intelligence. It addresses identity and embedded delivery, wrapping and layering over legacy systems, the interface economy as a business model, and autonomous agents and interoperability. It also carries agile delivery and Scrum, roadmapping, and the technology business case, which together prepare students for the planning work undertaken in Capstone I.

Specialization: Technology Entrepreneurship and Management (9 credits)

Code	Course	Credits
MBA 631	Strategy-Driven Technology Innovation	3
MBA 632	Building Business Models	3
MBA 633	Venture Finance and Growth Capital	3

MBA 633 addresses valuation of early-stage and growth companies, funding instruments and their tradeoffs, term sheet structure and negotiation, cap table management and dilution, investor relations, and exit pathways. Students seeking a broader treatment of capital formation and its institutional conditions should take MBA 675 as an elective.

Specialization: Human Capital Development (9 credits)

Code	Course	Credits
MBA 641	Foundations of Human Capital Development	3
MBA 642	Human Performance Technology	3
MBA 643	Managing Learning Technologies and Platforms	3

MBA 643 is cross-listed with the Master of Public Administration as PAD 643 and taught as a single combined section. The course covers learning platform selection and administration, interoperability standards including SCORM, xAPI, LTI, and APIs, content authoring pipelines, and learning analytics and AI-enabled learning tools, with assessment set in each student's own context: corporate learning for MBA students, educational institutions for MPA students.

Specialization: Fintech and Digital Financial Services (9 credits)

Code	Course	Credits
FIN 614	Fintech and Digital Payment Systems	3
FIN 624	The Economics of Funding	3
FIN 634	Risk, Compliance, and Trust in Digital Finance	3

FIN 614 covers the payment lifecycle, settlement architecture, Nigeria's instant payment stack, global real-time systems, payment security and fraud, and emerging forms of money. FIN 624 addresses financial intermediation, net interest margin and the cost of funds, the deposit franchise, embedded finance, and the regulatory architecture of deposit-taking. FIN 634 addresses the Nigeria Data Protection Act and the Central Bank anti-money-laundering baseline as a single integrated compliance system.

Required Sequence (9 credits)

Code	Course	Credits
MBA 691	Evidence and Analysis for Managers	3
MBA 697	Capstone I: Research and Project Design	3
MBA 698	Capstone II: Delivery and Defense	3

MBA 697 is taken within the declared specialization. Students on the project route produce an engagement plan with scope, deliverables, schedule, risk register, and success criteria. Students on the research route produce a research proposal with methodology, sampling, and instrumentation. Both are approved before progression to MBA 698.

Optional Elective

Code	Course	Credits
MBA 675	From Money to Capital	3

Open to students in all specializations and cross-listed with the Master of Public Administration as PAD 675. The course examines why accumulated money does not automatically become productive capital, covering the theory of capital formation, property and formalization, the social circulation of money, family and diaspora capital, structured risk-taking and angel investment, and the policy question of how capital is built. It carries comparative case material and a critical examination of cultural explanations of development. No prior economics is required.

Capstone Routes

The MBA capstone is a professional project by default. Students in the Human Capital Development and Fintech and Digital Financial Services tracks may elect a research route in place of the professional project. The election is made at the point of specialization declaration, at the end of the first semester, and is subject to a minimum cumulative grade point average and supervisor consent.

Students in the Technology Entrepreneurship and Management track complete the professional project. The track's learning outcomes are venture formation and commercialization, which a research dissertation cannot evidence.

What You Will Learn

Strategy and Competitive Analysis: Industry analysis, positioning, business model design, and strategic decision making.

Marketing and Market Development: Segmentation, positioning, pricing, channel strategy, and go-to-market execution.

Financial Management: Financial statement analysis, valuation, investment appraisal, and corporate reporting.

Organizational Leadership: Team leadership, change management, negotiation, and organizational design.

Law, Ethics, and Governance: Commercial law, regulatory compliance, data protection, and algorithmic accountability.

Technology Management: Enterprise modernization, agile delivery, technology roadmapping, and the technology business case.

Applied Practice: Problem framing, evidence gathering, client engagement, and the delivery of a defended professional outcome.

Who You Will Become

- Founders and venture leaders capable of building and scaling technology enterprises.
- Evidence-driven decision makers who can defend a position with financial and analytical rigor.
- Talent and organizational architects who align people systems with business strategy.
- Digital finance professionals who can build compliant products in regulated markets.
- Ethical leaders who model transparency, accountability, and sound governance.

Where You Will Work

- Technology ventures, startups, and innovation-driven enterprises
- Banks, payment companies, microfinance institutions, and financial technology firms
- Large indigenous and multinational corporations
- Management consulting and professional services firms
- Public enterprises, development organizations, and social impact ventures

Additional Information and Resources

- **Industries:**

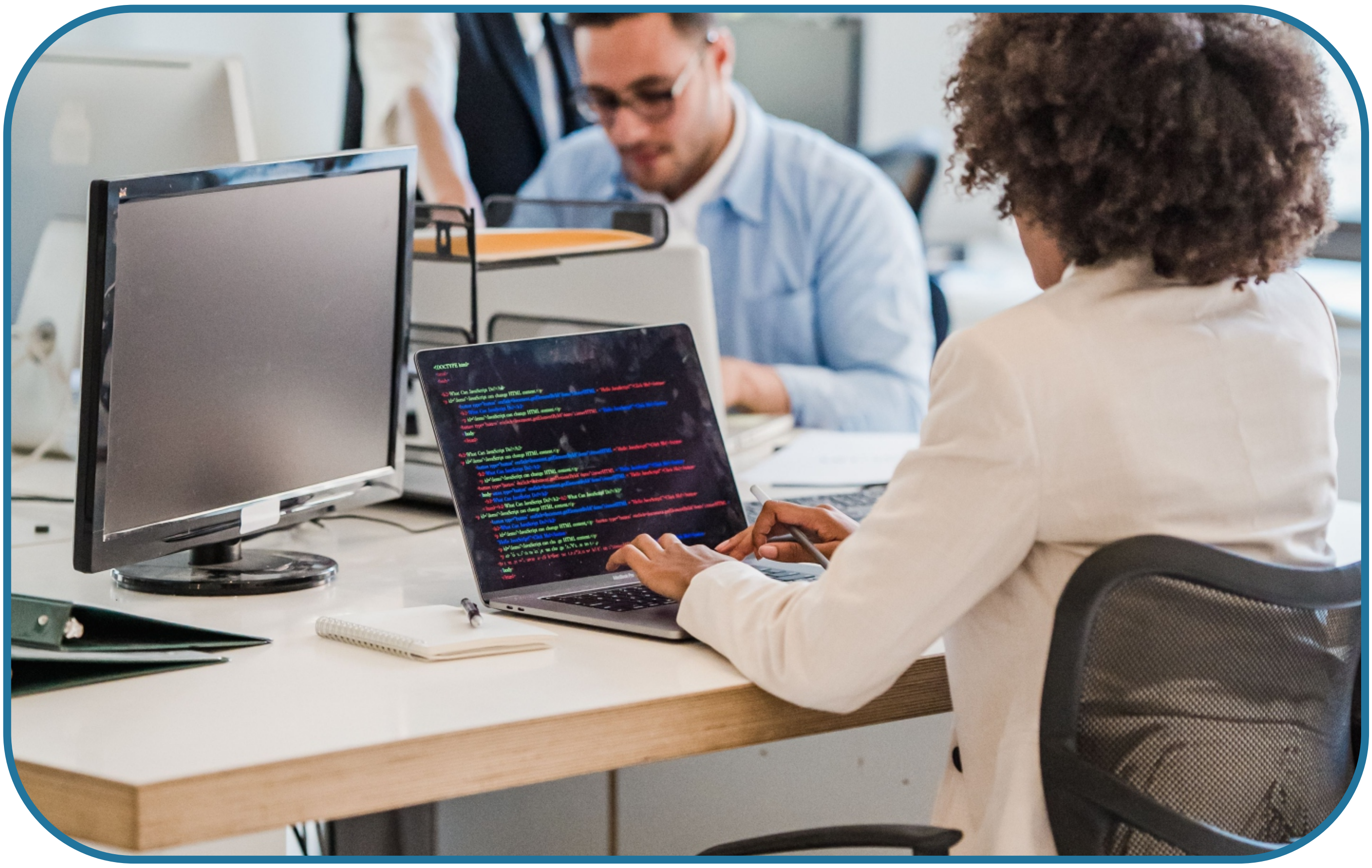
  Technology, financial services and financial technology, consulting, telecommunications, manufacturing, retail and consumer goods.

- **Relevant Professional Certifications:**

  Project Management Professional, Professional Scrum Master, Chartered Institute of Personnel Management of Nigeria, Society for Human Resource Management, Chartered Financial Analyst.

- **Sample Career Paths:**

  Founder and Chief Executive, Business Unit Director, Head of Product, Chief Human Resources Officer, Head of Learning and Development, Fintech Product Manager, Risk and Compliance Manager, Management Consultant.



Program Structure and Delivery

All courses carry three credit units and comprise eight modules of six units each, delivered over an eight-week term. Programs are delivered through a HyFlex model. Students may study entirely online, entirely on campus, or combine both, and may change mode between terms.

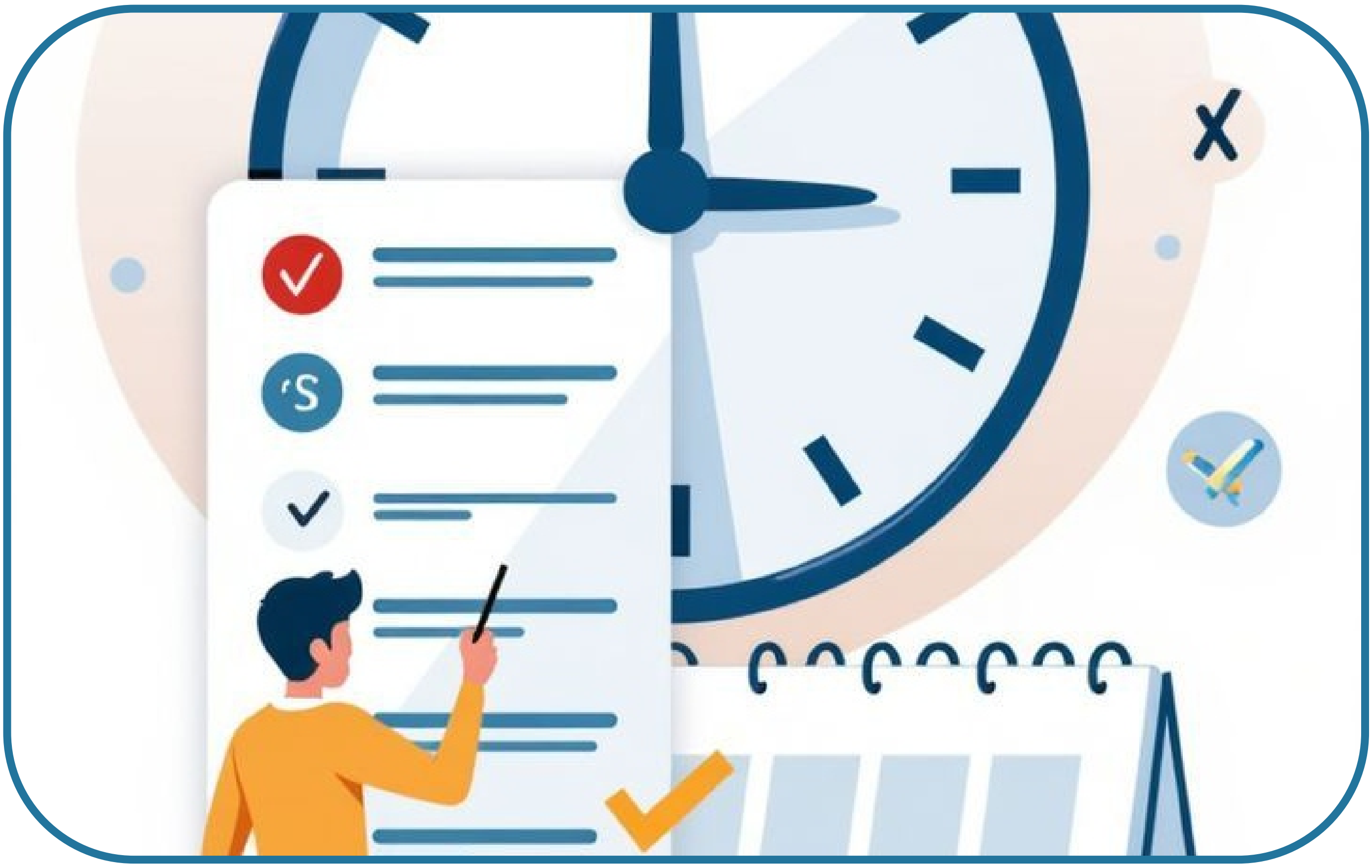
On-campus study is available at the Ibadan Global Campus and the Abeokuta Metro Campus.

Terms begin in August, October, January, March, and May. Applicants should begin the admission process at least one month before the term in which they intend to start.

Pace and Course Load

The standard load is two courses per term. Students may carry three courses in one or more terms, or take selected courses in the four-week accelerated format, to complete sooner. Selected courses are available in a self-paced online format.

The following courses are cohort-delivered and supervised, and are not available in self-paced format: Research Methods, Project Management, and all Capstone courses. In the Master of Business Administration, MBA 691 Evidence and Analysis for Managers serves as the research methods course, project management is taught within Capstone I, and Capstone I must be completed and cleared before registration for Capstone II.



Optional Electives

In addition to the required curriculum, the University offers optional elective courses, delivered in self-paced online format unless otherwise indicated; cross-program electives taken with another program's cohort are noted where they occur. Students may take these at any point during their program, at their own pace, and are not required to do so. Optional electives are open to students in all specializations and, where cross-listed, to students across programs.

Because they are self-paced, optional electives do not depend on cohort scheduling or minimum enrollment, and a student may begin one in any term without affecting the standard course load.

Optional electives are credit-bearing. They are recorded on the academic transcript and count toward the cumulative grade point average on the same basis as required courses. A transcript may therefore record more credits than the minimum required for the degree. Optional electives must be completed before the close of the final capstone term; a course not completed by that point is recorded as incomplete and does not delay the award.

Academic Calendar

Courses run in eight-week terms grouped into three semesters. Entry is available at the start of any term.

Semester	Terms
Fall	August and October
Spring	January and March
Summer	May

At the standard load of two courses per term, the Master of Information Technology and the Master of Public Administration are completed across five terms, approximately 12 months. The Master of Business Administration comprises twelve courses and is completed across six terms, approximately 15 months, or sooner where a student carries an increased load or uses the four-week accelerated format.

Residencies

A residency is held at the close of each semester, three times a year. Residencies bring students, faculty, industry practitioners, and institutional partners together on campus for structured professional engagement rather than for teaching delivery.

Each residency combines industry panels and guest sessions with practitioners drawn from the sectors the programs serve, capstone presentations and peer review, supervisor and cohort meetings, and professional networking. Students in the same specialization across all three programs meet together, so that a public administration student working on digital governance encounters the technology and business students working on adjacent problems.

Residencies are open to students studying in any mode. Students studying entirely online are encouraged to attend and are not required to do so; those unable to travel may participate in the sessions delivered online. Residencies are held at the Ibadan Global Campus and the Abeokuta Metro Campus.

Tuition and Fees

All amounts are in Nigerian Naira and cover the full program.

Program	Total Tuition
Master of Business Administration	₦1,200,000

Other Fees	Amount
Application fee, payable on application	₦50,000
Application fee, payable on admission	₦100,000

The application fee is non-refundable and is separate from tuition. The acceptance fee forms part of the total tuition and is credited against it.

International Tuition

Applicants resident outside Nigeria are assessed in United States dollars at the following flat rates, covering the full program.

Program	Total Tuition
Master of Business Administration	US$1,750

The application fee, the acceptance fee, and the availability of installment payment apply on the same terms as for applicants resident in Nigeria, assessed in United States dollars at the equivalent rate.

Payment Options

Tuition may be paid in full or in three installments. Where the installment option is chosen, the balance remaining after the acceptance fee is divided across three payments scheduled against the academic calendar.

Monthly payment plans are available through EDGE Finance, a partnered third-party provider. Monthly plans are arranged directly with the provider and attract transaction fees in addition to tuition. Students selecting a monthly plan should review the provider's terms before committing.

Assessment and Grading

Each course is assessed through a combination of participation and discussion, quizzes, applied tasks and assignments, and a final examination. Assessment weightings are set out in each course syllabus. Applied tasks require original work that addresses the question directly and demonstrates the student's own analysis and conclusions.

Quizzes and examinations are timed and completed within designated assessment windows.

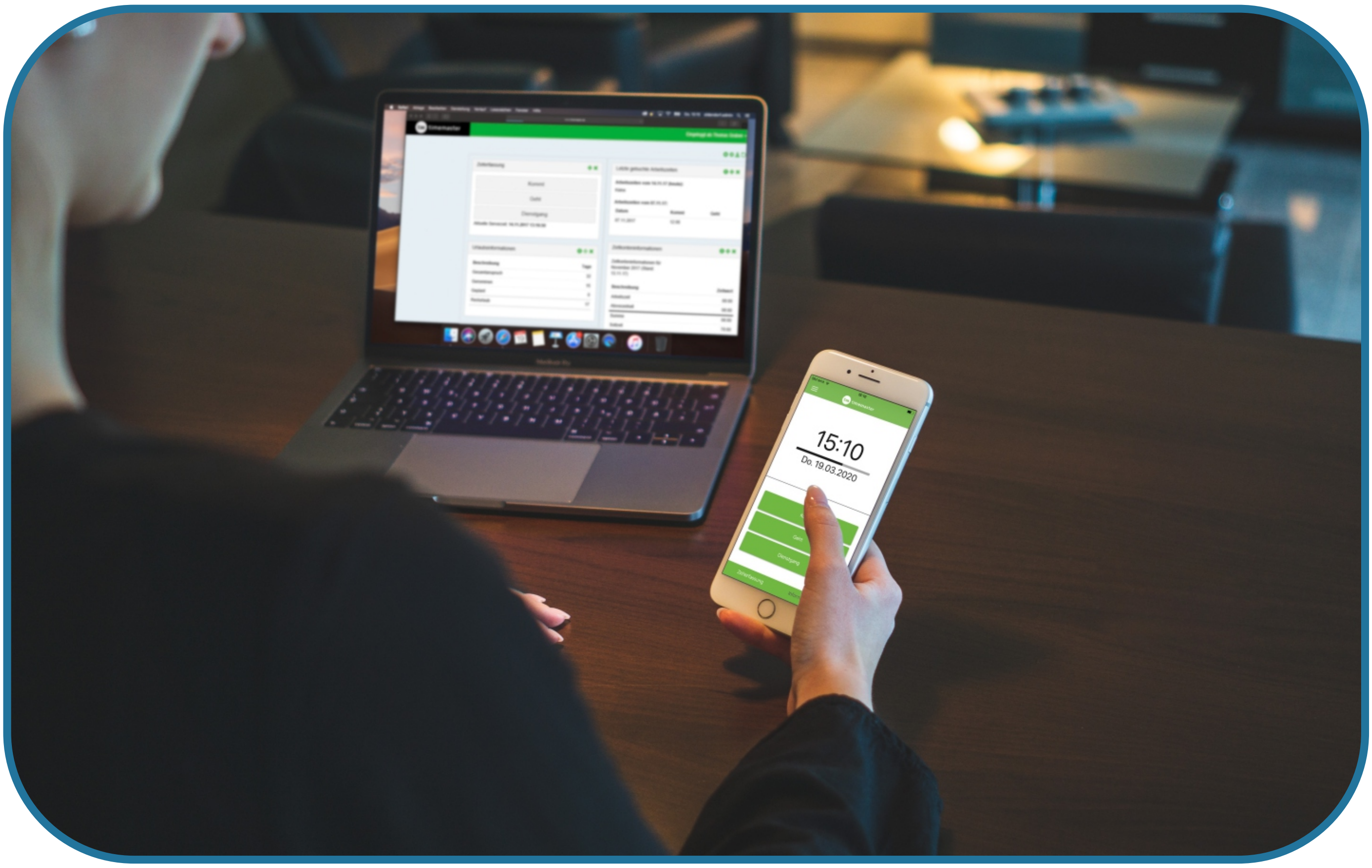
Communication with any other person during an examination is a serious violation of academic integrity, and all submitted work must be the student's own.

Percentage	Standard Achieved
90 to 100	Goes beyond the requirements of the subject. Advanced understanding, thoughtful analysis, clear communication, depth in connecting theory to practice, and creative use of examples.
80 to 89	Fully achieves the requirements of the subject. Knowledge and depth of understanding, clear communication, examination of the implications of theory for practice, and analysis of the problem and its solutions.
70 to 79	Substantially completes the requirements of the subject. Knowledge of the subject and adequate communication of ideas, but limited insight and implications drawn narrowly.
60 to 69	Inadequate attempt at the requirements of the subject. Limited knowledge, inadequate communication of ideas, and less than the minimum requirement completed.
0 to 59	Does not meet the basic requirements of the course.

Letter grades are assigned on the scale above: A and A minus (90 to 100), B plus, B, and B minus (80 to 89), C plus, C, and C minus (70 to 79), D plus and D (60 to 69), and F (below 60). Grade point equivalents and progression rules are set out in the Student Handbook.

Attendance and Participation

Attendance is measured by participation in course activities and timely submission of assessed work, not by physical presence alone. Students studying online are required to log into the learning management system regularly and to complete discussions, quizzes, and submissions by the deadlines set out in the course schedule. Faculty record attendance through the learning management system. Regular participation is a substantial contributor to student outcomes and forms part of the assessed grade in every course.



Library and Learning Resources

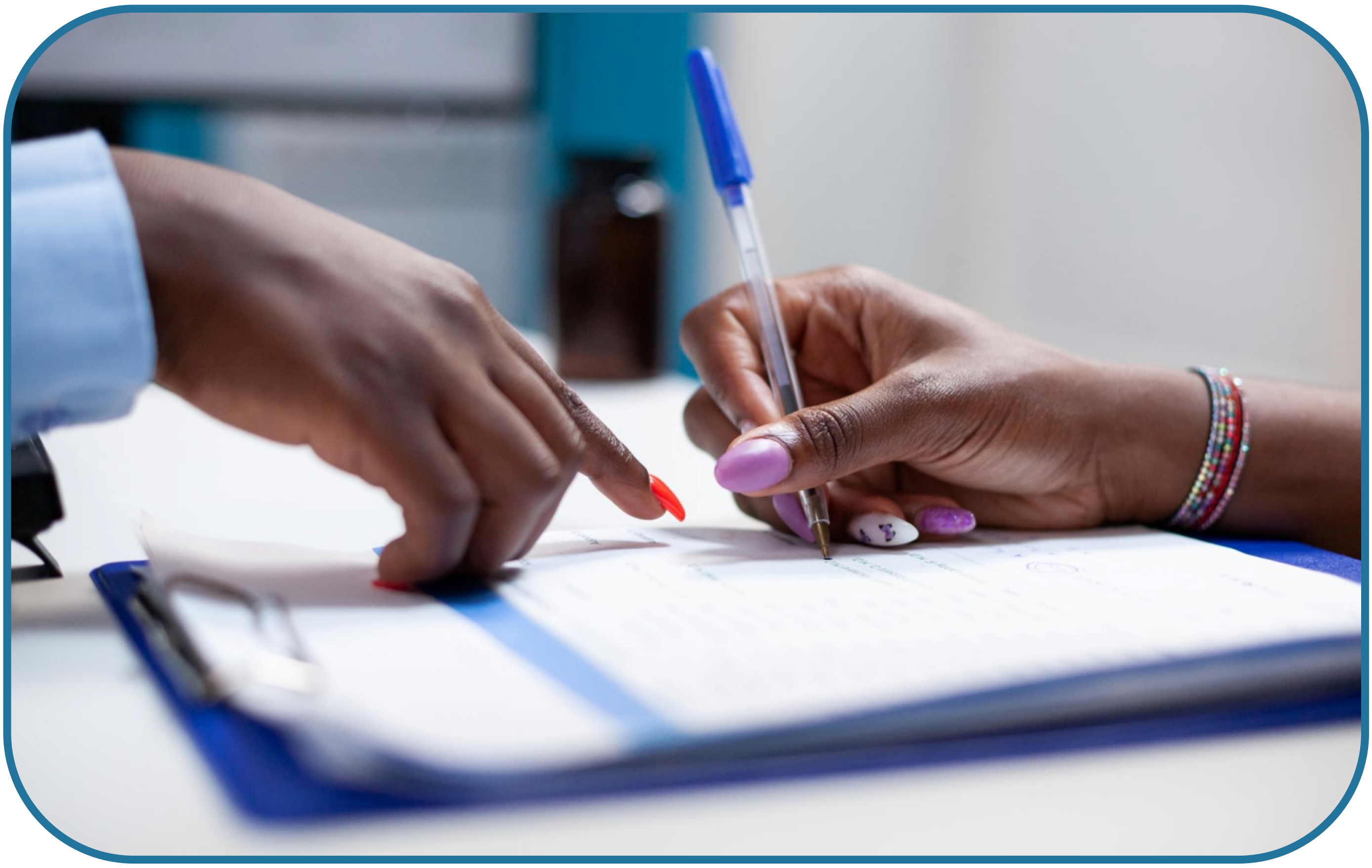
Students have access to the University's online research databases and digital library. Course materials, including readings, recorded lectures, video tutorials, and supporting resources, are provided within each unit of every course through the learning management system, together with notes indicating how each resource fits the course as a whole. Links to additional reports and publicly available databases are provided as required.

Technology Requirements

Students require access to a computer or web-capable mobile device and consistent internet access sufficient to view or download course resources and to complete timed assessments and examinations within the learning management system. Full participation, including assessments and examinations, requires logging into the learning management system; course materials cannot be completed offline.

Specialization Declaration

Students declare a specialization at the end of the first semester, before registration for Research Methods (MBA 691 in the Master of Business Administration). The declaration governs Research Methods, Project Management, and the Capstone, and therefore the second half of the program. A single track supervisor carries the student through the full sequence.



Admission Requirements

Applicants must hold a bachelor's degree from an institution recognized by the National Universities Commission or its equivalent for foreign institutions, with a minimum of Second Class Honours (Lower Division). Holders of the Higher National Diploma at Upper Credit level may be considered where the diploma is supported by relevant professional experience or a recognized postgraduate diploma.

Applicants are required to submit official academic transcripts sent directly from the awarding institution, evidence of National Youth Service discharge or exemption where applicable, a current curriculum vitae, two academic or professional references, and a statement of purpose of 500 to 750 words articulating their motivation, preparation, and career goals.

International Applicants

Applicants whose previous degree was taught in a language other than English are required to demonstrate English proficiency, either through a TOEFL score of 71 (internet-based) or 530 (paper-based), or through the completion of at least one year of post-secondary study in which the language of instruction was English. Applicants holding qualifications from institutions outside Nigeria should submit them for equivalence assessment as part of the application.

How to Apply

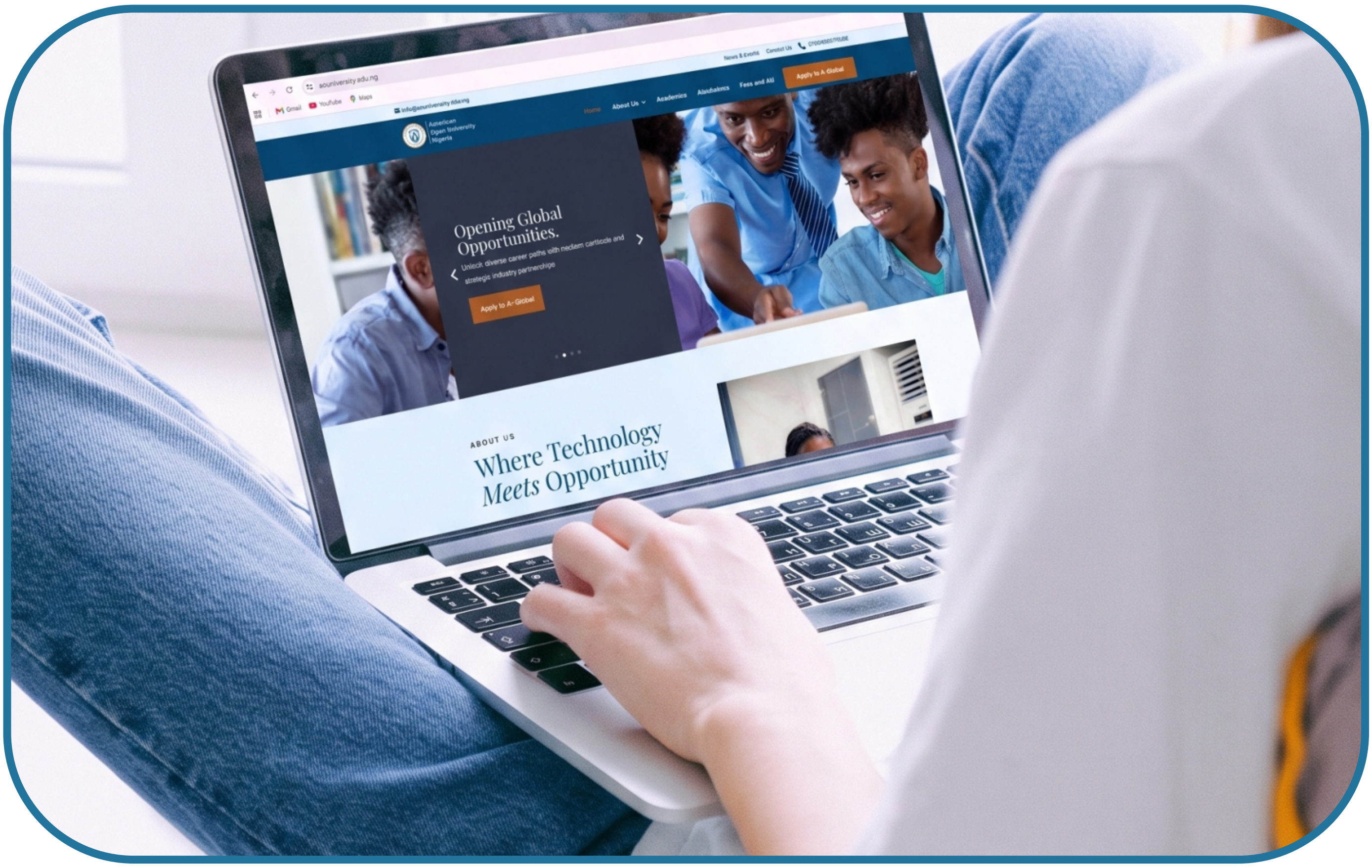
1. Complete the online application at the University's application portal, aglobal.online, and pay the ₦50,000 application fee. The fee is non-refundable.

2. Submit your supporting documents: official academic transcripts sent directly from the awarding institution, evidence of National Youth Service discharge or exemption where applicable, a current curriculum vitae, two academic or professional references, and a statement of purpose of 500 to 750 words on your motivation, preparation, and career goals.

3. Receive your admission decision by email from the Admissions Office.

4. On admission, pay the ₦100,000 acceptance fee to confirm your place. The acceptance fee is credited against tuition.

5. Register for courses and begin in your chosen term: August, October, January, March, or May.
   Applicants should begin the process at least one month before the term in which they intend to start.
   The Admissions Office is available throughout at admissions@aouniversity.edu.ng.



Doctoral Progression

The University's master's programs are professional degrees by design. They are built around applied capstone research and action research, which produces graduates who can investigate a real institutional problem and deliver an evidence-based result. This is the standard preparation for professional doctorates including the DBA, DPA, EdD, and DIT, and for research doctorates at universities that admit on the basis of demonstrated research capability rather than a prior thesis.

Within Nigeria, the postgraduate system draws a firm line between academic and professional master's degrees. Nigerian universities generally require an academic master's with a full research dissertation for direct entry to a PhD, and this applies to professional master's degrees across the sector, not to any one institution. Graduates who intend to pursue a PhD at a Nigerian university should expect to complete an academic master's or an M.Phil. as a bridge.

The University states this at the point of application rather than at graduation. Students who know their intended destination should indicate it at admission, so that the specialization, the capstone route, and the supervisor can be matched to it.

Frequently Asked Questions

Is this equivalent to a conventional master's degree?

Yes. The programs were approved by the National Universities Commission in June 2026 and carry the same standing as master's degrees delivered by conventional means. The Commission regulates the curriculum, credit load, assessment standards, and external moderation of all approved programs regardless of delivery mode. The degree certificate does not distinguish between online, on-campus, and blended study.

Is the degree recognized for civil service promotion?

Yes. Promotion criteria in the federal and state public service recognize degrees from institutions and programs approved by the National Universities Commission. Applicants should confirm the specific requirements of their service commission or establishment, as some schemes of service specify particular disciplines for particular cadres.

Can I proceed to a doctoral program afterward?

The programs prepare graduates well for professional doctorates and for research doctorates at institutions that admit on demonstrated research capability. Within Nigeria, applicants should note the distinction drawn between academic and professional master's degrees. See the section on Doctoral Progression above.

When do I choose my specialization?

At the end of the first semester, before registration for Research Methods. Research Methods, Project Management, and the Capstone are all undertaken within the declared track, so the choice governs the second half of the program.

Can I choose between a research and a project capstone?

The research and project capstone options apply to the Master of Business Administration. Students in the Human Capital Development and Fintech and Digital Financial Services tracks may elect a research capstone in place of the professional project. The election is made at specialization declaration and is subject to a minimum cumulative grade point average and supervisor consent.

Can I switch campuses or study modes during the program?

Yes. Students may move between the Ibadan and Abeokuta campuses and between online, on-campus, and blended study from term to term.

Am I required to attend residencies?

No. Residencies are open to all students and strongly encouraged, but attendance is not a condition of progression or award. Students unable to travel may participate in the sessions delivered online.

Can I study part-time or at a slower pace?

Yes. The standard load is two courses per term, and students may take fewer where circumstances require. Extended pathways are available. Students who wish to finish sooner may carry three courses in a term or take selected courses in the four-week accelerated format.

Can I pay tuition in installments?

Yes. Tuition may be paid in full or in three installments across the academic calendar. Monthly payment plans are available through EDGE Finance, a partnered third-party provider; monthly plans attract transaction fees in addition to tuition.

What if my first degree is not in a related field?

Applicants to the Master of Information Technology whose first degree is not in computing or a related discipline complete a zero-credit bridge course, IFT 600, delivered pre-term in the four-week accelerated self-paced format. Applicants to the Master of Business Administration without a business first degree may be advised to complete a comparable bridge in managerial accounting.

Begin Your Application

TERMS BEGIN IN AUGUST, OCTOBER, JANUARY, MARCH, AND MAY

Apply online at aglobal.online

www.aouniversity.edu.ng

Admissions Office

admissions@aouniversity.edu.ng
info@aouniversity.edu.ng

+234 807 840 5282
+234 812204 4014

Campuses

Global Campus: 03 Oladosu Oladipo Close, Ibadan, Oyo State, Nigeria.

Metro Campus: 1, Agboke Street, Opposite FoodCo Supermarket, Akin-Olugbade, Abeokuta, Ogun State.

Ogbomoso, Oyo State
Ondo, Ondo State.