

BACKGROUND

The Faculty was established in January 1996 as the University's third faculty, after Theology, and Agriculture and Natural Resources. The Faculty commenced its operations with a two-year full time Master of Business Administration (MBA) programme which registered 19 students with 13 of them sponsored by the Commonwealth Secretariat. The length of the MBA programme was later shortened to 18 months in 1999. In August 1997, the Faculty established an undergraduate programme with majors in Accounting, Economics and Management/Marketing. In August 2001, the undergraduate programme was restructured into the present four majors: Accounting, Economics, Management and Marketing.

A part-time MBA programme was introduced in August 1997 in order to cater for those who could not afford full time graduate education. In order to increase the accessibility of the MBA programme, the Faculty decided to also offer it on a block release basis, on selected weekends and public holidays. This part-time programme was changed into an Executive Master of Business Administration (EMBA) programme in 1999.

Mission Statement

The mission of the Faculty is to provide programmes at under- and graduate levels, which produce and develop managers and other business professionals capable of utilizing human and other resources to meet development needs and take advantage of the opportunities of Africa within the global context.

Objectives

The Faculty aims at programmes which develop both the intellectual and the managerial potentials of its students. Specifically, the objectives of the Faculty programmes are to

- * Provide knowledge which develops the students' intellectual and critical thinking ability as well as their managerial and entrepreneurial skills;
- * Foster the ability to organize, analyze and interpret information for decision making;
- * Instill and inculcate high moral standards of personal and professional behaviour which are consistent with positions of trust and leadership in society;
- * Imbue in students sensitivity and commitment to efficiency in the use of resources as well as integrity, accountability and transparency, and

- * Encourage and develop a sense of curiosity and inquiry needed for innovative thinking and the development of new knowledge.

Undergraduate Programmes

The Faculty of Management and Administration offers the following 4-year undergraduate programs:

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| 1. Bachelor of Accounting | B.Acc. |
| 2. Bachelor of Science, Economics | BSc. Econs. |
| 3. Bachelor of Business Studies - Management | B.B.S.
Management |
| 4. Bachelor of Business Studies - Marketing | B.B.S. Marketing |
| 5. Bachelor of Science, Computer Information Systems | B.Sc. CIS |

Undergraduate Curriculum

The curriculum is designed to reflect the state-of-the-art in management education as obtaining in the leading schools of business but adapted to address management problems of Africa.

The curriculum emphasizes an integrated approach whereby the student will acquire a basic education to develop his intellectual and analytical ability while at the same time acquiring the body of knowledge and skills in professional management. As such, the first two years will be spent mainly in basic education in the older disciplines of Mathematics, Communication, Economics, and Humanities while the remaining two years will be devoted mainly to specialized subjects in accounting, economics, marketing, finance, human resources management, risk management, quantitative analysis, and public sector management.

The second semester of the third year of study is spent on a supervised industrial attachment for a period of 7 months, to enable students acquire practical, hands-on experience in industry, commerce and administration. Students on the honours programme will be required to carry out a company based research while on attachment, and write a supervised project report during the 1st semester of their 4th year.

The curriculum thus consists of four main components or features:

- * basic education in mathematics, foreign languages, communications, economics, computer skills, African culture, ethics, psychology, sociology etc;

- * an introduction to the basic management areas of marketing, finance, accounting, management, decision-making etc;
- * industrial attachment, and individual study;
- * a major in Accounting, Economics, Management, Marketing, or Computer Information Systems.

Special Regulations for Undergraduate Programmes

Language

English is the language of instruction. Students who are not proficient in English have to undergo a one-year intensive English programme before enrolling on the degree programme. Every student is required to pass six credits in a second language e.g. Portuguese or French for the English speaking students and English for the French/Portuguese speakers.

Admission Requirements

Applicants are expected to obtain five credit passes in the GCE ordinary level examination and at least two passes at the advanced level or equivalent university admission qualifications in the applicant's country of origin. The subjects passed must include Mathematics and English Language at the "O" level (or French or Portuguese for non-English speakers). Preference will be given to students with A level passes in numerate/analytical subjects such as Accounting, Economics, Management of Business, Mathematics, Sciences, and Geography.

In exceptional cases, applicants who do not meet the normal requirements may be considered for admission on their individual merit.. Such applicants may however be required to undergo a remedial programme in specified areas of deficiency. Students are admitted generally into the Faculty and not into any major. Students choose their majors at the end of their first year of studies. Admission into a major depends on the performance in its introductory courses in the first year and the approval of the Dean.

Student Evaluation

Student work will be evaluated throughout each course with a grade recorded at the end of each semester for each course attempted. The final grade obtained by a student shall be based on a continuous assessment which may include written assignments, tests, case presentation, class participation, etc, and a

final examination. Normally, the final examination shall constitute 60 percent of the final grade for a course.

Honours Programme

The Faculty has an Honours Programme that seeks to give bright students an opportunity to develop their intellectual abilities to the fullest extent possible. These students are allowed to go outside of the traditional university courses to carry out in-depth explorations of subject matters that interest them. Students are accepted into the Honours Programme at the beginning of their third year of study. To be eligible for the Honours Programme, a student must have a cumulative grade point average (CGPA) of at least 3.20 and maintain this minimum until graduation. Those accepted into the Honours Programme are required to carry out an independent original Honours Project under the supervision of a faculty member. Honours students will also be required to participate in Honours Seminars and other activities in addition to their normal requirements for graduation. (Other regulations of the Honours Programme are as set out in the General Academic Regulations).

List of Undergraduate Courses Offered

All students in the faculty, irrespective of their intended major, are required to take the following courses in their first year:

Year One

Semester 1

HCS 101 Communication Skills I; MAC 101 Foundations of Accounting I; MMS 101 Mathematics for Business I; MEC 101 Economics Principles I; HIT 100 Introduction to Info Technology; MMS 103 Introduction to Management; HFR 111 French for Beginners I; HPO 101 Portuguese for Beginners I; HESL 101 English as a Second Language I

Semester 2

MMS 105 Mathematics for Business II; MEC 102 Economics Principles II; MAC 102 Foundations of Accounting II; MKT 102 Principles of Marketing; MMS 102 Business Communications; HFR 112 French for Beginners II; HPO 102 Portuguese for Beginners II; HESL 102 English as a Second Language II

Departmental Requirements

These departmental courses are in addition to the University/Faculty courses above. Departmental elective courses requirements may be met by Elective courses specified by each department or by courses taken in any other department or Faculty in the University. Students must however obtain the approval of the Faculty before taking any elective courses outside the Faculty.

Accounting Major

Year Two

Semester 1

MAC 201 Cost Accounting; MAC 202 Intermediate Accounting I; MMS 203 Business Law; MMS 202 Quantitative Analysis1 (3 credits) TEV 200 Ethics & Christian Values; Electives.

Semester 2

MAC 203 Intermediate Accounting II; MAC 204 Business Finance; MAC 205 Company Law; MAC 206 Principles of Public Finance; HAS 100 Introduction to African Studies.

Year Three

Semester 1

MMS 301 Report Writing; MAC 301 Management Accounting; MAC 302 Accounting Information Systems; MAC 303 Introduction to Business Taxation; MAC 305 Auditing Principles; FMA 302 Honors seminars; MAC 306 Government Accounting.

Semester 2

FMA 301 Industrial Attachment

FMA 413 Industrial Attachment Report (1 Credit Hour)

Year Four

Semester I

MAC 401 Advanced Accounting; MAC 402 Tax Law & Practice; MAC 403 Financial Management I; FMA 412 Project Report; FMA 402 Honors seminars; Electives.

Semester 2

MAC 404 Advanced Acct & Fin. Theory; MAC 405 Advanced Auditing; MAC 410 Financial Management II; FMA 403 Honors seminars; Electives.

Electives

MAC 207 Money & Capital Markets; MEC 201 Intermediate Microeconomics; MMS 201 Organizational Behavior; MMS 202 Quantitative Analysis I; MEC 205 Money & Banking; MMS 204 Quantitative Analysis II; MAC 304 Investment Analysis; MAC 406 Insolvency & Executorship; MAC 408 Trust Accounts; MAC 409 Comparative Tax Systems; MMS 401 Entrepreneurship & Small

Business Management; MMS 402 Productions & Operations Management; MMS 408 International Business; MMS 409 Operations Research; MMS 410 Public Policy Analysis; MMS 411 Strategic Management; any other courses approved by the Dean.

Management Major

Year Two

Semester 1

MMS 201 Organizational Behavior; MMS 202 Quantitative Analysis I; MMS 203 Business Law; TEV 200 Ethics & Christian Values; MAC 207 Money & Capital Markets; Electives.

Semester 2

MAC 204 Business Finance; MMS 204 Quantitative Analysis II; MMS 205 Public Sector Management; MMS 206 Management Theory & Practice I, Electives; HAS 100 Introduction to African Studies.

Year Three

Semester 1

MMS 301 Report Writing; MMS 302 Human Resources Management; MMS 306 Management Theory & Practice II; MMS 307 Industrial Relations; MKT 302 Purchasing & Materials Management; FMA 302 Honors seminars; Electives.

Semester 2

FMA 301 Industrial Attachment

FMA 413 Industrial Attachment Report (1 Credit Hour)

Year Four

Semester 1

MMS 411 Strategic Management; MMS 402 Productions & Operations Management; MKT 401 Marketing Management; FMA 402 Honors seminars; FMA 412 Project Report; Electives.

Semester 2

MMS 408 International Business; MMS 409 Operations Research; MMS 401 Entrepreneurship & Small Business Management; FMA 403 Honors seminars; Electives.

Electives

MAC 201 Cost Accounting; MAC 202 Intermediate Accounting I; MEC 201 Intermediate Microeconomics; MAC 205 Company Law; MAC 207 Money & Capital Markets; MAC 206 Principles of Public Finance; MEC 205 Money &

Banking; MEC 206 Public Sector Economics MKT 202 Marketing Res. & Sales Forecasting; MAC 301 Management Accounting; MAC 303 Introduction to Business Taxation; MAC 304 Investment Analysis; MEC 305 Industrial Economics & Public Policy; MKT 301 Distribution & Logistics; MKT 303 Promotions & Advertising MEC 401 Managerial Economics; MMS 403 Risk Management; MKT 402 Retail & Sales Management; MKT 405 Consumer Behaviour; MKT 406 International Marketing; MMS 410 Public Policy Analysis; MKT 407 Direct Marketing; MKT 408 Services Marketing; any other courses approved by the Dean.

Marketing Major

Year Two

Semester 1

MAC 201 Cost Accounting; MMS 201 Organizational Behavior; MMS 202 Quantitative Analysis I; MMS 203 Business Law; TEV 200 Ethics & Christian Values; Electives.

Semester 2

MMS 204 Quantitative Analysis II; MMS 205 Public Sector Management; MKT 202 Marketing Research. & Sales Forecasting; HAS 100 Introduction to African Studies; MAC 204 Business Finance.

Year Three

Semester 1

MMS 301 Report Writing; MKT 301 Distribution & Logistics; MKT 302 Purchasing & Materials Management; MKT 303 Promotion & Advertising; MMS 307 Industrial Relations FMA 302 Honors seminars; Elective.

Semester 2

FMA 301 Industrial Attachment

FMA 413 Industrial Attachment Report (1 Credit Hour)

Year Four

Semester 1

MMS 411 Strategic Management; MKT 401 Marketing Management
MKT 402 Retail & Sales Management; FMA 402 Honors seminars; FMA 412 Project Report; Electives.

Semester 2

MMS 401 Entrepreneurship & Small Business Management; MKT 405 Consumer Behavior;

MKT 406 International Marketing; FMA 403 Honors seminars; Electives.

Electives

MAC 202 Intermediate Accounting I; MAC 203 Intermediate Accounting II; MEC 204 Intermediate Macroeconomics; MAC 205 Company Law; MAC 206 Principles of Public Finance; MAC 207 Money & Capital Markets; MEC 205 Money & Banking; MMS 206 Management Theory & Practice I; MMS 306 Management Theory & Practice II; MAC 301 Management Accounting; MAC 303 Intro to Business Taxation; MAC 304 Investment Analysis MEC 302 International Economics I (Trade); MEC 305 Industrial Economics & Public Policy MMS 302 Human Resources Management; MEC401 Managerial Economics; MEC402 International Economics II (Finance); MMS 402 Productions & Operations Management; MMS 408 International Business; MMS 410 Public Policy Analysis; MKT 407 Direct Marketing; MKT 408 Services Marketing; any other courses approved by the Dean.

Economics Major

Year Two

Semester 1

MEC 201 Intermediate Microeconomics; MEC 203 Mathematics for Economists; MMS 202 Quantitative Analysis I; MEC 205 Money & Banking; TEV 200 Ethics & Christian Values; Electives.

Semester 2

MEC 204 Intermediate Macroeconomics; MEC 206 Public Sector Economics; MEC 207 History of Economic Thought; MAC 204 Business Finance; HAS 100 Introduction to African Studies.

Year Three

Semester 1

MMS 301 Report Writing; MEC 301 Comparative Economics System; MEC 302 International Economics I (Trade); MEC 303 Introduction to Econometrics; MMS 307 Industrial Relations; FMA 302 Honors Seminars; Electives.

Semester 2

FMA 301 Industrial Attachment

FMA 413 Industrial Attachment Report (1 Credit Hour)

Year Four

Semester 1

MEC 401 Managerial Economics; MEC 402 International Economics II (Finance); MEC 403 Development Economics; FMA 402 Honors Seminars;

FMA 412 Project Report; Electives

Semester 2

MEC 404 Resource & Environmental Economics; MEC 405 Monetary Economics; MEC 406 Business Cycles & Forecasting; FMA 403 Honors seminars; Electives.

Electives

MMS 201 Organizational Behavior; MMS 203 Business Law; MMS 204 Quantitative Analysis II; MAC 205 Company Law; MAC 207 Money & Capital Markets; MAC 304 Investment Analysis; MEC 305 Industrial Economics & Public Policy; MEC 306 Urban/Regional Economics; MMS 401 Entrepreneurship & Small Business Management; MMS 402 Productions & Operations Management; MMS 403 Risk Management; MKT 401 Marketing Management; MKT 402 Retail & Sales Management; MKT 405 Consumer Behaviour; MKT 406 International Marketing; MMS 410 Public Policy Analysis; MMS 411 Strategic Management; any other courses approved by the Dean.

Computer Information Systems

Introduction

The Bachelor of Science degree program in Computer Information Systems at African University is designed to produce graduates who are computer-fluent, up-to-date problem solvers equipped with experience in the use of real world industry standard development tools, who can write and speak clearly, communicate efficiently, and function well in team environment. The program is set to prepare the young men and women for careers in the following professions - accounting, management, marketing, teaching, information systems development, business process re-engineering, research and service. The Computer science component will ensure that our products will be prepared to operate in the ever-changing knowledge-driven society.

Mission Statement

The mission of the department is to provide programs at undergraduate and graduate level, which produce individuals that are capable of applying information and communication technologies effectively in their chosen careers.

Objectives

- Provide knowledge that enables students to apply both traditional and new concepts and skills in information systems to solve problems

- Produce graduates who are able to design and implement information technology solutions that enhance organizational performance.
- Provide knowledge that will enable students to model and organize processes and data, define and implement technical and process solutions, manage projects and integrate systems.
- Encourage and develop a practical approach of using information technology to help individuals, groups, and organizations achieve their goals.
- Instill a culture of strong ethical principles that is accompanied by good interpersonal communication and team skills.
- Carry out innovative research and provide relevant services to industries.

Entry Requirements

To be admitted into the Bachelor of Science – Computer Information Systems program, a candidate must first meet the general University admission requirements as described in the University Handbook. A candidate is generally admitted into the Faculty and not into any specific major until proven and acceptable performance in foundation courses during the first year has been demonstrated. In addition, a candidate must possess:

1. at least five credit passes in the GCE Ordinary Level subjects including Mathematics and English Language (or French or Portuguese for non-English speakers).
2. at least two Advanced Level passes or equivalent.

OR

- 3 equivalent qualifications for admission into a University in the candidate's home country.

Prior knowledge of computing is not a prerequisite; however, preference will be given to candidates with Advanced Level passes or its equivalent in Mathematics and business or science related subjects.

Required Courses for the 4-year B.Sc. – Computer Information Systems program

University-wide Courses

	C r e d i t
Hours	
HCS101 - Communication Skills	3
MMS102 – Business Communication	3
TEV200 - Ethics and Christian Values	2
HAS100- Introduction to African Studies	3
HESL11, HESL112 - English as Second Language, or	
HFR111, HFR112 - French for Beginners, or	
HPO111, HPO112 - Portuguese for beginners	6
HIT100 - Introduction to Information Technology	2

19 credit hours

<i>Computer Science courses</i>	Credit hrs.
CIS102 - Microcomputer Applications	3
CIS201 - Computer and Society	3
CIS202 - Programming I	3
CIS203 - Programming II	3
CIS204 - Electronic Business	3
CIS301 - Database Systems	3
CIS302 - Computer Hardware and Software	3
CIS303 - Networks and Communications	3
CIS401 - Systems Analysis, Design and Implementation	3
CIS402 - Project Management and Practice	3
CIS403 - Web Application Development	3
CIS404 - Capstone Project	4
CIS304 - Internship/Industrial Attachment	15

52 credit hours**Accounting, Economics, Management and Marketing courses (Electives)**

	Credit Hours
MMS101 - Mathematics for Business I	3
MMS105 - Mathematics for Business II	3
MAC101 - Foundations of Accounting I	3
MAC102 - Foundations of Accounting II	3
MEC101 - Economic Principles I	3
MEC102 - Economic Principles II	3
MEC201 - Intermediate Microeconomics	3
MEC202 - Intermediate Macroeconomics	3
MKT102 - Principles of Marketing	3
MKT303 - Promotion & Advertising	3
MMS103 - Introduction to Management	3
MMS201 - Organizational Behavior	3
MMS203 - Business Law	3
Report Writing /Research Methods	2
MMS411 - Strategic Management	3
MMS408 - International Business	3
MKT405 - Consumer Behavior	3
FMA413 Industrial Attachment Report	1

51 Credit hours

Course Offering

YEAR I

Semester 1

HCS 101 Communication Skills (3 credits); MAC 101 Foundations of Accounting (3credits); HFR 111 French for Beginners I, or HPO 111 Portuguese for Beginners I, or HESL 111 English as a Second Language I (3 credits); MMS 101 Mathematics for Business I (3 credits); MEC 101 Economic Principles I (3 credits); HIT 100 Introduction to Information Technology (2 credits);MMS 103 Introduction to Management (3 credits)

Total Credits Hours: 20

Semester 2

MMS 102 Business Communication Skills (3 credits); HFR 112 French for Beginners II, or HPO 112 Portuguese for Beginners II, or HESL 112 English as a Second Language II (3 credits); MMS 105 Mathematics for Business II (3 credits); MEC 102 Economic Principles II (3 credits); CIS 102 Microcomputer Applications (3 credits).MKT 102 Principles of Marketing (3 credits);MAC 102 Foundations of Accounting (3credits).

Total Credit Hours: 21

Year Two

Semester 1

TEV 200 Ethics and Christian Values (2 credits); MMS 202 Quantitative Analysis 1 (3 credits)MAC 207 Money and Capital Markets (3 credits; MEC 201 Intermediate Microeconomics (3 credits); CIS 201 Computer and Society (3 credits); CIS 202 Programming I (3 credits)

Total Credit Hours: 17

Semester 2

MAC 204 Business Finance (3 credits); MMS 206 Management Theory and Practice(3 credits) MEC 202 Intermediate Macroeconomics (3 credits); CIS 203 Programming II (3 credits); CIS 204 Electronic Business (3 credits);HAS 100 Inroduction to African Studies (3 credit hours).

Total Credit Hours: 18

Year Three

Semester 1

MMS 301 Report Writing and Research Methods (2 credits); MMS 203 Business Law (3 credits); CIS 301 Database Systems (3 credits); CIS 302 Computer Hardware and Software Concepts (3 credits); CIS 303 Networks and

Communications (3 credits);MMS 201 Organizational Behaviour (3 credits);
FMA 302 Honors seminars.

Total Credit Hours: 15

Semester 2

FMA 301 Internship/Industrial Attachment (15 credits)

FMA 413 Industrial Attachment Report (1 Credit Hour)

Total Credit Hours 16

Year Four

Semester 1

MKT 303 Promotion & Advertising (3 credits); MMS 411 Strategic Management
(3 credits);

CIS 401 Systems Analysis, Design and Implementation (3 credits); CIS 402
Project Management (3 credits); FMA 402 Honors seminars; Internship Report
(1 credit); Electives (3 – 6 credits)

Total Credit Hours: 16 - 19

Semester 2

MMS 408 International Business (3 credits); MKT405 Consumer Behavior (3
credits); CIS 403 Web Application Development (3 credits); CIS 404
Capstone Project (4 credits); FMA 403 Honors seminars; Electives (3 – 5
credits)

Total Credits Hours : 15 - 18

Graduation Requirements

Requirements for a Major

To be awarded a Bachelor Degree in Computer Information Systems,
the student must:

- a) meet all the graduation requirements set out in the General Academic Regulations.
- b) successfully complete all required courses in the program.
- c) obtain a minimum cumulative grade point average of 2.0.

Requirements for a Minor

For a minor in CIS, a student must complete at least 21 credit hours
of CIS courses, including CIS102, CIS201, CIS202, and CIS302.

Requirements for Honours Program

To be admitted into the Honours Program, a student must:

- a) have a cumulative grade point average(CGPA) of 3.20 or higher at
the end of the third year of study.

- b) meet the requirements for Honours Program set out in the General Academic Regulations.
- c) carry out an independent research project under the supervision of a faculty member.

Internship/Industrial Attachment

Students must complete a semester-long industrial attachment during the second semester of their third year. This practical on-site work experience provides the student the opportunity to gain industrial experience before they graduate. Student's Assessment will be based both on the student's on-the-job performance and a comprehensive report by the student.

Undergraduate Courses Descriptions

Accounting

MAC 101 Foundations of Accounting I (3 Credit Hours)

The nature and purpose of accounting information is covered in this course. Accounting Concepts, Conventions, Bases, Methods, Principles, and Policies. Accounting Process. Double- entry bookkeeping, Books of Original Entry, Ledgers, Bank Reconciliation, Control Accounts, Trial Balance, Capital and Revenue, Expenditure and Income, Preparation of Simple Final Accounts of Sole Proprietorship.

MAC 102 Foundations of Accounting II (3 Credit Hours)

This course builds on MAC 101 and deals with Incomplete Records, Income and Expenditure Accounts, Receipts and Payments, Contract Accounts, Partnership Accounts, Partnership Dissolution, Manufacturing Accounts, and Final Accounts.

MAC 201 Cost Accounting (3 Credit Hours)

Methods for preparing accounting data for managerial decision-making, planning, and control. Topics include determining relevant costs for inventory and marketing decisions, data for cost control; budgets and human behaviour, measuring divisional and segment performance.

MAC 202 Intermediate Accounting I (3 Credit Hours)

Prerequisite: MAC 101 & 102

This course deals with Miscellaneous Accounts, Branch Accounts, Investment Accounts, Royalties, Bills of Exchange, Hire Purchase, Joint Venture, Stock Loss, Consignment, Departmental Accounts, Sinking Funds, and Farm Accounts.

MAC 203 Intermediate Accounting II (3 Credit Hours)**Prerequisite: MAC 101 & 102**

The course covers the following topics: Introduction to Accounting Theory, Issues of Shares and Debentures, Conversion of Partnership to Limited Liability Companies, Company Accounts, Published Accounts, Accounts of Banks and Insurance Companies, Cash Flow Statements, Profit Forecast, Analysis and Interpretation of Financial Statements, and Taxation in Accounts.

MAC 204 Business Finance (3 Credit Hours)

The Business Finance function; financial statements. Financial Analysis; financial control; cash budgeting, capital budgeting; credit management; financial planning and management, short-term financing; long-term financing; capital markets; and mergers and acquisitions.

MAC 205 Company Law (3 Credit Hours)

The nature of corporations and how they are incorporated in the memorandum and articles of association. Contracts with the company, the liability of members. Powers and duties of directors, auditors and other officers. Methods of raising share and loan capital, maintenance of share capital, the distribution of profits, company annual returns, accounts and the directors' report, statutory offence in conducting a company's affairs.

MAC 206 Principles of Public Finance (3 Credit Hours)

Theory of Public Finance. Source of Public Finance. Government Fiscal and Monetary policies. Theories on Taxation. Direct and Indirect taxation. Taxes as sources of Government revenue. Incidence of shifting of taxes. Public expenditure and public debt. Theory of substitution. Budgetary principles. Local Authority Finances.

MAC 207 Money & Capital Market (3 Credit Hours)

Overview of Money and Capital Markets. The role of Money and Capital Markets in the Financial System. Characteristics and working of the Money and Capital Markets. Money Market Institutions. Capital Market Institutions; IFC. The role of the Central Bank in Money and Capital Markets The International Financial System; The future of Financial Systems.

MAC 301 Management Accounting (3 Credit Hours)

The course seeks to consolidate student's knowledge and understanding in behavioural aspects of management accounting, covering capital budgeting policies and procedures, performance evaluation, investment appraisals, strategic decision making and current issues in management accounting.

MAC 302 Accounting Information System (3 Credit Hours)

This course deals with the nature and significance of the Accounting Information System (AIS). It includes the Elements and Procedures of AIS, Hardware and software selection, Outsourcing, System Development and Documentation Techniques, System Analysis and Design, Data Modeling and Database Design, General Applications of AIS, Data Processing Cycles, Data Warehousing, Control and Audit Implications.

MAC 303 Introduction to Business Taxation (3 Credit Hours)

The course introduces students to the current law relating to taxation in the region and its practical applications to companies, partnerships and individuals. The general tax consideration to be taken into account when investing and undertaking any business decisions

MAC 304 Investment Analysis (3 Credit Hours)

Introduction to principles and theory of investment. The portfolio theory. The valuation of business securities. The concept of risk and return. Classification of Investments and investors. Investment and the investment process and sources, the role of stock exchanges and dealings. Financial Services Act and Regulations. Investment and the Tax environment, Management of Investments.

MAC 305 Auditing Principles (3 Credit Hours)

The course introduces students to the basic principles and techniques of auditing emphasizing the provisions of the Companies Act (Chapter 190) as it relates to financial reporting aspects of business entities. It also introduces the concept of internal auditing and internal control.

MAC 306 Government Accounting (3 Credit Hours)

Topics covered in this course are: the Nature and Environment of Public Sector Accounting, Government Accounting Theory, Concept of Funds, Bases and Principles Relevant to Government Accounting, Nature and Types of Financial Controls in Government, Internal Controls of Revenue and Expenditure, Government Accounting Processes, Budgeting, Financial Reporting and Interpretations of Government Financial Statements.

MAC 401 Advanced Accounting (3 Credit Hours)

The course focuses on current issues relating to financial reporting and concentrates on preparation and presentation of group accounts, re-organizations, Business combinations, Accounting for non-current Assets, accounting for price level changes, pension fund accounting and application of International Accounting Standards.

MAC 402 Tax Law and Practice (3 Credit Hours)

A detailed study and practical interpretation of Income Tax Act as it relates to taxation of individuals, corporation, and partnerships. The case law in tax decided cases. The comparison of tax laws within this sub-region. The adjustment of business accounts for tax purposes. The assessments and appeals on tax collection.

MAC 403 Financial Management I (3 Credit Hours)

Topics covered in this course include: the Nature and Scope of Financial Management, Role of Financial Management, Financial Mathematics, Investment Decisions, Capital Rationing, Risk, Uncertainty, Taxation and Inflation Impacts, Replacement Decision, Financial Decision, Financial Markets, Cost of Capital and Capital Structure, Working Capital Management, Financial Planning and Control, Business and Share Valuation.

MAC 404 Advanced Accounting & Financial Theory (3 Credit Hours)

Critical, in-depth study, evaluation and seminar discussion of selected topics in accounting and finance theory. Group cashflow statements, Accounting for foreign currency transactions, Post-balance sheet events and evaluation of financial performance.

MAC 405 Advanced Auditing (3 Credit Hours)

Issues in the Auditing of Multinational operations. The International Auditing Standards - a critical and thorough review. The changing role of independent auditors.

MAC 406 Insolvency & Executorship (3 Credit Hours)

Accounting for receiverships and liquidations. The differences between Trade and Commercial Accounting. Accounting for judicial management systems.

MAC 408 Trust Accounts (3 Credit Hours)

Introduction to Accounting for Trusts. Types of trusts, creation of Trusts and the rights of beneficiaries; Trustee Investments Act and regulations; investment policy of trusts; and accounting for trust funds.

MAC 409 Comparative Tax Systems (3 Credit Hours)

General principles of taxation and tax administration. Classification of Tax, Tax systems in Zimbabwe, South Africa, USA, UK - comparative study. Service income, residence, ordinary residence, carrying on business, transfers, comparative taxable income, relief, withholding tax, simple taxation and agreements. International Tax avoidance.

MAC 410 Financial Management II (3 Credit Hours)**Prerequisite: MAC 403**

This course builds on MAC 404 and deals with Dividend Decision, Portfolio Theory, and Investment Analysis, CAPM Arbitrage Process, Derivative Market, Mergers and Acquisitions, Bankruptcy, Capital Restructuring, Elements of International Financial Management.

Management**MMS 101 Mathematics for Business I (3 Credit Hours)**

The course is designed to give students a basic understanding of mathematical tools and techniques required in business decision making. Emphasis in the course will be put on elementary algebra and trigonometry, probability, and their application to the different fields of business. The student is expected to be conversant with the notions of Functions and Graphs, Solving Equations and systems of Equations, Matrix Algebra, and Differentiation.

MMS 102 Business Communications (3 Credit Hours)

The course aims at developing the student's skills in business communication to enable him/her to communicate effectively in the modern business world using various types of office communication such as inter-office memoranda, business reports, minutes, etc.

MMS 103 Introduction to Management (3 Credit Hours)

This course aims to introduce the student to the evolution of Management thought and influencing factors: the Schools of Management thought- Classical, Behavioural, Systems and Contingency, and their proponents (Frederick Taylor, Henry Fayol, Max Weber, Elton Mayo, Douglas McGregor etc). Future trends in management: Proactive, Total Quality Management, Global structures, etc.

MMS 105 Mathematics for Business II (3 Credit Hours)

Prerequisite: MMS 101

Emphasis will be on Differentiation techniques, curves sketching, Integration, Multivariate Calculus, Multiple-variable optimization and Exponential and Logarithmic functions as they apply to Business, Economics, Finance and Management. It is therefore expected that at the end of this course, the student will be adequately equipped in quantitative approaches necessary in the business decision process.

MMS 201 Organizational Behaviour (3 Credit Hours)

The course aims to introduce students to and/or enhance their understanding of the nature and characteristics of organizations including the study of how people behave as individuals and in groups in the context of the organization.

MMS 202 Quantitative Analysis for Business Decisions I (3 Credit Hours)

This course aims to improve data-based management decision-making in all areas of business. It covers data types, Data Collection; Data presentation, Descriptive Statistics, probability and probability distributions; Estimation of Population Parameters and Hypothesis testing (parametric).

MMS 203 Business Law (3 Credit Hours)

The course is designed to equip a student with basic but concise legal knowledge to enable the student to be able to make legally sound and informed business decisions at work or as a business leader or manager. The principles to be covered include contract law, law of purchase and sale, negotiable instruments, insurance law, landlord and tenant law, employment law, law of agency, partnership law and general company law.

MMS 204 Quantitative Analysis for Business Decisions II (3 Credit Hours)

Prerequisite: MMS 101, MMS 105

This course is designed to groom students for rational decision-making based on quantifiable information. Problem solving techniques handled include: Statistical Inference (ANOVA and Non Parametric tests); regression analysis, forecasting, index numbers, Numerical Techniques; Financial Mathematics; Quality Control and Linear Programming I (Graphical and Simplex)

MMS 205 Public Sector Management (3 Credit Hours)

This course discusses contemporary issues in public sector management in Africa. Topics for discussion include public finance; public debt management; Globalization, Regionalism and the New World Economic Order; International Aid and Development; Good Governance; rule of law; human rights; Ethics and Morality; Freedom of the Press and of Speech; Structural Adjustment; Commercialization and Privatization; Civil Service reform.

MMS 206 Management Theory & Practice I (3 Credit Hours)

This course begins with a review of the development of management thought and how this has affected managerial practices over time. It then delves into a detailed study of the managerial functions of Planning, and Organizing, with emphasis on practical applications of the concepts learned.

MMS 301 Research Methods & Report Writing (1 Credit Hour)

The course is to equip students with the knowledge and techniques needed to identify research problems, determine and collect data needed, analyze and interpret data, present information and make recommendations for management decisions. Topics will include research design, research methods, design of

data collection instruments; report writing and structure; footnoting, references and bibliography.

MMS 302 Human Resources Management (3 Credit Hours)

This course aims at leading students to an understanding of the importance of human resources in an organization, and how they can be best managed to achieve organizational goals. Topics such as the Personnel Function, Human Resources Planning, Selection, Training and Development, Employee Advancement, Remuneration Administration, and Performance Management will be covered.

MMS 306 Management Theory & Practice II (3 Credit Hours)

Prerequisite: MMS 206.

The course builds on MMS 206 and focuses on further application of the theories learnt in that course. It then goes into a detailed analysis of the Leading, and Controlling functions of management. Contemporary management issues such as the ethical and social environment of management, the management of information systems, and the management of globalization are also addressed.

MMS 307 Industrial Relations (3 Credit Hours)

This course looks at theories and practices dealing with maintaining industrial harmony so that both the goals of the worker and the organization can be achieved. It covers Labor/Management Relations, Labor Laws, Unions in the Work Place, Grievance Handling, Industrial Disputes, and Communication at Work.

MMS 401 Entrepreneurship & Small Business Development (3 Credit Hours)

Role of entrepreneurship in economic development. Theories of entrepreneurship. Process of establishing business, sources of funds, feasibility report preparation. Planning production, marketing of enterprises. Entrepreneurship and public policy. A study of the characteristics, nature and problems of the small business sector. The advantage and disadvantages of big versus small, the linkage effects and management techniques.

MMS 402 Productions & Operations Management (3 Credit Hours)

The syllabus covers Production/Operations Concepts; Production/Operations trends; Management for Quality; Productivity and Cost Minimization; Production Planning; Human Resources; Production Management, General Production Resource Management; and the systems approach to effective and efficient operations.

MMS 403 Risk Management (3 Credit Hours)

The concept of Risk. The measurement of Risk, definition and notations, the stochastic basis of risk. The Beta. The risk adjustment methods and techniques used in dealing with risk, risk-financing techniques. Hedging against risk, the futures options and contracts.

MMS 408 International Business (3 Credit Hours)

The course is an examination of the origin and challenges of multinational corporations. Course contents include the environment of international business, international business theory, entry strategies, human resources, financial, production, technology management in a global context, host country nationalism and international business global strategy, emerging multinational corporations.

MMS 409 Operations Research (3 Credit Hours)

The Research Team Approach and Systems Interfaces; Problem Perception, Identification and formulation; types and construction of solution models and application to Business Industrial/commercial operations problems including Marketing and Sales, Production, Purchasing and Supply, Finance and Accounting. Techniques to be handled include: Linear Programming II (Duality, Sensitivity Analysis and Computerization), Distribution Models (Transportation and Assignment), Inventory Management, Queuing Techniques, Project Scheduling (PERT/CPM), Optimization and Simulations.

MMS 410 Public Policy Analysis (3 Credit Hours)

Nature and scope of policy analysis. Theoretical perspectives and models of public policy formulation, techniques of policy analysis and implementation, problems of policy implementation in Africa; and political instability and policy.

MMS 411 Strategic Management (3 Credit Hours)

This course explores the nature of strategies and strategic decision-making in an organization; strategic decision-makers; strategy formulation; strategy analysis and choice; implementing strategies; strategy evaluation and control; strategic issues in various sectors of the economy (services, manufacturing, not-for profit, etc); global issues, ethical considerations, etc.

Economics

MEC101 Economics Principles I (Microeconomics) (3 Credit Hours)

Microeconomics is a branch of Economics which focuses on the behavior of the individual units that make up an economy such as households, businesses, and markets/industries. It imparts microeconomic fundamentals of consumers

and producers facing scarcity and choice as they both strive to satisfy their unlimited wants in the face of limited resources.

MEC 102 Economics Principles II (Macroeconomics) [3 Credit Hours]

Macroeconomics is the other branch of Economics which is concerned with the study of the national economy through aggregate variables such as inflation, gross national product, and employment. The student is expected to be conversant with national accounting, aggregate demand/supply, national economic equilibrium and related issues at elementary level.

MEC 201 Intermediate Microeconomics (3 Credit Hours)

This course provides a treatment of Microeconomics that stresses its relevance and application to both managerial and public policy decision-making. It focuses on topics such as optimization, externalities and efficiency, and the design of pricing strategies in different industries.

Prerequisites: MEC 101/102; MMS 101/102 or consent of instructor.

MEC 203 Mathematics For Economists (3 Credit Hours)

This course provides students with an introduction to those mathematical tools commonly used in the profession, and equips them with the necessary skills to bridge the gap between theory and practice, policy-formulation and policy-implementation by using quantitative techniques for better decision-making process.

Prerequisites: MMS 101/102; MEC 101/102 or consent of instructor.

MEC 204 Intermediate Macroeconomics (3 Credit Hours)

Intermediate Macroeconomics focuses on the economic behaviour and policies related to consumption, saving, investment, trade balance, money, domestic and international debt. As such MEC 204 is designed to analyze macroeconomic variables, their determinants, and the policy implications in a more rigorous fashion.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 205 Money and Banking (3 Credit Hours)

This course deals both with the description of the activities of the banks, financial intermediaries, central bank, regulatory agencies, and the monetary theory and policy. It shores up knowledge in bank management and capital markets.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 206 Public Sector Economics (3 Credit Hours)

The course involves the study of the activities of government (taxation, expenditures and transfers) in its quest to influence resource allocation, relative prices and the economic welfare of the population. It incorporates traditional

public finance subject matter with recent developments in a comprehensive fashion.

Prerequisites: MEC 101/102/201/204 or consent of instructor.

MEC 207 History of Economic Thought (3 Credit Hours)

The course concentrates on the evolution of fundamental ideas that shape economic theories today. Emphasis is placed on the theories of the classical school of thought and its dissenters.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 301 Comparative Economic Systems (3 Credit Hours)

This course focuses on the comparison of the different economic systems, the economies in transition, and the recent developments in the formation and existence of alternative economic systems. Special emphasis is placed on African economies and their transitional nature.

Prerequisite: MEC 201/204/207 or consent of instructor.

MEC 302 International Economics I (Trade) (3 Credit Hours)

This course is designed to examine the nature of trade blocs, commercial policies, and the international economic institutions and arrangements under which nations trade on one hand; and introduce the fundamentals of trade theories (Ricardo, Ohlin, etc.).

Prerequisites: MEC 201/204 or consent of instructor.

MEC 303 Introduction to Econometrics (3 Credit Hours)

The course unifies economic theory, mathematical tools, and statistical methodology to estimate economic relationships, test hypotheses involving economic behaviour and, forecast the behaviour of economic variables such as consumption, saving, demand, supply.

Prerequisites: MEC 201/204/203; MMS 203 or consent of instructor.

MEC 304 Hospitality/Tourism Economics (3 Credit Hours)

This course seeks to understand the economic impact of travel on tourism's various sectors and the quantitative methods that can be applied to travel forecasting and tourism projects. It is based on a problem-and-policy-oriented approach.

Prerequisites: MEC 201/204; MMS 203 or consent of instructor.

MEC 305 Industrial Economics & Public Policy (3 Credit Hours)

This is both a theoretical and empirical course which focuses on the structure and performance of industries, and the economic effects of governmental regulations and policies in its quest to achieve competitive practices.

Prerequisites: MEC 201/204; MMS 203 or consent of instructor.

MEC 306 Urban/Regional Economics (3 Credit Hours)

The course explores the theory of location of households and industry, and regional development; introduces measurements of change, and develops a framework for public policies and the related issues in regional/urban evolution. Prerequisites: MEC 201/204; MMS 203 or consent of instructor.

MEC 307 Labour Economics (3 Credit Hours)

This course is designed to shed light on the determination of optimal wages in the labour markets as producers and households interact on one hand, and unionization and employment and income distribution, discrimination and related topics on the other.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 401 Managerial Economics (3 Credit Hours)

This is an applied microeconomics-based course which intended to shore up the theoretical knowledge of MEC 201 with managerial applications. Strategic pricing schemes are developed and case studies are used to enhance the skills of the future manager.

Prerequisites: MEC 201/204/203; MMS 203 or consent of instructor.

MEC 402 International Economics II (Finance) (3 Credit Hours)

This is a course designed to introduce the student to the international financial institutions and arrangements, expose them to the notion of balance of payments and its determinants.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 403 Development Economics (3 Credit Hours)

This course focuses on poverty alleviation strategies, and problems of environmental decay, rural stagnation besides the classical theories of growth and development. It adopts a problem-solving approach to address specific concerns of developing nations.

Prerequisites: MEC 201/204/301/or 207; or consent of instructor.

MEC 404 Resource & Environmental Economics (3 Credit Hours)

Designed to bring the student close to the frontiers of knowledge in economics, the course focuses on the allocation of both exhaustible and renewable resources, externalities, property rights and common-property resources, population problems, etc.

Prerequisites: MEC 201/204 or consent of instructor.

MEC 405 Monetary Economics (3 Credit Hours)

This course upgrades the knowledge acquired in MEC 205 with a focus on monetary policies and their impact on the overall economic activity. Different models and schools of thought will be studied and results checked in relation to the developing nations.

Prerequisites: MEC 201/204/205 or consent of instructor.

MEC 406 Business Cycles & Forecasting (3 Credit Hours)

This course is an expansion of MEC 303. It is quantitative, progressing from empiricism to modeling, to fitting models to data, to analyzing forecast precision, to examining properties of pure time-series that eschew economic theory but use large volume of traffic that now moves along the "information highway".

Prerequisites: MEC 201/204/203/303, MMS 203 or consent of instructor.

Marketing

MKT 102 Principles of Marketing (3 Credit Hours)

An introduction to the role of marketing in business, in non-business organizations, and in society. Emphasis is placed on decision-making involving products and services, pricing, promotion, and physical distribution, as well as marketing information systems and strategic planning. Global, ethical, and behavioural considerations are integrated within each of these marketing functions.

MKT 202 Marketing Research & Sales Forecasting (3 Credit Hours)

This course covers a range of specific quantitative and qualitative marketing research data collection, analysis, and forecasting methods. The role of marketing research and marketing information systems within the organization are emphasized and the entire research process from secondary and primary data collection to final report preparation are addressed.

MKT 301 Distribution & Logistics (3 Credit Hours)

The study of the process of transferring goods from the producer to the consumer. The such of functions such as concentration, equalization and dispersion, transportation problems, inventory and stock-out costs management.

MKT 302 Purchasing & Materials Management (3 Credit Hours)

This course introduces students to the cost implications of uncontrolled purchasing of raw materials, spare parts and consumables as well as the costs associated with carrying inventories of the same. The delicate balance to be achieved between carrying stocks to ensure ready availability and minimizing the costs of doing such is the major objective of the course.

MKT 303 Promotion & Advertising (3 Credit Hours)

The role of Promotion and Advertising in Marketing, organizing for Promotion and Advertising, analyzing the communication process, objectives and budgeting for integrated marketing communication, programmes developing, monitoring, evaluating; and controlling the promotions programme. Social, ethical, legal, economic, etc aspects of Promotions and Advertising in. Trends in Promotions and Advertising.

MKT 401 Marketing Management (3 Credit Hours)

This is the capstone course in marketing. Course topics include the design of the marketing department, marketing analysis and control, marketing planning and strategy formulation, and management of the marketing functions of product, price, promotion and distribution. The case study method is emphasized.

MKT 402 Retail and Sales Management (3 Credit Hours)

The course is to provide students with knowledge of managing retail and sales functions in marketing. Topics will include nature and characteristics of retailing, planning, buying and pricing merchandise, stock management, operations and control, stores design and layout, sales territory planning, organization of a sales department, recruitment and motivation of sales persons, the selling function, and evaluation and control of sales persons.

MKT 405 Consumer Behaviour (3 Credit Hours)

The psychological, social, and economic factors affecting individual and corporate consumer choices in the market place are considered. Cultural influences are addressed and implications for marketing management, public policy, and consumers are emphasized.

MKT 406 International Marketing (3 Credit Hours)

Global marketing influences even small local business and non-business organizations in our interconnected world. Major emphasis is placed on marketing in multiple cultures, including gaining entry, standardizing the marketing mix where appropriate, adapting to local conditions, and managing the global enterprise.

MKT 407 Direct Marketing (3 Credit Hours)

A focus on all major direct marketing media: direct action advertising, direct mail, catalogue marketing (mail order), telemarketing and other forms of electronic marketing (videotext, internet, etc). Loyalty programmes, store-traffic, fund-raising, databank as key to direct marketing success and creative dimensions are emphasized. Measurement of effectiveness and link with the whole marketing mix/plan is stressed.

MKT 408 Services Marketing (3 Credit Hours)

A focus on the growing sector of services marketing; characteristics of services; marketing implications of service characteristics; strategies for customer retention and long-term relationships; value-adding; organization and control of service marketing;

FMA 302/FMA402/FMA 403 (3 Credit Hours) Honours Seminars

Each seminar will focus on a theme of topical interest, examined from an interdisciplinary perspective. These courses will be run in a non-traditional way, which will require students to write present, and defend their findings. Possible themes includes but are not limited to globalisation, employment generation, inter African trade, regionalism, foreign direct investments, health, brain drain, African Union, NEPAD e.t.c.

FMA 413

The student shall independently prepare the industrial attachment report using a format developed by the Faculty for grading purpose. The student is expected to submit the report before the end of the semester during which the student is attached.

Computer Information Systems**Courses Descriptions****CIS102 Microcomputer Applications – 3 credits**

Knowledge work productivity concepts; advanced software functionality to support personal and group productivity such as templates and macros and functions; advanced concepts in organization and management of data(sorting, filtering, data analysis) via spreadsheets and database tools; accessing organizational and external data; information search strategies, tool use optimization and personalization, professional document design; image processing; Web page design and publishing; effective presentation design and delivery.

CIS201 Computer and Society – 3 credits

Cultural, social, legal and ethical issues inherent in the discipline of computing. Code of ethics, conduct, and practice(IEEE, ACM, SE, AITP, etc). Ethical and legal basis for privacy protection; technological strategies for privacy protection; freedom of expression in cyberspace; international and intercultural implications. Information security and crime. Acceptance use policies for computing in the workplace Characteristics of IS professionals and career paths

CIS202 Programming I – 3 credits

Fundamental concepts of programming. Topics include simple data types, control structures, an introduction to array and string data structures and algorithms, abstraction using functions and procedures. Compilation and debugging techniques. Introduction to object-oriented paradigm. Foundations of human-computer interfaces. Problem-solving strategies and the role of algorithms in the problem solving process.

CIS203 Programming II – 3 credits

This course continues the fundamental concepts of programming, with an emphasis on algorithms, data structures, and software engineering. Fundamental computing algorithms (simple numerical algorithms; sequential and binary search algorithms; sorting algorithms). Fundamental data structures (stacks, queues, hash tables, graphs and trees). API programming, class browsers and related tools.

CIS204 Electronic Business – 3 credits

Changes in the business environment enabled by modern information and communication technologies. Topics include business models, the economics of e-commerce, value chain analysis, supply chain management and consumer behavior within electronic environments; legal and ethical aspects of the design and development of e-business solutions; payment methods using electronic tools. Technical architecture and technology solutions that are required to implement reliable and efficient e-business solutions.

CIS301 Database Systems – 3 credits

Information systems design and implementation within a database management system environment. Topics include conceptual, logical, and physical data models, and modeling tools; mapping conceptual schema to relational schema, entity and referential integrity, relational algebra and relational calculus. Database query languages (Structured Query Language (SQL)). Relational database design, transaction processing, and physical database design (storage and file structures). Database implementation including user interface and reports.

CIS302 Computer Hardware and Software – 3 credits

Introduction to micro-computer architecture – CPU architecture, memory, registers, addressing modes, busses, instruction sets, multiprocessors versus single processors; peripheral devices; hard disk and other storage devices, video display monitors, device controllers, input/output. Operating systems functions and types; processes, process management, memory and file system

management. Installation and configuration of open-source and standard systems.

CIS303 Networks and Communications – 3 credits

Networking and telecommunications fundamentals including LANs, MANs, WANs, Intranets, the Internet, and WWW. Telecommunication configurations, distributed systems; wired and wireless architectures, topologies, and protocols; installation, configuration, and operation of bridges, routers, switches, and gateways; network performance and tuning; privacy, security, firewalls, reliability. Design, installation, configuration, and management of infrastructure technologies will be practised in the laboratory.

CIS304 Internship – 16 credits

Practical on-site work experience in a computer-intensive operation with academic oversight. This provides the opportunity for computer science students to gain industrial experience before they graduate. It not only gives the students motivation and a direction in the program, but also provides feedback to the department on current industrial trends and needs.

CIS401 Systems Analysis, Design and Implementation – 3 credits

Concepts and skills to analyse, design and implement information systems using object-oriented methodologies. Integration of concepts of management; methodologies/processes, and metrics using industry standard computer-aided software engineering (CASE) tools. Testing; software quality assurance; user training and support; configuration management and maintenance.

CIS402 Project Management – 3 credits

Factors necessary for successful management of information systems development or enhancement projects are covered. Technical and behavioural aspects of project management are applied within the context of an information systems development project.

CIS403 Web Application Development – 3 credits

Modern application software in business environment - Enterprise web application development and security; web service and XML in the enterprise. Hands-on experience using current technology to build business-to-business(B2B) and business-to-computer(B2C) applications.

CIS404 Capstone Project – 4 credits

Comprehensive systems development project. Team approach to analyze, design, and document realistic systems of moderate complexity. Project management methods, scheduling and control, formal presentations, and group

dynamics in solving systems problems. This course will provide students opportunities to enhance skills such as working in teams, interacting with users, developing formal problem specifications, reviewing the research journals, building prototypes, scientific writing and making oral presentations.

Graduate Programmes

Master of Business Administration (MBA) degree: Full Time

Objectives

The MBA programme is designed to provide a basic understanding of the field of management as well as deepen the knowledge in a selected area with a view to preparing its graduates for general management functions. The programme is designed to integrate theory and practice related to the African environment within the context of current globalization.

Specifically, the programme aims to

- * sensitize African managers and professionals to the key challenges and opportunities that influence economic development in Africa;
- * enhance the management and analytical skills of African managers particularly the interface between the public and private sectors;
- * catalyze the entrepreneurial skills of participants;
- * improve decision making, policy formulation and implementation skills of participants in an increasingly complex, technological global economy.

Graduate Curriculum

The full time MBA curriculum has four major components:

- (i) Formal classroom lectures and discussions for the acquisition of a body of knowledge in management. Methods of classroom instruction include lectures, case studies, exercises and role playing;
- (ii) Exposure to practical experience through an internship programme with industries during which students are required to identify, define, analyze and proffer solution to a problem in industry;
- (iii) Specific skills building workshops to equip students with skills in computer use, project management, negotiation, etc.
- (iv) Discussions on current issues in management through public lectures and symposia by leading practitioners and scholars.

The first year of the programme is spent on courses in the basic areas of management: accounting, economics, quantitative methods, management, marketing and entrepreneurship. These courses are conducted at an accelerated intensive pace in order to attain an advanced level of knowledge. The second part of the programme allows students to specialize in one of three areas (Finance, Management, or Marketing) or to choose an array of courses from the different areas as well as prepare and submit a project report.

Special Regulations for MBA Full Time

Applicants must be holders of the following qualifications

- * a good first degree of Africa University or of a university recognized by the Senate of Africa University;
- * OR a professional qualification obtained by formal study and examination recognized by the Senate of Africa University;
- * competence in basic mathematics not below GCE "O" level;
- * In exceptional cases, students possessing other tertiary educational qualifications besides those specified above and with a good track record of managerial or entrepreneurial experience may be considered for admission to the programme

Duration

The programme can be completed in 18 months. Students must however complete the programme within a maximum period of 36 months.

Language

The language of instruction in Africa University is English. Students without proficiency in English will be required to undergo an intensive English programme before admission into the programme

Student Evaluation

- (i) student work will be evaluated throughout each course with a grade recorded at the end of each semester for each course attempted. Evaluation methods or criteria may include class participation, exercises, tests, written reports, class presentations, term papers and examinations as the faculty may deem appropriate for each course.
- (ii) Each course must be passed with a minimum grade of "C+" (60%).
- (iii) A student who obtains a grade below "C+" in a course shall be required to repeat the course when it is next offered except that where the course is an elective, the student may substitute it with another course.

- (iv) A student who failed a repeat examination shall, with the approval of Senate, be discontinued from the programme. The Faculty may however, taking into consideration any extenuating circumstances, permit a student to repeat an examination for a second time. No student shall, however, be allowed to repeat an examination more than two times.
- (v) A student who absents him/herself from an examination shall be deemed to have failed the course, and a grade of "F" shall be recorded for him/her in that course. The student shall be allowed to repeat the course when next offered
- (vi) A student who is absent from an examination on medical grounds, supported by a sick report issued by a Medical Doctor, or for any other good reason acceptable to Senate at its sole discretion, may be allowed to sit a deferred examination in the course(s).

Progression

In order to proceed to the next part of the programme, a student must have:

- * Successfully completed all courses in the previous semester except that a student may be allowed to carry not more than one failed course from one semester to another
- * Obtained a cumulative grade point average (CGPA) of at least 2.6;
- * A student whose CGPA at the end of any semester falls between 2.3 and 2.59 will be put on probation. Such a student has to raise his/her CGPA to a minimum of 2.6 by the end of the following semester, otherwise he/she may be discontinued from the programme. No student shall however be put on probation more than once before being discontinued from the programme.
- * A student whose cumulative grade point average falls below 2.3 at any time shall be discontinued from the programme.

Graduation Requirements

To qualify for the award of the MBA degree, a student must have:

- (i) successfully completed 45 credit hours in all required courses;
- (ii) obtained a minimum cumulative CGPA of 2.6;
- (iii) satisfactorily completed an internship programme;
- (iv) submitted a satisfactory original project report prepared independently but under the supervision of an assigned academic staff of the faculty
- (v) a student who passed all the required courses but failed to obtain a minimum CGPA of 2.6 may be permitted to repeat some or take new courses for not more than another semester in order to raise his/her CGPA to the minimum required.

List of Graduate Courses Offered

MBA Full Time Programme

Year One

Semester 1

MEC 501 Economics; MAC 501 Financial and Management Accounting; MBA 501 Research Methods & Report Writing; MBA 502 Information Technology; MMS 502 Management & Organizational Behaviour; MKT 501 Marketing Management

Semester 2

MMS 501 Management Information System; MBA 503 Quantitative Methods; MFN 501 Financial Management; MMS 511 Strategic Management; MPA 501 Public Policy Analysis

Year Two

Semester 1

MMS 505 HRM and Industrial Relations; MBA 510 Project Report; Specialization (total of 9 credit hours)

Specializations

Finance

MFN 502 Corporate Finance; MFN 503 Investment Analysis; MFN 505 Financial Planning and Control; MFN 506 Joint Ventures, Mergers and Acquisitions; MFN 508 Working Capital Management; MFN 509 Equity Research & Portfolio Management; MFN 510 International Finance

Management

MMS 503 Project Analysis and Management; MMS 504 Entrepreneurship & Small Business Management; MMS 506 Operations Management; MMS 507 Management Consulting; MMS 508 Quality Control Management; MMS 510 Management of Change; MMS 512 Introduction to Business and Company Law; MPA 502 Public Sector Management; MPA 503 Administrative Law; MEC 502 Managerial Economics

Marketing

MKT 502 International Marketing; MKT 503 Marketing Research and Forecasting; MKT 504 Consumer Behavior; MKT 505 Purchasing and Materials

Management; MKT 506 E-Commerce; MKT 507 Graphic Design & Analysis; MEC 504 International Trade & Finance

N/B: The specialization courses to be offered each year will be determined by the Faculty.

Executive MBA

- i) The programme is offered on a modular basis during weekends and holiday periods as well as on a block release system;
- ii) The Executives entering the course will be experienced managers seeking advanced business training, but generally with undergraduate degrees.
- iii) The programme of study will consist of 8 modules of instruction delivered over a 24 to 48 months period;
- iv) Three areas of specialization are offered namely Finance, Marketing and Management with a common set of core courses and electives.

Objectives

The Executive MBA is designed to enhance the managerial and analytical skills of African Managers in both the public and private sectors. It incorporates both a thorough grounding in the basics of current business practice and theory in each of the functional areas of business (accounting, finance, management, and marketing), as well as leading edge knowledge in more specialised topics such as entrepreneurial skills, small business management, global business, and public policy analysis.

The programme prepares students to take a leading role in creating, managing and directing private businesses, and leading governmental and non-governmental organizations in the public sector

Programme of Study

- (i) The first year of the programme concentrates on skill building in each the major functional areas of management and administration. These courses are conducted at an accelerated intensive pace in order to attain an advanced level of knowledge.
- (ii) In the second year of the programme students concentrate on either of the three specialization areas and have the opportunity to choose electives geared to their particular interests.
- (iii) The degree work culminates in individual student projects focusing on opportunity analysis and problem solving in their current organization.
- (iv) language of instruction is English. Classes include lectures, case studies, exercises, role playing, and discussions of current issues in management through public lectures and symposia by leading practitioners and scholars.

Special Regulations for MBA

- (i) Applicants must be holders of the following qualifications:
 - a) A good first degree of Africa University or of a University recognized by the Senate of Africa University or a professional qualification obtained by formal study and examination and recognized as a degree equivalent by the Senate of Africa University;
 - b) At least 4 years of post-qualification work experience in a managerial position and;
 - c) Competence in basic Mathematics not below GCE "O" level.
- (ii) In exceptional cases, students possessing other tertiary educational qualifications besides those specified above and with a good track record of managerial or entrepreneurial experience may be considered for admission.

Student Evaluation, Progression, and Graduation Requirements

- (i) Student work will be evaluated throughout each course with a grade recorded at the end of each unit of study. Evaluation methods and criteria may include class participation, exercises, tests, written reports, oral class presentations, term papers, or examination as the Faculty may deem appropriate for each course.
- (ii) Each course must be passed with a minimum grade of "C+" (60%).
- (iii) A student who obtains a grade below "C+" in a course shall be required to repeat the course when that course is next offered except that where the course is an elective, the student may substitute another course.
- (iv) A student who failed a repeat examination shall, with the approval of Senate, be discontinued from the programme. The Faculty may however, taking into consideration any extenuating circumstances, permit a student to repeat an examination for a second time. No student shall, however, be allowed to repeat an examination more than two times.
- (v) A student who absents him/herself from an examination shall be deemed to have failed the course, and a grade of "F" shall be recorded for him/her in that course. The student shall be allowed to repeat the course when next offered
- (vi) A student who is absent from an examination on medical grounds, supported by a sick report issued by a Medical Doctor, or for any other good reason acceptable to Senate at its sole discretion, may be allowed to sit a deferred examination in the course(s).
- (vii) A student whose cumulative grade point average falls between 2.3 and 2.59 after the completion of 12 credit hours shall be put on probation. If the cumulative grade point average does not reach 2.6 at the completion of 24 credit hours, the student may be discontinued from the programme.

- (viii) A student whose CGPA falls below 2.3 at the completion of 12 credit hours or at any other time thereafter, shall be discontinued.
- (ix) In order to progress to the next part of the programme a student must have successfully completed the preceding module's courses and maintained a CGPA of 2.6 except that a student may be allowed to carry not more than one failed course at any time.

Graduation Requirement

In order to be awarded the EMBA degree, the student must:

- (i) Successfully complete all required courses;
- (ii) Submit a satisfactory original project report prepared independently, under the supervision of one or more faculty members;
- (iii) Obtain a minimum CGPA of 2.6. A student who has passed all required courses but failed to obtain a minimum CGPA of 2.6 may be permitted to take or repeat some courses in order to raise the CGPA to the minimum acceptable level of 2.6

Exemption

- i) A student may seek exemption from courses, (s)he has previously taken at post-graduate degree level provided that exemption shall not be given for more than one-third of all course requirements.
- ii) A student who seeks exemption in any course shall apply in writing to the Dean for an exemption examination and shall pay a fee of one third of the fees for the course
- iii) An exemption shall be granted to students who pass the exemption examination at a grade not below B-.

Fees

Tuition: Paid per credit hour at a rate determined by the University from time to time.

Fees must be paid before or on registration for each module.

Students will be responsible for their own transportation and accommodation expenses for class attendance.

EMBA Programme

MODULE I

MBA 503 Quantitative Analysis for Managers; MAC 501 Financial and Management Accounting

MODULE II

MMS 502 Management & Organizational Behaviour; MEC 501 Economics

MODULE III

MMS 512 Business Law & Ethics; MKT 501 Marketing Management

MODULE IV

MMS 501 Management Information Systems; MMS 503 Project Analysis & Management

MODULE V

MMS 505 HRM & Industrial Relations; MMS 506 Operations Management

MODULE VI

MMS 511 Strategic Management; MFN 501 Financial Management

MODULE VII

Two Electives

MODULE VIII

MBA 501 Research Methods; MBA 510 Project Report

Specializations

Marketing

MKT 502 International Marketing; MKT 503 Marketing Research and Forecasting; MKT 504 Consumer Behaviour; MKT 506 Electronic Commerce; MKT 508 Direct Marketing MKT 509 Promotion and Advertising

Finance

MFN 501 Corporate Finance; MFN 503 Investment Analysis; MFN 505 Financial Planning and Control; MFN 508 Working Capital Management; MFN 510 International Finance

Management

MMS 504 International Business; MMS 510 Management of Change; MEC 502 Managerial Economics; MPA 501 Public Policy Analysis; MPA 502 Public Sector Management

Note: The Specialization courses to be offered each time will be determined by the Faculty.

Course Descriptions

MAC 501 Financial and Management Accounting (4 Credit Hours)

A foundation course for all MBA students. Basic accounting concepts, inventory models, financial statements analysis, cash flow statements, cost systems, cost behaviour and cost-volume-profit analysis, profit reporting for management analysis, budgeting, and cost management.

MBA 501 Research Methods (1 Credit Hour)

An introduction to primary and secondary research, report writing, and presentation techniques and skills. Use of visual material, charts, graphs, tables, statistics, footnotes, references, and bibliographies is reviewed. Oral and written presentation, communication skills and technologies are also surveyed.

MBA 502 Information Technology (2 Credit Hours)

This course is designed for those computer users with little or no experience in Word Processing applications. It is designed in such a way that it provides hands-on learning activities. This course covers the basics of creating documents, editing them and formatting them. After completing the course, students will be able to create, format, edit, save and print a variety of documents from scratch, as well as with the templates included in Word 97.

MBA 503 Quantitative Methods (3 Credit Hours)

The course is geared toward problem identification and formulation, followed by problem solving using an appropriate tool (Quantitative method learned). It introduces the more important quantitative methods available to assist in managerial decision making and places emphasis on the practical application of the various methods and use of information generated.

MEC 501 Economics (3 Credit Hours)

Study on how societies use scarce resources to produce valuable commodities and distribute them among different groups. It is made up of two main branches: Microeconomics and Macroeconomics.

MEC 502 Managerial Economics (3 Credit Hours)

Prerequisite: MEC 501

Managerial economics is a subject which relates very closely to the more directly practical business disciplines including management accounting, marketing, and corporate strategy. It develops managerial applications for microeconomic and macroeconomic principles.

MFN 501 Financial Management (3 Credit Hours)

This course builds on MAC 501. The role of finance, sources of finance, cost of capital, capital budgeting, financial forecasting and planning, risk analysis, working capital, dividend and bonus policy, taxation, financial ratios, appraisal of firms, and financial restructuring.

MFN 502 Corporate Finance (3 Credit Hours)

This course deals with methods utilized by corporations to secure and use capital for their operations. It includes capital structure, corporate financial policy, liquidity and the cost of capital, sources of capital, alternative forms of capital, risk management, and dividend policy.

MFN 503 Investment Analysis (3 Credit Hours)

A review of factors influencing the investment decision. Economic evaluation of investment proposals (time value of money, NPV, IRR). Cash flows, working capital, risk and uncertainty, capital asset pricing model, financial leverage, cost of capital, capital structure and valuation, options and futures, lease or buy decision, capital and money markets.

MFN 505 Financial Planning, and Control (3 Credit Hours)

This course introduces the student to more detailed concepts of financial planning and control. It covers the concept of planning and control, budgetary control, standard costing, cash budgeting and forecasting, accruals, control of divisional management, and capital expenditure control and monitoring.

MFN 506 Joint Ventures, Mergers and Acquisitions (3 Credit Hours)

The course surveys the means for expanding a business and their implications. Topics include joint ventures; mergers, de-mergers; acquisitions; the synergy concept; corporate restructuring; business re-engineering; strategic financial alliances; the Companies Act; IAS treatment of mergers, acquisitions and joint ventures; joint ventures and acquisitions accounting; asset valuation, take-overs, and tax implications of mergers and acquisitions.

MFN 508 Working Capital Management (3 Credit Hours)

The course deals with funding and sourcing of funds and the proper management of cash, inventory, receivables, payables etc. The content includes working capital cycle, estimation of working capital requirements, inventory management, debtors management, creditors management, working capital arrangements with commercial banks and new instruments of credit for working capital.

MFN 509 Equity Research and Portfolio Management (3 Credit Hours)

The course is designed for those who want to pursue equity research and other portfolio activities. The contents will include Portfolio theory, investment

management, Equity as a source of financing, the market price model, MM approach and the global scenario of equity movements.

MFN 510 International Finance (3 Credit Hours)

This course involves advanced studies in international finance. Topics covered include Balance of Payments, the International Monetary System, the International Financial Institutions, the Globalization of Capital, International Banking, The Eurodollar and Petrodollar markets, Exchange Controls, and Foreign Exchange Markets.

MKT 501 Marketing Management (3 Credit Hours)

Course content includes the marketing concept and philosophy, monitoring and responding to changes and differences in marketing information, marketing of services, and strategic planning and management of the marketing function of pricing, promotion, product and service offerings, and physical distribution.

MKT 502 International Marketing (3 Credit Hours)

Marketing in a global world is the focus of this course. Competition in the global market place affects both multinational corporations and local businesses. Primary emphasis is placed on planning, organizing, and implementing marketing ventures across cultural boundaries. Entering markets, standardizing offerings, adapting offerings to local conditions and managing and integrating global marketing operations are the major topics addressed.

MKT 503 Marketing Research and Forecasting (3 Credit Hours)

Emphasizes techniques for gathering, analyzing, managing, and reporting marketing information. Contents include secondary data collection, in-depth interviews, focus groups, survey research, experimental design, forecasting, and multivariate data analysis. The course is project-based and involves hands-on experience designing data collection instruments, collecting and analyzing data, preparing and presenting marketing research reports.

MKT 504 Consumer Behaviour (3 Credit Hours)

This course emphasizes the behavioural basis for individual and organizational consumers; choices involved in the acquisition, use, and disposition of goods, services, ideas, and experiences. The course draws upon the latest theory and research in marketing, psychology, and other relevant areas as well as a cross - cultural perspectives. Implications for management, public policy, and consumers are the focus of these investigations.

MKT 505 Purchasing And Materials Management (3 Credit Hours)

A focus on the cost implications of uncontrolled purchasing of raw materials, spare parts and consumables and costs associated with carrying inventories of the same. The flows of raw materials, pre-assembly, and packaging items, imported materials, etc into and through the production process. The delicate balance between carrying inventories to ensure ready availability and minimizing the costs of carrying that inventory.

MKT 506 Electronic Commerce (3 Credit Hours)

Analysis of the implications of the internet as a vehicle for consumers to purchase goods and services. Areas of study include early perspectives on electronic commerce, critical success factors, competing on the internet, product, promotion, pricing & distribution strategies, designing a web page, trading systems in e-commerce, legal and security issues, and future trends in electronic commerce.

MKT 507 Graphic Design And Analysis (3 Credit Hours)

Introducing students to the creative process underlying communication design. Areas of study include history and theories of graphic design; the role of visual communication in the information age; digital imaging for design, design as a cultural artifact; graphic design on computers; analysis of visual communication, contemporary design strategies in business, supervised field experiences in organizations, etc.

MMS 501 Management Information Systems (3 Credit Hours)

This course introduces MIS concepts, its evolution, impact factors and benefits; systems, including systems design and system approach; computer systems (hardware and software). Organizational Information Systems (functional systems, hierarchical, matrix, etc). Common business applications. MIS issues, problems and solutions.

MMS 502 Management and Organizational Behaviour (3 Credit Hours)

Course contents will include role, principles and functions of management, decision-making, organizational structures, delegation and control, responsibility and accountability. The Organizational Behaviour component will include human behaviour in organization, leadership styles and skills, group dynamics, power and politics in organizations, motivation theories and relevance to business organization.

MMS 503 Project Analysis And Management (3 Credit Hours)

The course will take students through the process of analyzing selecting and managing projects. Topics covered include generation and screening of project ideas, market and demand analysis, technical analysis, financial analysis,

project proposals, criteria for project selection, project organizations, project planning, project control, human aspects of project management, and project management techniques - PERT, CPM.

MMS 504 Entrepreneurship and Small Business Management (3 Credit Hours)

The course will examine the concept of entrepreneurship, its roles in the contemporary African environment, identifying and analyzing market opportunities, sourcing for finance, planning for business, basic marketing skills and small business management skills. The problems of entrepreneurs and small to medium-sized enterprises will be analyzed in an effort to suggest ways of overcoming them and awaken the entrepreneurial spirit in students.

MMS 505 Human Resources Management & Industrial Relations (3 Credit Hours)

The importance of the human resources in an organization, the organization and administration of the personnel function; Human Resources analysis and planning; job design and analysis; recruitment, selection and replacement, training and development, compensation administration including job evaluation and performance related pay; labour and industrial relations, collective bargaining, grievance handling and disciplinary procedures etc.

MMS 506 Productions and Operations Management (3 Credit Hours)

The course covers foundations of production/operation management; managing for quality and high performance; production/operations management and strategic planning; measuring operations performance and work design; product and process design and development; forecasting; capacity planning, facility location; distribution; managing materials; planning, scheduling and control; and problem solving.

MMS 507 Management Consulting (3 Credit Hours)

This course is aimed at introducing students to the basics of management consulting. Topics covered include the nature of management consulting, management consulting skills, marketing in management consulting, selling in management consulting, consultancy problem solving, billing for consulting work, consultant-client relationship managing a consulting business.

MMS 508 Quality Control Management (3 Credit Hours)

This course empowers the student with measurement tools required to improve process quality in order to increase market share, and profits in today's rapidly changing global economy. It will teach the student to define quality, identify and differentiate between assignable and chance variations, explain the concept

of statistical quality control, and construct and interpret process control charts. (Prerequisite: MMS 204 or consent of instructor).

MMS 510 Management of Change (3 Credit Hours)

Designed for practicing managers, the course assumes a thorough knowledge of management theory to be able to more critically understand Change Processes and their complications. The contents will cover, the inevitability of change, strategies for change, why change might be resisted, analysis of the change process, leading fundamental change, the organization process, and the evaluation of the change process.

MMS 511 Strategic Management (3 Credit Hours)

An introduction to the to the concepts of strategy and competitive advantage and their application to business planning, decision-making, control and operations. The course, an integrative one using mainly the case method, covers analysis, planning, implementation and evaluation of business strategies using comparative strategic frameworks and strategy models such as Boston Consulting Group, M. Porter, ANSOFF etc.

MMS 512 Introduction to Business and Company Law (3 Credit Hours)

The course is designed to equip students with the basic knowledge of the laws governing business operations and obligation of officers and institutions of business organizations. Topics covered include contract law, laws relating to sales, employment, tenancy, agency, insurance, powers and legal duties of directors, statutory reports of companies, liabilities and liquidation.

MPA 501 Public Policy Analysis (3 Credit Hours)

The course focuses on the importance of public policy in Africa. Course contents include Theories of public policy, public policy actors, formulation, implementation and evaluation of public policy, cost benefit analysis, role of Bureaucrats, Ethics and Morality in public policy. Case studies of public policy in African countries and methods of public policy analysis.

MPA 502 Public Sector Management (3 Credit Hours)

This course discuss contemporary issues in public sector management in Africa. Topics include public finance; structure of budget; public debt management; Globalization, Regionalization and the New World Economic Order; International Aid and Development; Good Governance; the rule of law; human rights; Ethics and Morality; Structural Adjustment; Commercialization and Privatization; and Civil Service Reform.