



Bachelor Of Science in Procurement and Supply Chain Management (BSPCM)

Course Description

Year 1

Course Code	Course Name
EC111	Introduction to Economics
BA112	Business Mathematics
BA223	Introduction to ICT
PSM111	Introduction to purchasing and supply management 1
BA115	Business and Academic communication
PSM121	Business Environment
BA114	Introduction to financial Accounting
PSM121	Introduction to purchasing and supply management 11

Year 2

Course Code	Course Name
PSM211	Purchasing operations and Tactics 1
PSM212	Storage and Inventory Management
PSM213	Introduction to logistics and distribution
PSM214	Public Procurement
PSM221	Principles of Management
PSM223	Purchasing operations and Tactics 1
PSM222	Business Ethics and sustainable behaviour
PSM224	Public Procurement 2

Year 3

Course Code	Course Name
PSM321	Contract Administration and Management 1
BA315	Entrepreneurship
BA312	Research methods
BA213	Management Accounting
PSM324	Contract administration and management 11
PSM322	Project Management
PSM323	Operations Research

Year 4

Course Code	Course Name
PSM411	Corporate Governance and ethics
PSM412	International Supply chain management 1
PSM413	Negotiations and conflict management
PSM421	Change management
PSM423	Industrial placement
PSM414	Dissertation

Course Description

E1.0 Description of First Year Courses

E1.1 INTRODUCTION TO ECONOMICS

Pre-requisite: None

E1.1.1 Rationale

The aim of this course is to introduce students to the study of microeconomics and macroeconomics.

E1.1.2 Learning Outcomes

By the end of this course, students should be able to:

- 1) Demonstrate an understanding of the nature and methodology of microeconomics and macroeconomics;
- 2) Explain the concepts of supply and demand in product and input markets;
- 3) Demonstrate the foundation necessary for the study of intermediate microeconomics and macroeconomics; and
- 4) Explain theories in microeconomics and macroeconomics.

E1.1.3 CONTENT

PART A The Study and Methodology of Microeconomics

- 1) Definition of Economics, distinction between microeconomics, positive and normative economics.
- 2) Basic concepts: scarcity, rationality, opportunity costs, Production Possibility Frontier (PPF), marginal concepts, sunk costs.
- 3) Actors in a market economy: households, firms, government, external sector.
- 4) Models (static models, dynamic models and comparative models), graphs and mathematics.
- 5) Use one example of a market to illustrate, demand, supply, equilibrium, comparative statics etc. Example can be used to introduce the structure of the course.

PART B Consumer Choice Theory

- 1) Budget and preferences (indifference curves), concept of utility (cardinal, ordinal and marginal utility), individual demand curve.
- 2) Market demand curve; elasticity of demand.
- 3) Comparative statics – shifts and movements.
- 4) Consumer surplus.

PART C Theory of the Firm

- 1) Objectives of the firm.
- 2) Technology, production function, diminishing returns, returns to scale, marginal product, average product, total product, marginal cost, average cost, total cost. Graphical illustration.
- 3) Distinction between short- and long-run.
- 4) Supply curve of a firm, market supply curve. Comparative statics.
- 5) Producer surplus.

PART D Perfect Competition

- 1) Concept of market structure, classification of market structures based on different criteria.
- 2) Definition of perfect competition, underlying assumptions.
- 3) Definition of equilibrium. Importance of the concept.
- 4) Market equilibrium and efficiency.
- 5) Consumer and producer surplus.
- 6) Long-run vs. short-run.

PART E Monopoly

- 1) Definition of Monopoly.
- 2) Graphical illustration of monopoly case.
- 3) Welfare loss – comparison to perfect competition.
- 4) How to regulate a monopoly.

PART F Study and Methodology of Macroeconomics

- 1) Basic Definitions.
- 2) Normative and positive approach; policy relevance.

PART G National Income

- 1) Circular Flow.
- 2) National Income Accounting
- 3) Real vs. nominal – price indices
- 4) Determinants of national income; income and expenditure model (Keynes in his simplest form).

PART H Unemployment

- 1) Definition.
- 2) Types.
- 3) Causes and cure.
- 4) Effects.

PART I Government Sector

- 1) Public Finance.
- 2) The budget including debt management.
- 3) Fiscal Policy.

PART J Inflation

- 1) Definitions.
- 2) Causes and cures.
- 3) Effects.

PART K External Sector

- 1) Trade.
- 2) Balance of Payments.
- 3) Exchange Rates

E1.1.4 Teaching and Learning Methods

Lectures, Case Study, Group Discussion, Presentation

E1.1.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%
Total			100%

E1.1.6 Prescribed Readings:

1. Mankiw, N. G. (2017). Principles of Microeconomics. Cengage Learning.
2. Mankiw, N. G. (2018). Macroeconomics. Macmillan.
3. Krugman, P., Wells, R., & Graddy, K. (2019). Microeconomics. Worth Publishers.

E1.1.7 Recommended Readings:

1. Pindyck, R. S., & Rubinfeld, D. L. (2017). Microeconomics. Pearson.
2. Krugman, P., & Wells, R. (2018). Macroeconomics: Principles and Policy. Worth Publishers.
3. Baumol, W. J., Blinder, A. S., & Solow, R. M. (2017). Macroeconomics: Principles and Policy. Cengage Learning.

E1.2 BA122 BUSINESS MATHEMATICS (15 Credits)

Prerequisite: None

E1.2.1 Rationale

Mathematical Analysis is designed to equip students with a solid understanding of mathematical concepts and their applications in various business domains, such as economics, accountancy, and the life and social sciences. The course begins with non-calculus topics, covering basic mathematics, equations, functions, matrix algebra, and the mathematics of finance. By progressing through both single-variable and multi-variable calculus, students gain a comprehensive foundation in mathematical techniques essential for practical problem-solving in organizational settings. The course emphasizes real-world applications, demonstrating how mathematics can enhance efficiency and effectiveness in areas such as business, economics, sociology, finance, and more.

E1.2.2 Learning Outcomes:

- Demonstrate proficiency in basic mathematical concepts, including set theory, equations, and inequalities, for effective problem-solving.
- Apply mathematical modelling techniques for expressing and solving real-world problems, including operations of expressions, factorization, and the handling of linear and nonlinear equations.
- Understand the definition of functions, explore special functions, and analyse the combination of functions, while efficiently plotting them in rectangular coordinates.
- Evaluate and apply different types of functions, such as the straight line and simultaneous equations, in various business scenarios, including demand, supply, cost, revenue, and linear programming.
- Master matrix algebra, including the definition of matrices, operations such as addition, subtraction, and multiplication, as well as the application of matrices in organizing and handling business data.
- Apply the mathematics of finance to solve problems related to simple and compound interest, sequences, annuities, amortization, bonds, capital budgeting, and contingency payments in financial decision-making.
- Gain proficiency in non-calculus topics, including set theory, equations and inequalities, functions and graphs, types of functions, matrix algebra, and the mathematics of finance.

- Explore diverse applications of mathematical concepts in disciplines such as economics, sociology, finance, and more, enhancing organizational efficiency and effectiveness.

E1.2.3 Course Content

1.0 Basic Mathematics

Set theory

2.0 Equations and Inequalities

Mathematical Modelling, and Operations of expressions. Factorization, Fractions, Linear equations, quadratic equations. Linear inequalities, nonlinear equations, absolute value, Applications of equations and inequalities

3.0 Functions and Graphs

Definition of a function, special functions, combination of function, plotting functions in rectangular co-ordinates, inverse functions, transformations

4.0 Types of Functions

4.1 The Straight Line and Applications

Demand, Supply, Cost, Revenue, Translations, Elasticity of Demand, Supply and Income Budgeters and Cost Constraints

4.2 Simultaneous Equations

Solving simultaneous linear and non-linear equations, equilibrium and breakeven, consumer and producer surplus The national income model and the ISLM model, Linear programming, (LP), formulating the problem, graphical solutions to (LP), graphical sensitivity analysis

4.3 Non-Linear Functions and Applications Quadratic, cubic and other polynomial function, exponential function, logarithmic functions, hyperbolic functions, Binomial Theorem, Partial fractions.

5.0 Matrix Algebra

Definition, matrices as stores of data, organizing and handling business data, matrix addition, subtraction, scalar multiplication, matrix multiplication, method of reduction, inverse, determinant, Cramer's rule, inverse using the adjoin, input-output analysis, markov-chains transition matrices, probability matrices and how they apply to problems such as market shares of goods and graph theory.

6.0 Mathematics of Finance

Simple Interest and Simple Discount, Compound Interest and Compound Discount, Sequences, Arithmetic and Geometric Progressions, Simple Annuities, General and Other Annuities, Amortization Method and Sinking Fund, Bonds, Capital Budgeting and Depreciation, Contingent Payments, Life Annuities and Life Insurance.

E1.2.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.2.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E1.2.6 Prescribed Reading

1. Anton, H., Bivens, I., & Davis, S. (2013). Calculus: Early Transcendentals. Wiley.

E1.2.7 Recommended Readings (2018-2023):

1. Stewart, J. (2015). Calculus: Early Transcendentals. Cengage Learning.
2. Strang, G. (2016). Introduction to Linear Algebra. Wellesley-Cambridge Press.
3. Ross, S. M. (2018). Introduction to Probability Models. Academic Press

E1.3 INTRODUCTION TO ICT 15 Credits)

Pre-requisite: None

E1.3.1 Rationale

The course "Introduction to ICT for Business" is designed to equip students with the essential knowledge and skills needed to effectively manage business information systems. In today's digital era, understanding the fundamentals of information and communication technology (ICT) is crucial for individuals working in various organizational roles. The objectives of the course are multifaceted, encompassing the explanation of diverse information types required by different business functions, understanding the prerequisites for quality business information, and assessing the impact of digitalization on financial information processing. Students will also gain insights into the contribution of information systems to overall organizational operations and will be able to comprehend the various activities involved in information systems management. The course content covers a spectrum of topics, ranging from the basics of computers and ICT to exploring computer hardware, memory, software, data communication, databases, computer security, and practical applications using tools like word processors, spreadsheets, and presentation software. Through this comprehensive approach, the course aims to empower students with the

foundational skills necessary for navigating and contributing to the dynamic landscape of business information systems.

E1.3.2 Learning Outcomes

By the end of the course, students should be able to:

- Explain and discuss the different types of information required by business functions;
- Explain and discuss the requirements of quality business information;
- Appraise the range of activities required in business information systems;
- Assess how digitalisation is affecting the processing and provision of information in finance;
- Assess the contribution of information systems to the operation of the organisation; and
- Explain the range of activities involved in information systems management.

E1.3.3 Course Content

Topics

1. Basics of Computers and ICT
2. The Computer System Hardware
3. Computer Memory
4. Input and Output Devices
5. Computer Software
6. Data Communication and Computer Network
7. The Internet and Internet Services
8. Data Processing and Information Systems
9. Fundamentals of Databases
10. Computer Security

LAB SCHEDULE

1. Exploring Windows
2. Network and Internet Basics
3. 3 Word Processors (e.g MS Word)
4. Spread Sheets (e.g MS-Excel)
5. MS-PowerPoint

E1.3.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E1.3.5 Assessments

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E1.3.6 Prescribed Textbook:

1. Laudon, K. C., & Laudon, J. P. (2021). Management Information Systems: Managing the Digital Firm. Pearson.

E1.3.7 Recommended Textbooks:

1. Turban, E., Pollard, C., & Wood, G. (2018). Information Technology for Management: Advancing Sustainable, Profitable Business Growth. Wiley.
2. Stair, R. M., & Reynolds, G. W. (2019). Fundamentals of Information Systems. Cengage Learning.
3. Haag, S., Cummings, M., & McCubbrey, D. J. (2016). Management Information Systems for the Information Age. McGraw-Hill Education.

E1.4. PSM111. INTRODUCTION TO PURCHASING AND SUPPLY CHAIN MANAGEMENT

E1.4.1 Rationale

The course aims at developing and enhancing the knowledge and competence of the student in order that the student is effective, accountable, economical and efficient as s/he manages organisational operations in a competitive business environment.

E1.4.2 Learning Outcomes

By the end of the course, students should be able to:

1. Understand the key concepts in procurement and supply chain systems.
2. Write and analyse purchasing and design processes
3. Explain the market pricing systems
4. Explore the need to procurement and supply chain management in the business sector.

E1.4.3 Course Content

- ✓ An Introduction to Purchasing
- ✓ The Purchasing Process
- ✓ Supply Chain concepts and Management
- ✓ Purchasing Structure and Design
- ✓ Systems and Procedures in Purchasing
- ✓ Tendering and Negotiation
- ✓ e-Government Procurement (e-GP)
- ✓ Market Price Index (MPI) and Price Reasonableness

E1.4.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.4.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%
Total			100%

E1.4.6 Prescribed Textbookooks:

1. Kenneth Lyons and Brian Ferrington: Purchasing and Supply Chain Management, 8th Ed., Pearson Education Limited, 2012.
2. Monczka, Handfield; Guinipero, Patterson: Purchasing and Supply Chain Management, 4th Ed., 2009.

E1.4.7 Recommended Textbookooks:

- 1 Baily, P., Farmer, D., Jessop, D., and Jones, D., (2005): Purchasing Principles and Management, (9th Ed.

E1.5 BUSINESS AND ACADEMIC COMMUNICATION (7.5 Credits)

Pre-requisite: None

E1.5.1 Rationale

The module offers a foundation in communication and study skills which is required for students to excel on university degree programs. The module equips students with all aspects of written, electronic and oral communications, including how to study, note taking, essay writing and critical reading. Additionally, the students are introduced to the various research methods used by social and business researchers. They are guided to manage their time effectively to cope with demanding pressure and they are helped in their report writing. Above all, the students are encouraged to embrace the use of information technology as a way to help them improve in their studies. When their syllabus is fully covered, then they are helped in their revision of the topics covered.

E1.5.2 Learning Outcomes

After completing this course the student should be able to:

1. Apply scholarly skills in writing as well as oral presentation.
2. Recognize the key dynamic forces driving study skills.
3. Differentiate types of communication relevant to any situation.
4. Explain the way books and other publications are organized in the library

E1.5.3 Course Content

1. Business Communication, an introduction
 - Communication and its importance
 - Forms and types of communication
 - Emotional Intelligence (EI)
 - The Communication Process
 - Barriers to Effective Communication
 - Tenets of quality Communication
2. Communication in Academic Situations
 - Plagiarism and Referencing
 - Rules and fundamental principles of referencing
 - Referencing and reading Skills
 - Understanding the spoken and written word

- Note taking and Note making
- Necessary tools for writing
- Punctuation marks
- Numbering, bullets and indentation
- Academic Writing
- Reports- Academic and other types of reports
- Academic Essay

3. Communication in the Business Environment

- Business Letter
- Resume and CVs
- Job descriptions
- Business reports
- Minutes
- Presentations

E1.5.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.5.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%

Total	100%
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E1.5.6 Prescribed Readings:

1. Guffey, M. E., & Loewy, D. (2020). Essentials of Business Communication. Cengage Learning.

E1.5.7 Recommended Readings:

1. Locker, K. O., & Kaczmarek, S. T. (2019). Business Communication: Building Critical Skills. McGraw-Hill Education.
2. Lannon, J. M., & Gurak, L. J. (2019). Technical Communication. Pearson.
3. Ober, S. (2020). Contemporary Business Communication. Oxford University Press.

E1.6. PSM121. BUSINESS ENVIRONMENT

E1.6.1 Rationale

The aim of this course to make the student appreciate the ever-changing business environment, and identify the major internal and external forces that affect the business.

E1.6.2 Learning Outcomes

By the end of the course, students should be able to:

1. Demonstrate a clear understanding of the business environment;
2. Demonstrate the core skills needed to operate a personal business in the business environment;
3. Perform well in the political, socio-economic business
4. Cite academic material correctly.

E1.6.3 Course Content

- 1) Business as a System
- 2) Economic Environment and Business
- 3) Demographic Environment and Business
- 4) Socio-Economic Environment and Business
- 5) Chronological/Technological Environment and Business
- 6) Natural Environment and Business
- 7) Political (Government) Environment and Business
- 8) Business Ethics, Social Responsibility and Legal Compliance
- 9) Business and its various Publics
- 10) Society and Multinational Business

E1.6.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.6.5 Assessment

Mode of Assessment			Weight
	Assignments	10%	40%

Continuous Assessment	Tests	30%	
Examination			60%
Total			100%

E1.6.6 Prescribed Textbooks:

- 1) Davis, K. and Fredrick C. W.: Business and Society Management – Public Policy and Ethics, New York, Hill Book Company, 1984.

E1.6.7 Recommended Textbooks:

- 1 Klaus, North N.: Environmental Business Management, ILO, 1990.
- 2 Lan Worthington and Chris Britto: The Business Environment, 2nd Ed, Pitman's.

E1.7 BASIC FINANCIAL ACCOUNTING (15 Credits)

Pre-requisite: None

E1.7.1 Rationale

The basic financial accounting course serves as an essential foundation for individuals pursuing studies in business and related fields. It provides students with a fundamental understanding of the principles, concepts, and practices that govern financial accounting, which is crucial for effective financial management in any organization. This course equips students with the skills to record, analyze, and communicate financial information, fostering an ability to interpret financial statements and make informed business decisions. Furthermore, a solid grasp of financial accounting principles is indispensable for professionals in various roles, from entrepreneurs and managers to investors and analysts, as it facilitates effective communication and comprehension of an organization's financial health and performance. Overall, the basic financial accounting course is indispensable for building a strong financial acumen, enhancing decision-making capabilities, and establishing a solid groundwork for success in the broader business landscape.

E1.7.2 Learning Outcome

At the end of the course, students are expected to;

- Establish a strong foundation in financial accounting principles, enabling them to comprehensively understand current accounting practices and critically evaluate both existing and evolving methodologies over time.
- Demonstrate sufficient knowledge in financial accounting, enabling them to proficiently prepare, comprehend, and interpret basic financial statements essential for effective decision-making within a business context.
- Cultivate an inquisitive approach to accounting practice, fostering a desire for continued learning and exploration of the principles and theories that underlie financial accounting.

E1.7.3 Course Content

1. Introduction

Nature, purposes, and role of accounting; the accountant in society; economic and legal framework; users of accounting information and their requirements; overview of the accounting process; principles, concept; and conventions, underlying the accounting model, the institutional and regulatory framework of accounting.

2. Accounting Model, Recording Transactions, Reporting Results

Accounting equation, nature of assets, liabilities, owners' equity, balance sheet, impact of transactions, double entry system of book keeping; revenues and expenses, accruals and matching concepts, classification of expenditure between capital and revenue, nature of profit, profit versus cash, profit and loss account; source documents and books of first entry, posting to the nominal ledger, subsidiary ledgers and control accounts (debtors and creditors), bank reconciliation, trial balance, accruals and prepayments, closing off procedures and preparation of final accounts, use of microcomputer in recording and accounts preparation.

3. Year-End Adjustments

Fixed asset valuation, nature and methods of depreciation, acquisition and disposal of fixed assets, stock valuation methods, bad debts, provisions and reserves, location and correction of errors, suspense accounts.

4. Manufacturing Accounts

Calculation of cost of goods produced, recording of and accounting for material (including pricing of issues) and payroll costs, trading and profit and loss accounts.

5. Incomplete Records

Preparation of accounts from limited information and single entry book keeping.

6. Income and Expenditure Accounts

Preparation of accounts of clubs, societies and other non-commercialised/non-profit making organisations, receipts and payments

accounts, income and expenditure account.

7. Introduction to Partnership Accounts (Partnership Act 1890)

Nature of partnership, partnership agreement, partners' capital accounts, current and loan accounts, profit and loss appropriation account, interest on partners' capital accounts, current accounts, drawings, partners' salaries, goodwill, admission and retirement of partners, change in partnership agreement.

8. Introduction to The Accounts of Limited Companies

Nature of a limited company, share capital, preparation of final accounts, including form and content, reserves, share premium account, dividends, appropriation account, preliminary expenses.

9. Uses and Interpretation of Financial Statements

Introduction to ratio analysis to assess profitability, liquidity and risk, value and limitations of ratio analysis, introduction to cash flow statements (formerly statement of source and application of funds).

E1.7.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.7.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%
Total			100%

E1.7.6 Prescribed Readings:

1. Horngren, C. T., Sundem, G. L., Elliott, J. A., Philbrick, D. R., & Roby, D. E. (2019). Introduction to Financial Accounting. Pearson.

E1.7.7 Recommended Readings:

1. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2020). Financial Accounting: IFRS. Wiley.
2. Dyson, J. R. (2019). Accounting for Non-Accounting Students. Pearson.
3. Porter, G. A., & Norton, C. L. (2019). Financial Accounting: The Impact on Decision Makers. Cengage Learning.

YEAR TWO

E2.1. PSM211. PURCHASING OPERATIONS AND TACTICS

E2.1.1 Rationale

The course on Purchasing Operations and Tactics is designed to provide students with a comprehensive understanding of purchasing and supply chain management. By the end of the course, students will have gained in-depth knowledge of key concepts in procurement and supply chain, including the Standard Procurement Process, organizational structures in purchasing, and the application of purchasing strategies across various sectors of the economy. The curriculum emphasizes critical areas such as supplier sourcing and evaluation, quality management, standardization, value analysis, and value engineering. Furthermore, the course delves into the intricacies of commodity procurement, international and global sourcing, and the importance of Corporate Social Responsibility in the procurement function. The inclusion of an introduction to inventory management adds a practical dimension, ensuring that students are well-equipped with the skills and insights necessary for effective purchasing operations in diverse business environments. Overall, the course aims to empower students with the knowledge and tools needed to excel in the dynamic field of purchasing and supply chain management.

E2.1.2 Learning Outcomes

At the end of the course, students are expected to;

- 1) Review of purchasing and supply chain management concepts
- 2) The Standard Procurement Process (Cycle)
- 3) Organization and structuring of purchasing
- 4) Purchasing in various sectors of the economy
- 5) Supplier sourcing and evaluation
- 6) Quality management in purchasing
- 7) Standardization, value analysis and value engineering
- 8) Procurement of commodities
- 9) International and global sourcing
- 10) Corporate Social Responsibility
- 11) Introduction to inventory management

E2.1.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E2.1.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%
Total			100%

E2.1.6 Prescribed Textbooks:

1. Lysons, K. and Farington, B. (2006), Purchasing and Supply Chain Management, 7th Ed., Pearson Education Ltd.
2. Lysons, K. (2000), Purchasing and Supply Chain Management, 5th Ed., Prentice Hall.

E2.1.7 Recommended Textbooks:

- 1 Dobler, D and Lee, L., (1998), Purchasing and Supply Management, 2nd Ed., McGraw-Hill.
- 2 Baily, P. et al., (1996), Purchasing and Management, 7th Ed., McGraw-Hill

E2.2 BPS323 INTERNATIONAL PURCHASING ENVIRONMENT

E2.2.1 Background and Rationale

This course defines operations management and provides students with fundamental competencies and skills of operations management such as strategy, capacity management, and quality management. It further explores processes that transform inputs into finished goods and services; and how these processes interact with other activities of an organisation. Further, it imparts practical application of analytical tools to business operations.

E2.2.2 Learning Outcomes:

At the end of the course students will be expected to:

1. Define operations management and demonstrate fundamental knowledge of operations management, e.g. strategy, capacity management, and quality management.
2. Demonstrate the role of productivity and a system approach in analysing operations problems.
3. Identify key components of product and service design, and the ways to improve reliability in design decisions.
4. Utilise various models and techniques to model complex production systems.
5. Identify key variables that decision makers utilise in addressing the production (aggregate) planning.

E2.2.3 Course Content

- 1.0 Introduction to operations management
 - 1.1 Definition of operation
 - 1.2 Functions within business organisations
 - 1.3 The scope of operations management
 - 1.4 Differentiating features of operating systems
 - 1.4.1 Degree of standardization
 - 1.4.2 Types of production
 - 1.4.3 Process management
 - 1.5 Operations management decision making
 - 1.6 Historical evolution of operations management
 - 1.7 Craft production and mass production
 - 1.8 Trends in business
- 2.0 Competitiveness, strategy and productivity
 - 2.1 Competitiveness
 - 2.2 Strategy
 - 2.3 Mission
 - 2.4 Operations strategy
 - 2.5 Strategy formulation
 - 2.6 Agile operations
 - 2.7 Balanced scorecard approach
 - 2.8 Productivity
- 3.0 Product and service design
 - 3.1 Introduction
 - 3.2 Activities and responsibilities of product and service design
 - 3.3 Reasons for product and service design or re-design
 - 3.4 Legal and ethical considerations
 - 3.5 Sustainability
 - 3.6 Life-cycle assessment
 - 3.7 The three rs: reduce, re-use, and recycle
 - 3.8 Other considerations in product and service design
 - 3.8.1 Strategies for product or service life stages

- 3.8.2 Degree of standardization
- 3.8.3 Designing for mass customization
- 3.8.4 Reliability
- 3.8.5 Robust design
- 3.8.6 Degree of newness
- 3.8.7 Human factors
- 3.8.8 Cultural differences
- 3.8.9 Global product design
- 3.9 Phases in product design and development
 - 3.9.1 Idea generation
 - 3.9.2 Design for production
 - 3.9.3 Concurrent engineering
 - 3.9.4 Computer-aided design (cad)
 - 3.9.5 Production requirements
 - 3.9.6 Component commonality
- 3.10 Quality function deployment (qfd)
- 3.11 The kano model
- 3.12 The service design
- 3.13 Differences between product and service design
- 3.14 Phases in the service design process
- 3.15 Service blueprinting
- 3.16 Characteristics of well-designed service systems
- 3.17 Challenges of service design
- 3.18 Guidelines for successful service design
- 3.19 Operations strategy in service and product design
- 4.0 Strategic capacity planning for products and services
 - 4.1 Importance of capacity decisions
 - 4.2 Defining and measuring capacity
 - 4.3 Determinants of effective capacity
 - 4.3.1 Facilities factors
 - 4.3.2 Product/service factors
 - 4.3.3 Process factors
 - 4.3.4 Human factors
 - 4.3.5 Operational factors
 - 4.3.6 External factors
 - 4.4 Determining capacity requirements
 - 4.5 Determining capacity alternatives
 - 4.6 Planning service capacity
 - 4.7 Evaluating alternatives
 - 4.7.1 Calculating processing requirements
 - 4.7.2 Cost volume analysis
 - 4.7.3 Financial analysis
 - 4.7.4 Decision theory
 - 4.7.5 Waiting-line analysis
 - 4.7.6 Operations strategy in capacity planning
 - 4.8 Process selection and facility layout
 - 4.8.1 Introduction
 - 4.8.2 Make-or-buy decisions
 - 4.8.3 Process selection
 - 4.8.4 Process types
 - 4.8.5 Product profiling
 - 4.8.6 Automation
 - 4.8.7 Layout
 - 4.8.7.1 Product layouts
 - 4.8.7.2 Process layouts

- 4.8.7.3 Fixed-position layouts
- 4.8.7.4 Combination layouts
- 4.8.7.5 Cellular layouts
- 4.8.7.6 Other service layouts: retail, office
- 4.8.8 Designing product layout: line balancing
- 4.8.9 Designing process layout
- 4.8.10 Measures of effectiveness constructed
- 4.8.11 Information requirements
- 4.8.12 Minimising transportation costs or distances
- 4.8.13 Closeness ratings
- 5.0 Management of quality and
 - 5.1.1 Introduction to system analysis and design (sad)
 - 5.1.2 System life cycle
 - 5.1.3 Phases of system development life cycle
 - 5.1.4 Evolution of quality management
 - 5.1.5 From inspection to total quality
- 6.0 Quality- the basics
 - 6.1 The dimensions of product quality
 - 6.2 The dimensions of service quality
 - 6.3 The determinants of quality
 - 6.4 Consequences of quality
 - 6.5 Benefits of good quality
 - 6.6 Responsibility for quality
 - 6.7 Costs of quality
 - 6.8 Ethics and quality
- 7.0 Quality gurus
- 8.0 Quality awards
- 9.0 Quality certification
 - 9.1 Iso 9000 approach
 - 9.2 Iso 1400 approach
- 10.0 Inspection
- 11.0 Total quality management (tqm) and quality tools
- 12.0 Service quality - the servqual model
 - 12.1 The concept
 - 12.2 Criticisms
- 13.0 Supply chain management
 - 13.1 Need for supply chain
 - 13.2 Benefits of supply chain management
 - 13.3 Managing the supply chain
 - 13.4 Elements of supply chain management
 - 13.5 Strategic, tactical and operating issues
 - 13.6 Performance measures
 - 13.7 Logistics
 - 13.7.1 Movement within a facility
 - 13.7.2 In-coming and outgoing shipments
 - 13.7.3 Evaluating shipping alternatives
 - 13.7.4 Electronic data interchange (edi)
 - 13.7.5 Distribution requirements planning (drp)
 - 13.7.6 Reverse logistics
 - 13.8 E-commerce
 - 13.9 Definitions of e-commerce
 - 13.10 Advantages and disadvantages of e-commerce
 - 13.11 Impact of e-commerce on product design
 - 13.12 E-procurement

- 13.13 Online catalogue
- 13.14 Creating an effective supply chain
- 13.15 Keys to effective supply chains
- 13.16 Steps in creating an effective supply chain
- 13.17 Challenges of supply chain management
- 13.18 Purchasing
 - 13.18.1 Duties of purchasing
 - 13.18.2 Purchasing interface
 - 13.18.3 Purchasing cycle
 - 13.18.4 Make or buy
- 14.0 Inventory management
 - 14.1 The nature and importance of inventories
 - 14.2 Functions of inventory
 - 14.3 Objectives of inventory control
 - 14.4 Requirements for effective inventory management
 - 14.5 Inventory counting systems
 - 14.6 Demand forecasts and lead-time information
 - 14.7 Cost information
 - 14.8 Classification system
 - 14.9 Basic eoq model
 - 14.10 Assumptions of eoq
 - 14.11 Re-order points (ROP)
 - 14.12 Single-period model

E2.2.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.2.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E2.2.6 Prescribed Textbooks

- 1 Johnson, Leenders and Flynn (2011)., Purchasing and Supply Management, Fourteenth Edition, The McGraw-Hill Companies, Inc., New York.
- 2 Dr Dawei Lu (2011)., Fundamentals of Supply Chain Management, Dr. Dawei Lu and Ventus Publishing ApS, ISBN 978-87-7681-798-5

E2.2.7 Recommended Textbooks

1. Alameda County SBDC (2017)., Purchasing & Inventory Management Supply Chain Management for the Small Business, California State East Bay, Oakland November 13.
2. [Kaminsky & Müller](#) (2015)., Quantitative Approaches in Logistics and Supply Chain Management Proceedings of the 8th Workshop on Logistics and Supply Chain Management.

E2.3 BPS212 STORES AND INVENTORY MANAGEMENT

E2.3.1 Background and Rationale

The course is designed to assist purchasing, inventory and warehouse personnel to monitor stock levels, improve customer service and implement JIT. It will provide the participants to tools and techniques to reduce the organization's total cost of operations.

E2.3.2 Learning Outcomes

After completing this course the student should be able to:

1. Understand the main implications of purchasing and supplying inventory
2. Understand the methods for the valuation of inventory such as LIFO, FIFO, average cost and standard cost.
3. Explain the main techniques for the monitoring and control of inventory
4. Analyse the main techniques for calculating the future demand of inventory

E2.3.3 Course Content

1.0 : understanding inventory

- Aim
- Definition of key concepts

2.0: management of inventory

- Definition of key concepts
- Independent and dependent demand items
- Stock taking and valuation.
- Two systems of stock taking.

3.0: handling stock

- Definition of key concepts
- Introduction
- Basic considerations materials handlings
- Benefits of proper materials handling
- Manual handling
- Mechanical handling
- Challenges faced in materials handling and possible solutions

4.0: identification of stock item

- Definition of key concepts
- Introduction
- Definition of codes
- Types of codes – significant versus sequential coding
- Characteristics of a good coding system
- Bar coding and electronic point of sale (epos)

1.0 Materials flow and documentation

- Definition of key concepts
- Introduction
- Receiving

- Issuing
- Dispatching
- Inspection

2.0 : organising stores and warehousing

- Definition of key concepts
- Storage and warehousing functions
- Surface storage structures
- Warehousing
- Types of warehouse
- Public versus private warehouses
- Advantages and disadvantages of public warehousing
- Comparison of the 3 warehousing modes

7.0: location and layout of storage facilities

- Definition of key concepts
- Location of stores
- Factors that affect location decision of stores
- Factors to consider when choosing layout formats in a store / warehouse
- Removing process inefficiencies from warehouse stock management
- Improving warehouse processes through automation

8.0: health and safety issues in stores

- Introduction
- Health issues
- Security issues
- Improve security through store design

9.0: information management and documentation

- Definition of concepts
- Stock management report
- Stores manuals
- Automation and paper recording

10: performance measurement in inventory and stores management

- Performance measurement criteria
- Systems issues
- System discipline required
- Master data up-dation is a mustm
- System inventory should match with physical inventory

11: Emerging issues in inventory and stores management

- Reverse logistics
- importance of reverse logistics
- Software industry
- Retail industry
- Key reverse logistics management elements

- Equip the warehouse with a reverse gear
- Vendor management inventory

E2.3.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.3.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E2.3.6 Prescribed Textbooks

1. Alameda County SBDC (2017)., Purchasing & Inventory Management Supply Chain Management for the Small Business, California State East Bay, Oakland November 13.
2. Johnson, Leenders and Flynn (2011)., Purchasing and Supply Management, Fourteenth Edition, The McGraw-Hill Companies, Inc., New York.

E2.3.7 Recommended Textbooks

- 1 [Kaminsky & Müller](#) (2015)., Quantitative Approaches in Logistics and Supply Chain Management Proceedings of the 8th Workshop on Logistics and Supply Chain Management, Berkeley, California, October 3rd and 4th, 2013,
- 2 Dawei Lu (2011)., Fundamentals of Supply Chain Management, Dr. Dawei Lu and Ventus Publishing ApS, ISBN 978-87-7681-798-5

E2.4 BPS221- INTRODUCTION TO LOGISTICS AND DISTRIBUTIONS MANAGEMENT

E2.4.1 Rationale

This course is intended to equip students with knowledge and skills of logistics and distribution management so that they can understand the system that govern the activities of both private and public organizations in making informed logistics and distribution management decisions geared towards customer delight. The material is taught from a managerial perspective, with an emphasis on where and how specific tools can be used to improve the overall performance and reduce the total cost of a supply chain. We place a strong emphasis on the development and use of fundamental models to illustrate the underlying concepts involved in both intra and inter-company logistics operations.

E2.4.2 Learning Outcomes

On completion of this module the student should be able to:

1. Analyze issues involved in locating warehouses
2. Examine warehouse operating and service procedures. Assess financial analysis of warehouse operations.
3. Analyze warehouse handling systems.
4. Assess warehouse utilization metrics and productivity improvement methods. Organize warehouse space, equipment, and personnel for maximum
5. Efficiency and customer satisfaction.
6. Develop a Warehouse Information System Plan to manage and control receiving, storage, picking, and shipping operations as well as losses.
7. Select the best combination of materials-handling and storage equipment

E2.4.3 Course Content

1.0: Introduction to logistics and distribution management

- Logistics as a discipline of study Logistics as a profession
- Logistics as a function
- Logistics as component of the supply chain: Definition of supply chain management
- Types of supply chains
- Creating competitive advantage in supply chain management

2.0 Types of logistics management

- Reverse logistics
- Logistics management functions Key logistics management trends

3.0 Types of logistics management

- Logistics organisational structure
- Organisation integration

4.0 Customer focus in logistics and distribution management

- Components of customer service

- Transactional related and functional related

5.0: Physical distribution management

- Definition of Physical distribution
- Management Tactical and strategic issues in distribution

6.0: Third party distribution

- Definition of third-party
- Distribution
- Key drivers of third part distribution: cost factors, organisational factors, physical factors

7.0: Distribution and Transportation requirements Distribution planning

- Control of physical
- distribution Transport of goods
- Transportation modes

8.0: Performance measurement in logistics and distribution management

- Key issues for logistics efficiency
- Rationale for performance measurement
- Scope of performance measurement

E2.4.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.4.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E2.4.6 Prescribed Textbooks

- 1 Alameda County SBDC (2017)., Purchasing & Inventory Management Supply Chain Management for the Small Business, California State East Bay, Oakland November 13.
- 2 Johnson, Leenders and Flynn (2011)., Purchasing and Supply Management, Fourteenth Edition, The McGraw-Hill Companies, Inc., New York.

E2.4.7 Recommended Textbooks

1. [Kaminsky & Müller](#) (2015)., Quantitative Approaches in Logistics and Supply Chain Management Proceedings of the 8th Workshop on Logistics and Supply Chain Management, Berkeley, California, October 3rd and 4th, 2013, Springer Cham Heidelberg New York Dordrecht London, Springer International Publishing Switzerland 2015.
2. Dawei Lu (2011)., Fundamentals of Supply Chain Management, Dr. Dawei Lu and Ventus Publishing ApS, ISBN 978-87-7681-798-5

E2.5 BPS312: PUBLIC PROCUREMENT & POLICY

E2.5.1 Rationale

This course on public procurement introduces students to the tactical and operational issues in public sector procurement. It will define public procurement, the stages of the public procurement process and the method of procurement. Other aspects that will be considered are disposal of public assets, private – public partnerships (PPPs), performance measurement in public procurement, regulation governing public procurement in Zambia as well as contemporary issues in public procurement like green and e –purchasing.

E2.5.2 Learning Outcomes

1. Understand and describe the roles, major components and functions of public procurement Assess the effectiveness of the public procurement reforms in Zambia
2. Design applicable and relevant solutions to challenges and problems encountered in the public procurement context
3. Evaluate the role of public procurement in value addition to the delivery of services

E2.5.3 Course Content

1: Introduction to public procurement

- Objectives and principles of public procurement
- Stakeholders in public procurement
- Stakeholder analysis in public procurement
- Characteristics of the public sector

2: Introduction to public procurement (Cont.)

- History of public procurement in Zambia
- Public procurement reforms in Zambia
- Assessment of the effectiveness of the public procurement reforms in enabling Efficiency in public procurement
-

3: Introduction to public procurement (Cont.)

- Differences between public and private procurement
- Challenges faced in public procurement
- Impact of macro – environmental factors on public procurement

4: The public procurement process

- Methods of procurement
- Stages of the public procurement process - procurement planning and budgeting, requisition, approval of procurement method, preparation of bid documents, design of evaluation criteria and choice of evaluation team

5: Bid evaluation

- Invitation for bids and submission of bids
- Bid opening and evaluation of bids
- Award of contract
- Communication of contract

6: Contract management and performance evaluation

- Contract management in public procurement
- Evaluating the performance of supplier that has been awarded the contract
- Challenges faced in contract management and performance evaluation

7: Disposal of public assets

- 6.1 Planning for disposal, justification for disposal methods of disposal
- 6.2 Factors that influence the choice of disposal method used

8: Public Private Partnerships (PPPs)

- Definitions and examples of PPPs
- Drivers of PPPs
- Pros and cons of PPPs
- Purchasing contract types under PPPs

9: Performance measurement in public procurement

- Rationale for performance measurement
- Scope of performance measurement
- Criteria for performance measurement
- Challenges of measuring performance in public sector procurement
- Performance improvement strategies

10: Regulation of public procurement

- The PPDA ACT and Regulations
- The Local Government Act and Regulations (Zambia)

11: Emerging issues in public procurement

- Green Purchasing
- Electronic purchasing in the public sector

12: Ethics and integrity in public procurement

- Definition of key concepts
- Corruption in public procurement – causes and effects
- Strategies by the government and other institutions to curb corruption
- Ethical principles
- Challenges that may be faced in enforcing ethical behaviour in public procurement

E2.5.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.5.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	

Examination	60%
Total	100%

E2.5.6 Prescribed Textbooks

1. Alameda County SBDC (2017)., Purchasing & Inventory Management Supply Chain Management for the Small Business, California State East Bay, Oakland November 13.
2. Johnson, Leenders and Flynn (2011)., Purchasing and Supply Management, Fourteenth Edition, The McGraw-Hill Companies, Inc., New York.

E2.5.7 Recommended Textbooks

- 1 [Kaminsky & Müller](#) (2015)., Quantitative Approaches in Logistics and Supply Chain Management Proceedings of the 8th Workshop on Logistics and Supply Chain Management, Berkeley, California, October 3rd and 4th, 2013, Springer Cham Heidelberg New York Dordrecht London, Springer International Publishing Switzerland 2015.
- 2 Dr Dawei Lu (2011)., Fundamentals of Supply Chain Management, Dr. Dawei Lu and Ventus Publishing ApS, ISBN 978-87-7681-798-5

E2.6. PSM221. PRINCIPLES OF MANAGEMENT (15 Credits)

Pre-requisite: None

E2.6.1 Rationale

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

E2.6.2 Learning Outcomes

At the end of the course, students are expected to;

- Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
- Understand the relevance of the western management principles and theories, for local settings.
- Understand the Islamic perspective of managing businesses and Organizations.
- Apply course concepts and theory in a practical context.
- Integrate several of the disciplines studied

- Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
- Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach

E2.6.3 Course Content

Introduction to Management Organization, The management Process

- The History and evaluation of Management
- Organizational theories and different approaches to management
- The organizational Culture and the Manager
- The external environment and the Manager
- The internal environment and the manager
- Foundations and basic elements of Planning
- Process of planning and MBO
- Effective strategic planning
- Decision Making
- The manager's role as decision maker
- Decision making process
- Basics of Strategic Management
- Case of Strategic Management
- Strategic management process
- Organizational Structure
- Types of organizational structures
- Case Decision-making
- Human Resource Management
- HRM processes
- Motivation its theories
- Current issues in Motivation
- Team work and Group Behaviour
- Case of team and team work
- Leadership and its characteristics
- Leadership styles and behaviours
- The process of Control
- The Control Standards
- Case of controlling
- staffing

E2.6.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E2.6.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	

Examination	60%
Total	100%

E2.6.6 Prescribed Textbook:

1. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). Fundamentals of Management. Pearson.

E2.6.7 Recommended Readings:

1. Daft, R. L., Murphy, J., & Willmott, H. (2018). Organization Theory and Design. Cengage Learning.
2. Drucker, P. F. (2006). The Practice of Management. HarperCollins.
3. Khan, M. R. (2014). Islamic Management and Leadership: A New Model for Business Success. Edward Elgar Publishing.

E2.7. PSM222. BUSINESS ETHICS AND SUSTAINABLE BEHAVIOUR

E2.7.1 Rationale

This course aims at inculcating responsible, accountable, relevant and ethical values in students of purchasing and supply chain management.

E2.7.2 Learning Outcomes

- 1) Introduction to Ethics
- 2) Theories of Ethics
- 3) Ethical decision making
- 4) Development of Responsible, Accountable, Relevant and Ethical values in an
- 5) individual and organization.
- 6) Nature and theories of interpersonal communication
- 7) Non-violent communication
- 8) Corporate Social Responsibility
- 9) Issues in cross-cultural communication and interaction

E2.7.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E2.7.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	
Examination			60%
Total			100%

E2.7.6 Prescribed Textbooks:

1. Des Jardins, J and Hartman, L.P. (2008), Business Ethics: Decision making for personal integrity and responsibility, 2nd Ed., McGraw-Hill, New York, USA.

E2.7.7 Recommended Textbooks:

- 1 Jennings, M.M. (2009), Business Ethics: Case studies and selected readings, 6th Ed., Western Centage Learning, Ohio, USA.
- 2 Ngambi, H.C. (2011), RARE Total Leadership: Leading with the Head, Heart and Hands, Juta Publishing Company

YEAR THREE

E3.1. PSM311. CONTRACT ADMINISTRATION AND MANAGEMENT

E3.1.1 Rationale

This course aims at equipping the student with knowledge about Contract Administration and Contract Management.

E3.1.2 Learning Outcomes

1. Demonstrate knowledge of key legal concepts and principles;
2. Discuss the main sources of law in Zambia;
3. Analyse cases and statutes; and
4. Demonstrate knowledge of the court system in Zambia

E3.1.3 Course Content

- 1) Definition of a contract
- 2) Types of contract
- 3) Distinction between contract administration and contract management
- 4) Scope and nature of contract management
- 5) The contract management cycle
- 6) Negotiation and contract meetings
- 7) Contract risk management
- 8) Managing contract performance
- 9) Framework of public contract management
- 10) Managing contract change and disputes
- 11) Understanding of contract law
- 12) Managing contracts, and contract procurement

E3.1.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E3.1.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	10%	40%
	Tests	30%	

Examination	60%
Total	100%

E3.1.6 Prescribed Textbooks:

- 1 David C. J, Negotiation and Contract Management, American Society of Civil Engineers
- 2 International Association for Contract and Commercial Management (2013): Fundamentals of Contract and Commercial Management, Van Haren Publishing.

E3.1.7 Recommended Textbooks:

- 1 Lewis, J. P., Fundamentals of Project Management.
- 2 Saxen, A. , Enterprise Contract Management – A Practical Guide to Successfully
- 3 Implementing an ECM Solution, Barnes & Noble

E3.2 BA315. ENTREPRENEURSHIP (15 Credits)

Pre-requisite: None

E3.2.1 Rationale

The "Entrepreneurship" course is designed to empower students with the essential skills, knowledge, and values required to initiate, manage, and expand their enterprises. In a dynamic economic landscape, fostering an entrepreneurial mind set is crucial for students to contribute to economic development and job creation. The course covers foundational concepts of entrepreneurship, various types of entrepreneurs, and the role of entrepreneurship in economic development. Students will explore personal and practical aspects of becoming an entrepreneur, focusing on competencies, characteristics, attitudes, self-motivation, positive thinking, creativity, innovation, and networking for enterprise development.

E3.2.2 Learning Outcomes

At the end of the course students will be expected to:

1. Demonstrate an understanding of the concepts and processes of entrepreneurship
2. Demonstrate that they have developed some entrepreneurial competencies
3. Demonstrate that they can Identify business opportunities
4. Demonstrate understanding of how to Interpret the Entrepreneurial Environment
5. Demonstrate that one understands how to Prepare Business Plan and Establish the Enterprise
6. Explain how to Manage finances in an enterprise
7. Demonstrate that one can Apply Enterprise Management Skills
8. Demonstrate that once has the knowledge to Sustain and Grow an Enterprise

E3.2.3 Course Content

- Introduction to Enterprise and The Concepts of Entrepreneurship
- Entrepreneurial Concepts
- Types of Entrepreneurs
- Role of Entrepreneurship in Economic Development
- Forms of Business organisations
- Common Business Start-ups
- Becoming an Entrepreneur and Developing

Entrepreneurial Competencies

- Entrepreneurial Competencies, characteristics and Attitudes
- Review personal backgrounds of foreign and local Entrepreneurs
- Self-Motivation and Positive Thinking
- Creativity and Innovation
- Networking for enterprise development and other success
- PRACTICAL APPLICATIONS
- Students should be given group assignments that require raising actual money for a social cause (social enterprise). After UNITS 1 and 2.

- i. Students should be given practical exercises to identify actual business opportunities, develop business models, undertake feasibility study and develop a business plan. After UNIT 4
 - ii. Students should be exposed to different types of entrepreneurs –social, aesthetic, family, business, etc. through guest entrepreneurs on how they started, challenges and what made them succeed.
 - iii. Relevant government departments should be involved in exposing students to the process of business registration, financing opportunities, taxation incentives and processes etc.
 - iv. Local and International Case studies should be used so that students appreciate entrepreneurial competencies in practice.
- STARTING A BUSINESS
 - Identifying Business Opportunities
 - Interpreting the Entrepreneurial Environment
 - Business Planning and Establishing the Enterprise
 - ENTERPRISE SUCCESS AND GROWTH
 - Managing Finances
 - Applying Enterprise Management Skills
 - Sustaining and Growing Enterprise

E3.2.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E3.2.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E3.2.6 Prescribed Textbooks:

1. Hisrich, R. D., Peters, M. P., & Shepherd, D. A. (2019). Entrepreneurship. McGraw-Hill Education.
2. Kuratko, D. F., & Covin, J. G. (2020). Corporate Entrepreneurship and Innovation. Cengage Learning.
3. Burns, P. (2019). Entrepreneurship and Small Business: Start-up, Growth and Maturity. Palgrave Macmillan.

E3.2.7 Recommended Textbooks:

1. Bygrave, W. D., & Zacharakis, A. (2020). Entrepreneurship: The Engine of Growth. Emerald Publishing Limited.
2. Shane, S., & Eckhardt, J. (2020). Entrepreneurship: A Process Perspective. Cengage Learning.
3. Zimmerer, T. W., & Scarborough, N. M. (2018). Essentials of Entrepreneurship and Small Business Management. Pearson.

E3.3. BA314. RESEARCH METHODS (15 Credits)

Pre-requisite: None

E3.3.1 Rationale

The "Business Marketing Research Methods" course is designed to equip students with the knowledge and skills necessary for effective marketing decision-making in the dynamic business environment. This course takes a proactive approach to the management of marketing information, emphasizing the application of research concepts and techniques to marketing decisions. Understanding the nature and role of marketing research, its importance, and the inhibiting factors in the Zambian context is essential for making informed

strategic decisions. The course covers the entire marketing research process, from problem formulation to research design, data collection methods, sampling concepts, fieldwork, data analysis, and interpretation. Emphasis is also placed on ethical considerations in marketing research.

E3.3.2 Learning Outcomes:

At the end of the course, students are expected to;

- Understand the nature and role of marketing research: Appreciate the significance of marketing research and its application in marketing management.
- Master the marketing research process: Acquire a comprehensive understanding of the marketing research process, including problem formulation, research design, and data collection methods.
- Gain insights into attitude measurement: Understand the concept of attitude, its importance in marketing, and methods of measuring attitude.
- Explore types and methods of data collection: Differentiate between secondary and primary data, understand the importance of questionnaires and observation, and grasp the distinctions between qualitative and quantitative research.
- Comprehend sampling concepts: Understand the concept of sampling, reasons for sampling, types of sampling, and the process of determining sample size.
- Analyze data and interpret results: Develop skills in editing, coding, tabulations, hypothesis testing, and interpretation of data using statistical packages such as SPSS and Strata.
- Master the research report writing: Gain proficiency in writing a comprehensive research report, covering various sections like introduction, literature review, methodology, data findings, analysis, conclusion, and recommendations.
- Understand the importance of ethics in marketing research: Define ethics in the context of marketing research and identify ethical issues, emphasizing values, stakeholders, and avoiding unethical practices like sugging and frugging.
- Apply knowledge in a research project: Conduct a research project on a marketing problem or opportunity, and present findings through powerpoint presentations, enhancing practical application of the learned concepts.

E3.3.3 Course Content

1. Nature of Marketing Research

1.1 Nature and role of marketing research

1.2 Importance of marketing research

1.3 Inhibiting factors to growth in Marketing Research in Zambia

1.4 Scope of marketing research

2. The marketing Research Process and Problem Formulation

2.1 Overview of the marketing research process

2.2 Problem formulation

3. Research Design

3.1 Exploratory research

3.2 Descriptive research

- 3.3 Causal Research Design
- 3.4 Experimental research
- 4. Attitude measurement
 - 4.1 The concept of Attitude
 - 4.2 Importance of Attitude in Marketing
 - 4.3 Concept of Measurement
 - 4.4 Methods of measuring attitude
- 5. Types and Methods of collecting Data
 - 5.1 Secondary and Primary data
 - 5.2 Questionnaire and observation
 - 5.3 Types of research: Qualitative and Quantitative
 - 5.4 Validity and Reliability issues
- 6. Sampling Concepts and Procedures
 - 6.1 The concept of sampling
 - 6.2 Reasons for sampling
 - 6.3 Sample versus census
 - 6.4 The Sampling Process
 - 6.5 Types of Sampling
 - Probability Sampling
 - Non-Probability sampling
 - 6.6 Sample size determination
- 7. Fieldwork and Non-Sampling Error
 - 7.1 The concept of Non-sampling error
 - 7.2 Types of Non-Sampling Errors
- 8. Data analysis and interpretation
 - 8.1 Editing, Coding and Tabulations
 - 8.2 Hypothesis testing and interpretation
 - 8.3 Statistical packages
- 9. The research Report
 - 9.1 Guidelines to writing a good research report
 - 9.2 Format of the Report
 - Title Page

- Declaration
- Table of contents
- Abstract
- Introduction
- Literature Review and Theoretical Framework
- Conceptual Framework
- Methodology
- Data Findings and analysis
- Conclusion and Recommendations
- Reference
- Appendices

10. Marketing Research and code of ethics

- Definition of ethics
- Ethical issues in marketing research

-Value oriented

-stakeholder oriented

-sugging and frugging

11. Statistical packages

- SPSS
- Strata

RESEARCH PROJECT

You are required to carry out a research on a marketing problem or opportunity you want to solve or exploit in any company and/or industry of your choice.

Power point presentations in groups

Each group is required to submit a spiral bound copy on the date to be communicated

E3.3.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E3.3.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	

Examination	60%
Total	100%

E3.3.6 Prescribed Textbooks:

1. Malhotra, N. K. (2017). Basic Marketing Research: Integration of Social Media. Pearson.
2. Churchill, G. A., & Brown, T. J. (2019). Basic Marketing Research. Cengage Learning.
3. Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2019). Business Research Methods. Cengage Learning.

E3.3.7 Recommended Textbooks:

1. Hair, J. F., Wolfinbarger, M., Money, A. H., Samouel, P., & Page, M. J. (2019). Essentials of Business Research Methods. Routledge.
2. Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods. McGraw-Hill Education.
3. Burns, A. C., & Bush, R. F. (2020). Marketing Research: Online Research Applications. Pearson.

E3.4 BA213 MANAGEMENT ACCOUNTING (15 Credits)

Pre-requisite: None

E3.4.1 Rationale

Management Accounting is designed to provide students with a comprehensive understanding of the fundamental aspects of accounting within the organizational framework. This course aims to introduce students to the principles of management and cost accounting, emphasizing their roles and functions in organizational operations. By exploring cost terms, purposes, and behaviour, as well as cost accumulation for product costing, the course addresses the importance of cost analysis and reporting for decision-making processes. Additionally, it focuses on cost-volume-profit analysis, decision-making, budgetary planning and control, standard costing, and the integration of management accounting with information technology.

E3.4.2 Learning Outcomes

- Comprehend the concepts of management and cost accounting and their crucial roles within the organizational framework.
- Develop an understanding of and capacity to use basic tools and techniques of management and cost accounting.
- Enhance the ability of students to prepare, interpret, use, communicate, and critically evaluate accounting data for management decision-making, planning, control, and external reporting.
- Understand the nature and purposes of accounting systems, including the relationship between management, cost, and financial accounting and their connection with other organizational functions.
- Explore the nature of cost, importance of cost recording, analysis, and reporting, and understand cost objects, accumulation, centers, units, and classifications.
- Understand cost accumulation for product costing, covering material, labor, overhead costs, job and batch costing, contract costing, and reconciliation with financial accounts.
- Apply cost-volume-profit analysis to short-term planning decisions, including breakeven point, margin of safety, contribution margin, and evaluation of assumptions.
- Enhance decision-making skills by covering the nature of decision-making, the role of information, and considerations such as historic costs, sunk costs, relevant costs, and opportunity costs.
- Master budgetary planning and control, covering the nature of budgets, the budgetary process, forecasting, types of budgets, and the role of budgets in organizational control.
- Understand the nature and objectives of standard costs, their relationship to budgetary control, setting standards, and variance analysis.
- Explore the relationship between management accounting and management information systems, including the value of computers to management accounting and applications in computer-based MIS.

E3.4.3 Course Content

Introduction

Nature and purposes of accounting systems; management, cost and financial accounting relationship with other functions, factors affecting the design and operation of management accounting systems; role of the management accountant.

Cost Terms, Purposes and Behaviour

Nature of cost; Importance of cost recording, analysis and reporting; cost objects; cost accumulation; cost centres; cost units; cost classifications including – variable and fixed costs; manufacturing cost elements; direct and indirect costs; total and average cost; product and period cost.

Cost Accumulation for Product Costing

Material costs; labour costs; overhead costs, including allocation; actual and normal cost; job and batch costing; contract costing; process costing; cost accounts; Reconciliation with financial accounts; integrated accounting systems; income effect of alternative product costing methods, including absorption costing and direct/variable costing.

Cost-Volume-Profit Analysis

Nature of short term planning decisions; the accountants CVP model; breakeven point; margin of safety; contribution margin; breakeven graph; PV graph, practical applications of the model; critical evaluation of assumptions underlying the model; comparison with economists CVP model; usefulness and limitations of the mode.

Decision Making

Nature of decision making; role of information; types of decision; role of historic costs; sunk costs; relevant costs; opportunity costs; short term decisions including, make or buy decisions, replacement of equipment, special orders, pricing decisions; limiting factors; qualitative considerations; inventory planning and control.

Budgetary Planning and Control

Planning and control; nature of budgets and the budgetary process; organisation and administration of budgeting; forecasting; types of budgets; preparation of master budget; role of budgets and the budgetary process in control; feedback; responsibility centres; responsibility accounting; management by exception; flexible budgets; effectiveness and efficiency; introduction to behavioural considerations; benefits and limitations of budgeting.

Standard Costing

Nature and objective or standard costs, relationship to budgetary control; types of standard; setting standards; variance analysis and interpretation of variances.

Management Accounting and Information Technology

Management Accounting and Management Information Systems (MIS); Computer based MIS; Value of computers to management accounting; applications.

E3.4.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E3.4.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	

Examination	60%
Total	100%

E3.4.6 Prescribed Textbook:

1. Horngren, C. T., Datar, S. M., Rajan, M. V. (2018). Cost Accounting: A Managerial Emphasis. Pearson.

E3.4.7 Recommended Textbooks:

1. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2017). Managerial Accounting. McGraw-Hill Education.
2. Hansen, D. R., & Mowen, M. M. (2018). Cornerstones of Cost Management. Cengage Learning.
3. Drury, C. (2017). Management and Cost Accounting. Cengage Learning.

E3.5. PSM323. OPERATIONS RESEARCH

Pre-requisite: None

E3.5.1 Rationale

The aim of this course is to equip students with knowledge and skills required for preparation of tax computations, tax returns and advise when the taxes are payable.

E3.5.2 Learning Outcomes

At the end of the course, the course will be able;

- To introduce students to mathematical model building and use of these models in solving Production Management problems.
- To train students in project management techniques to enable them to plan and control projects so that they are completed on time and within budget.
- To provide students with an understanding of certain analytical techniques and mathematical models as found for instance in the operations research/production management which can be applied in various business field.

E3.5.3 Course Content

1. Introduction to Operations Research

The methodology of operations research, successful applications of operations Research. The nature of operations research, overview of the operations research modeling approach.

2. Introduction to Linear Programming (LP)

What is a linear programming problem? The graphical solution of twovariable linear programming problems, special cases, a diet problem, a work scheduling problem, short term financial planning, blending problems, production process models.

4. Sensitivity Analysis and Duality

A graphical introduction to sensitivity analysis, some important formulas, sensitivity analysis, sensitivity analysis when more than one parameter is changed. The 100% rule. Finding the dual of an LP, economic

interpretation of the dual problem, the dual theorem and its consequences, shadow prices, duality and sensitivity analysis, complementary slackness, the dual simplex method, and application of dual prices.

5. Transportations, Assignment and Transshipment Problems.

Formulating transportation problems, finding basic feasible solutions for transportation problems, the transportation simplex method, sensitivity analysis for transportation problems, assignment problems, transshipment problems.

6. Network Models

Basic definitions shortest path problems, maximum flow problems, CPM and PERT, minimum cost network flow problems, minimum spanning tree problems.

7. Decision Making Under Uncertainty

Decision criteria, utility theory, decision trees, Baye’s rule and decision trees, decision making with the normal distribution.

8. Queuing Theory – Introduction

Characteristics of a waiting line system. Queuing models – Single channel, multi-channel, constant service line, limited population.

9. Simulation

Basic terminology, an example of a discrete-event simulation, random numbers and Monte Carlo simulation, and example of Monte Carlo simulation, simulations with continuous random variables, an example of a stochastic simulation, statistical analysis in simulation languages, the simulation process, simulating a single server queuing system, simulating craps and other games, the use of simulating project management.

E3.5.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E3.5.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E3.5.6 Prescribed Textbook:

2. Horngren, C. T., Datar, S. M., Rajan, M. V. (2018). Cost Accounting: A Managerial Emphasis. Pearson.

E3.5.7 Recommended Textbooks:

4. Garrison, R. H., Noreen, E. W., & Brewer, P. C. (2017). *Managerial Accounting*. McGraw-Hill Education.
5. Hansen, D. R., & Mowen, M. M. (2018). *Cornerstones of Cost Management*. Cengage Learning.
6. Drury, C. (2017). *Management and Cost Accounting*. Cengage Learning.

YEAR FOUR

E4.1. PSM411. CORPORATE GOVERNANCE AND ETHICS

Pre-requisite: None

E4.1.1 Rationale

The aim of this course is to teach students their professional accountability and to uphold their personal integrity to society.

E4.1.2 Learning Outcomes

- Comprehend the concepts of management and corporate governance
- Develop an understanding of and capacity to use basic tools and techniques of management and corporate ethics.

E4.1.3 Course Content

✓ Introduction to Corporate Governance and Ethics:

- Definition of Corporate Governance
- Definition of Business Ethics
- Difference between corporate governance and business ethics

✓ Historical development of corporate governance and accountability

✓ Issues in corporate governance:

- Diversity
- Remuneration
- Stakeholder responsibility
- Conflicts of interest
- Transparency

✓ Corporate social responsibility

✓ The integrity of corporate social responsibility

✓ Defining corporate social responsibility and sustainability

✓ Principles of Ethics

✓ Multi-national corporations and their social corporate responsibility: The case of Zambia.

E4.1.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.1.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E4.1.6 Prescribed Textbooks:

- 1) Thomas Clarke, (2012), Ethics, Values and Corporate Governance, University of Technology, Sydney, Australia
- 2) Robert A. G. Monks and Nell Minow, (2008), Corporate Governance, 5th Ed., O'Reilly.
- 3) Weiss, J.W., Business Ethics, 6th Ed., O'reilly.
- 4) Des Jardins, J and Hartman, L.P. (2008), Business Ethics: Decision making for

E4.1.7 Recommended Textbooks:

1. personal integrity and responsibility, 2nd Ed., McGraw-Hill, New York, USA.
2. Jennings, M.M. (2009), Business Ethics: Case studies and selected readings, 6th Ed., Western Centage Learning, Ohio, USA.
3. Ngambi, H.C. (2011), RARE Total Leadership: Leading with the Head, Heart and
4. Hands, Juta Publishing Company.
5. Calder, A., (2008), Corporate Governance: A Practical Guide to the Legal Framework and International Codes of Practice, Kogan Page.

E4.2 PSM412. INTERNATIONAL SUPPLY CHAIN MANAGEMENT

E4.2.1 Rationale

The aim of this course is equip the student with a deeper understanding of purchasing and supply chain management and factors that are critical in conducting global purchasing and supply chain operations.

E4.2.2 Learning Outcomes

- i. Understand and describe the roles, major components and functions of public procurement Assess the effectiveness of the public procurement reforms in Zambia

- ii. Design applicable and relevant solutions to challenges and problems encountered in the public procurement context
- iii. Evaluate the role of public procurement in value addition to the delivery of services

E4.2.3 Course Content

- 1) Introduction to International Supply Chain Management
- 2) Assessing the Global Environment
- 3) Global Supply Chain Strategy
- 4) Value and customer service management
- 5) Demand management
- 6) Supply management
- 7) Integrated logistics
- 8) Warehouse management
- 9) Inventory management
- 10) International sourcing
- 11) Global supply chain control
- 12) Supply chain innovation
- 13) Management of relations.
- 14) Process Orientation
- 15) International Commercial Terms (INCOTERMS 2021)

E4.2.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.2.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E4.2.6 Prescribed Textbooks:

- 1) Mentzer, J. T., Myer, M.M., Stank, T.P., (2007), Global Supply Chain Management, SAGE.
- 2) Wild, J.J., Wild, K.L., Han, J.C., Rammal, H.G., (2007), International Business: The challenges of Globalisation, Pearson Education.

E4.2.7 Recommended Textbooks:

1. Branch, A.E., (2008) Global Supply Chain Management and International Logistics, Routeledge.
2. International Chamber of Commerce (ICC), (2021), An Overview of the Incoterms

E4.3. PSM413. NEGOTIATIONS AND CONFLICT MANAGEMENT IN PURCHASING AND SUPPLY

E4.3.1 Rationale

This course will equip the student with knowledge and skills in the conduct of purchasing and supply chain management

E4.3.2 Learning Outcomes:

1. Demonstrate that they can negotiate through conflicts.
2. Demonstrate understanding of how to resolve differences.
3. Demonstrate that one understands how to Prepare for negotiations and conflict management.

E4.3.3 Course Content:

- ✓ An introduction to Negotiations
- ✓ Types of Bargaining:
 - Distributive
 - Integrative
- ✓ The NEGOTEK planner
- ✓ Relationship between a Proposal and a Bargain
- ✓ Negotiation Techniques and Ploys
- ✓ Culture and Negotiations
- ✓ Business Practice: Negotiation Role Play.

E4.3.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.3.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E4.3.6 Prescribed Textbook:

- 1) Lewicki, R.J., Saunders, D.M., and Barry, B., (2021), Essentials of Negotiation, 7th Ed., McGraw-Hill.

E4.3.7 Recommended Textbook:

- 1 Raiffa, H., (1982), The Art and Science of Negotiation, 82nd, Ed., Harvard University Press

E4.4 BBA411 CHANGE MANAGEMENT

E4.4.1 Rationale

This course exposes students to crucial issues facing strategic managers today in bringing change in organizations. The students will be empowered with skills and competencies needed to bring such change in organizations. The course is further designed to allow the students to explore recent trends in change management and examines the complexity and unpredictability of issues facing strategic change managers in an increasing globalizing world making change in organizations inevitable.

E4.4.2 Learning Outcomes

After completing this course the student should be able to:

1. Demonstrate awareness of the general and specific tools and methods for bringing change in diverse organisations.
2. Demonstrate understanding of various skills and strategies appropriate for effective and efficient implementation of change in an organisation and departments.
3. Use cognitive skills such as those of analysis, synthesis, creativity and evaluation in relation to change management.
4. Use transferable skills such as: planning, organising and control in implementing change in a given environment.
5. Demonstrate understanding of effective utilization of time using different models for introducing and implementing change in organisations.

E4.4.3 Course Content

- 1.0 Introduction and definition of key concepts
 - 1.1 Background to change
 - 1.2 Definition of change and change management
 - 1.3 Internal and external sources of change
 - 1.4 Change management tool
- 2.0 Topic: nature of organizations
 - 2.1 Definition of organization
 - 2.2 Understanding organizational behaviour and change
 - 2.3 Organization and environment
- 3.0 Types of change
 - 3.1 Evolutionary change
 - 3.2 Revolutionary change
 - 3.3 Structural change
 - 3.4 Cost cutting change
 - 3.5 Process change
 - 3.6 Cultural change
 - 3.7 Models for change
- 4.0 Dynamics of change
 - 4.1 Group and individuals' dynamics
 - 4.2 The driving forces for change

- 4.3 Resistance to change
- 5.0 Importance of organization culture and structure
 - 5.1 The cultural web
 - 5.2 Handy's four cultural types
 - 5.3 Peters and waterman- rational and excellence models
 - 5.4 Mintzberg's model
 - 5.5 Unfolding logics of change
 - 5.6 Logic of chaos and complexity
 - 5.7 Organizational rituals and cultural change model
- 6.0 Planning for change
 - 6.1 Nature of change
 - 6.2 The three areas of designed change
 - 6.3 Organizational analysis
 - 6.4 Pace and timing of change
 - 6.5 Pilot projects
 - 6.6 Planned change and its models
- 7.0 The learning organization
 - 7.1 Learning as a strategy
 - 7.2 Theories of learning
 - 7.3 Learning process
 - 7.4 Learning styles
- 8.0 Change promoters
 - 8.1 Contingence theory
 - 8.2 Change agents
 - 8.3 Strategies for overcoming resistance to change
- 9.0 Leadership for change
 - 9.1 Contrast leadership and management
 - 9.2 Managing conflict
 - 9.3 Strategic leadership model
 - 9.4 Leadership styles and personalities
- 10.0 Change tactics management
 - 10.1 Timing
 - 10.2 Job losses and de-layering
 - 10.3 Visible short term wins
- 11.0 Strategic innovation
 - 11.1 Definition
 - 11.2 Importance of innovation
 - 11.3 Strategic approaches to innovation
 - 11.4 Types of innovation and its two dimensions and outcomes in managing change
 - 11.5 Models of innovation
 - 11.6 Enablers and impediments to innovation
- 12.0 Organizational development
 - 12.1 Organizational development tools
 - 12.2 Objectives of organization development

- 12.3 The role of organization development managers
- 12.4 Action research
- 13.0 Competing value framework for change
 - 13.1 Excellence
 - 13.2 Quality
 - 13.3 Customer driven
 - 13.4 Continuous improvement
 - 13.5 Contradictions and paradox in change management

E4.4.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.4.5 Assessment

Mode of Assessment			Weight
Continuous Assessment	Assignments	20%	40%
	Tests	20%	
Examination			60%
Total			100%

E4.4.6 Prescribed Textbook

- 1 Hayes, J., (2018). The theory and practice of change management. Palgrave.
- 2 Benn, S., Edwards, M. and Williams, T., (2014). Organizational change for corporate sustainability. Routledge.

E4.4.6 Recommended Textbooks

1. Hammond, S.A., (2013). The thin book of appreciative inquiry. thin book publishing.
2. Alexander, K. ed., (2013). Facilities management: theory and practice. Routledge.