



Bachelor Of Business Administration

Course Description

List of Courses Taught by the School of Business,

Course Code	Course Name
BA111	Creativity innovation and intellectual property
BA112	Critical Thinking And Mindset For Business
BA113	Business Environment & The Green Economy
BA114	Basic Financial Accounting
BA115	Business And Academic Communication
BA121	Microeconomics
BA122	Business Mathematics
BA123	Financial Accounting
BA124	Business Law
BA125	Principles Of Management

Year 2

Course Code	Course Name
BA211	Business Strategy
BA212	Intermediate Economic Theory
BA213	Management Accounting
BA214	Audit & Assurance Services
BA215	Business Quantitative Methods
BA221	Financial Management
BA222	Principles Of Marketing
BA223	Introduction To ICT
BA224	Business Management
BA225	Retail Management

Year 3

Course Code	Course Name
BA311	Portfolio Theory And Investment Management
BA312	Production And Operations Management
BA313	Managerial Economics
BA314	Research Methods

BA315	Entrepreneurship
BA321	Quality Management
BA322	Company Law
BA323	Human Resource Management
BA324	Taxation Management
BA325	Operations And Projects Management

Year 4

Course Code	Course Name
BA411	Organizational Theory And Behavior
BA412	Dissertation
BA413	Strategic Management
BA414	International Business, Marketing And Globalization
BA421	Management Information System
BA422	Industrial Placement

E1.1 BA111 CRITICAL THINKING AND MINDSET FOR BUSINESS (7.5 Credits)

Pre-requisite: None

E1.1.1 Rationale

The course in Critical Thinking and Mindset for Business is designed to address the imperative need for individuals to develop and enhance critical thinking and creative problem-solving skills in the context of contemporary business challenges. In an era marked by globalization, evolving socio-political landscapes, and the pursuit of social innovation, fostering critical thinking abilities becomes paramount. This course aims to challenge students to evaluate and elevate their own thinking processes, enabling them to scrutinize issues ranging from global phenomena to ethical considerations with depth and insight. By delving into the characteristics and mindset of a critical thinker, exploring various thinking styles, and providing practical tools for critical and creative analysis, the course equips students to navigate complex business environments. Furthermore, the emphasis on media analysis, ethical reflection, and the articulation of well-reasoned arguments prepares students to engage intelligently with diverse perspectives and contribute meaningfully to contemporary discourse on business-related issues. Overall, the course seeks to empower students with the cognitive skills essential for success in the dynamic and multifaceted world of business.

E1.1.2 Learning Outcomes

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

- Evaluate and enhance their own critical and creative thinking skills enabling them to think logically and significantly
- Interpret, analyze, and evaluate information communicated via a range of media
- Express their thinking clearly and check for accuracy and precision
- Discuss controversial topics intelligently and insightfully

E1.1.3 Course Content

Lesson 1: Introduction to Critical Thinking

- What is CT?
- Why is CT important?
- Emotions & emotional intelligence
- Subjectivity & Objectivity
- Worldviews, beliefs, & paradigms

Lesson 2: Feature and Characteristics of CT

- Benefits of critical thinking in the workplace
- Critical thinking as a management skill
- What are the characteristics of a critical thinker?

Lesson 3: Other Types of Thinking

- 5 Different thinking styles

Lesson 4: A Critical Thinker's Mindset

- Can you develop a critical thinker's mindset?

Lesson 5: The Critical Thinking Process

- Step 1 - Identifying the problem
- Step 2 - Gather and evaluate your information
- Step 3 - Generate alternative solutions
- Step 4 - Select and implement a solution
- Step 5 - Evaluate your solution
- Reflection

Lesson 6: Developing Critical Thinking Skills

- Asking questions
- Active listening
- Challenging assumptions

Lesson 7: Creative Thinking Techniques

- Brainstorming
- Imagining the opposite
- Mind mapping
- De Bono's thinking hats

Lesson 8: Root Cause Analysis Techniques

- Identifying the cause of a problem
- Ishikawa Diagram (Fishbone Diagram)
- 5 Whys technique
- SWOT analysis

Lesson 9: Using Your REACH Profile to Support Critical Thinking

- Adapting your profile

Lesson 10: Presenting Your Recommendations

- Seeking approval from decision makers and stakeholders

Lesson 11: introduction to patterning & graphical organization

- How to persuade & avoid being manipulated

Lesson 12: intro to rhetorical techniques

- Lateral thinking and challenging assumptions

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. Paul, R., & Elder, L. (2013). Critical Thinking: The Nature of Critical and Creative Thought. *Journal of Developmental Education*, 37(2), 2-9.
2. Kahneman, D. (2011). *Thinking, Fast and Slow*. Farrar, Straus and Giroux.

3. de Bono, E. (2009). Lateral Thinking: Creativity Step by Step. Harper Perennial.

E1.1.7 Recommended Readings:

1. West, R., & Turner, L. H. (2014). Understanding Interpersonal Communication: Making Choices in Changing Times. Cengage Learning.
2. Heath, C., & Heath, D. (2013). Decisive: How to Make Better Choices in Life and Work. Crown Business.
3. Goleman, D. (2011). Emotional Intelligence: Why It Can Matter More Than IQ. Bantam.

E1.2 BA112 Business Environment & the Green Economy (7.5 Credits)

Pre-requisite: None

E1.2.1 Rationale

The world of today is a dynamic and changing place. The rapid changes taking place in technology, competition and other environmental forces make business decision making more difficult than ever before. Because of this, the study of Business Environment has become more important in modern times.

E1.2.2 Learning Outcomes

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

1. Understand world of business and the environmental forces, both internal and external, that affect the business operations.
2. Appreciate basic concepts and theories in business that shape decision making.
3. Appreciate the role that business plays in the society.
4. Make decisions in the light of the internal and external business forces

E1.2.3 Course Content

1. Introduction

- 1.1 Definition of Business
- 1.2 Business as a system
- 1.3 The role of business in a society
- 1.4 Meaning of Business Environment
- 1.5 Types of Business Organizations

2. Environmental Analysis

- 2.1 Definition of environmental analysis
- 2.2 The need for environmental analysis
- 2.3 Assessment of the internal environment
- 2.4 Assessment of the external Environment
- 2.5 Managing environmental elements

- 3. The Economic Environment and Business**
 - 3.1 Economic systems
 - 3.2 Economic conditions/factors
 - 3.3 Market Structures
 - 3.4 Government economic policies
 - 3.5 Impact of economic forces on business
- 4. The Demographic Environment and Business**
 - 4.1 Population size and growth
 - 4.2 Age distribution
 - 4.3 Household distribution
 - 4.4 Mobility
 - 4.5 Impact of demographic factors on business
- 5. Social - Cultural Environment and Business**
 - 5.1 Definition of culture
 - 5.2 Sub cultures
 - 5.3 Elements of culture
 - 5.4 Social-cultural influence on business
- 6. The Technological Environment and Business**
 - 6.1 Definition of Technology and Innovations
 - 6.2 Impact of Technology on Business and Society
 - 6.3 Factors limiting technological growth
 - 6.4 Enhancement of technological growth
- 7. The Ecological Environment, Business and the Green Economy**
 - 7.1 Types and characteristics of resources
 - 7.2 The natural environment
 - 7.3 The natural environment as an asset
 - 7.4 Managing natural resources
 - 7.5 Business and Sustainability
 - 7.6 The Green Economy and Green Businesses
- 8. The Political Environment and Business**
 - 8.1 Political systems
 - 8.2 Political conditions / factors
 - 8.3 Political developments in other countries
 - 8.4 Impact of political forces on business
- 9. Business Ethics and Social Responsibility**
 - 9.1 Understanding Business Ethics
 - 9.2 Ethics and law
 - 9.3 Managerial Ethics
 - 9.4 Ethical Approaches
 - 9.5 Managing Ethics
 - 9.6 Definition of Social Responsibility
 - 9.7 Evolution of Social Responsibility
 - 9.8 Approaches and Social Responsibility
 - 9.10 Arguments for and Against social responsibility
- 10. Business and Its Various Publics**
 - 10.1 Definition of stakeholders
 - 10.2 Identifying stakeholders of a Business
 - 10.3 Stakeholders Analysis

11. Society of Multinational Business

- 11.1 The nature of MNCs
- 11.2 Management of MNCs
- 11.3 Benefits/Costs to a host nation
- 11.4 Global problems and Expectations
- 11.5 Challenges facing MNCs

E1.2.4 Teaching and Learning Methods

Lectures, Case Study, Group Discussion, Presentation

E1.2.5 Assessment

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

E1.2.6 Recommended Readings

1. Griffin, R. W., & Pustay, M. W. (2019). International Business: A Managerial Perspective. Pearson.
2. Hill, C. W. L., Hult, G. T. M. (2020). International Business: Competing in the Global Marketplace. McGraw-Hill Education.
3. Worthington, I., & Britton, C. (2019). The Business Environment. Pearson.

E1.2.7 Recommended Readings

1. Ghemawat, P. (2018). The New Global Road Map: Enduring Strategies for Turbulent Times. Harvard Business Review, 96(1), 130-139.
2. Porter, M. E., & Kramer, M. R. (2019). Creating Shared Value. Harvard Business Review, 94(1), 62-77.
3. Dyllick, T., & Muff, K. (2016). Clarifying the meaning of sustainable business: Introducing a typology from business-as-usual to true business sustainability. Organization & Environment, 29(2), 156-174. doi:10.1177/1086026615580798

E1.3 BASIC FINANCIAL ACCOUNTING (15 Credits)

Pre-requisite: None

E1.3.1 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.

E1.3.2 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.

E1.3.3 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).

E1.3.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.3.5 Assessment

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

E1.3.6 Prescribed Readings:

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

E1.3.7 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.

E1.4 BUSINESS AND ACADEMIC COMMUNICATION (7.5 Credits)

Pre-requisite: None

E1.4.1 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.

E1.4.2 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

E1.4.3 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

E1.4.4 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 Readings:

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

E1.4.7 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.

E1.5 BA121 MICRO ECONOMICS (15 Credits)

Prerequisite: None

E1.5.1 Rationale

Microeconomics is a fundamental discipline that provides insights into the principles and dynamics governing individual economic units. This course is designed to introduce students to the foundational concepts of economics, offering a comprehensive understanding of economic theories and their practical applications, particularly in the context of marketing. By covering topics such as the nature of economics, quantitative approaches, and the theory of demand, supply, and market equilibrium, the course aims to establish a strong and basic foundation for students. The quantitative approach, combined with the examination of market structures and welfare economics, further equips students with the analytical tools necessary for decision-making and critical thinking in the realm of marketing. Additionally, the course sets the stage for future studies in advanced marketing management techniques, utilizing economic analysis.

E1.5.2 Learning Outcomes:

- Demonstrate a foundational understanding of the principles of economics, including the historical context and the scope of the discipline.
- Apply basic economic concepts to enhance productivity within organizational settings, with a focus on factors of production.
- Utilize quantitative approaches, such as graphs and time series, to analyze and interpret economic data effectively.
- Analyze demand, supply, and market equilibrium theories, employing approaches such as utility, indifference curves, and elasticity to understand consumer behavior and production dynamics.
- Examine various market structures, including perfect competition, imperfect competition, oligopoly, and monopoly, with a focus on pricing practices, constrained optimization, and income distribution.
- Explore welfare economics, covering general equilibrium, externalities, and empirical analysis of demand, supply, production, and cost.
- Apply fundamental concepts in macroeconomics, encompassing the understanding of national income, public finance, money and banking, foreign trade and finance, as well as growth and development
- Apply constrained optimization techniques, such as the Lagrangian technique, to analyze pricing practices and optimize economic outcomes.

E1.5.3 Course Content

PART A: The Nature of Economics

- 1) A Brief History of Economic Thought
- 2) Definition of Economics
- 3) The Scope of Economics
- 4) The basic principle of economics: Scarcity and choice
- 5) The basic economic questions
- 6) The different economic systems and how they cope with the basic economic questions
- 7) The methodology of economics

- 8) Economics, social sciences and other sciences: - similarities and differences
- 9) Micro and Macroeconomics: similarities and differences

PART B: Quantitative Approach in Economics:

- 1) Use of Graphs in Economics
- 2) Time Series and Graphs
- 3) Treatment of Income and Consumption Data
- 4) The Concept of Slope in Economics
- 5) Review of Major Economic concepts

PART C: The Theory of Demand, Supply and Market Equilibrium

1) Demand Theory:

- i. Utility Approach
- ii. Indifference Curve Approach
- iii. The Concept of Elasticity of Demand

2) Supply theory:

- i. Definition
- ii. Changes in Supply
- iii. Changes in Quantity Supplied

3) Elasticity of Supply

- 4) Theory of Production and Costs
 - i. Theory of production:
 - ii. Short Run Production
 - iii. Long Run Production
 - iv. Theory of Costs:
 - v. Costs in The Short Run
 - vi. Costs in The Long Run
 - vii. Revenues and costs: pricing and profits

5) Market and Market Structures

- i. Product Markets
- ii. Perfect Competition
- iii. Imperfect Competition/Oligopoly
- iv. Monopoly
- v. Factor Markets
- vi. Demand for and supply of inputs under different market conditions: marginal productivity theory.
- vii. Wages, economic rent, interest and profits: marginal productivity theory us theories of income distribution.

6) Welfare Economics

- i. General Equilibrium
- ii. Externalities
- iii. Empirical Analysis Of
 - a. Demand
 - b. Supply
 - c. Production
- i. Cost
 - a. Pricing Practices
 - b. Constrained Optimization
 - The Lagrangian Technique
 1. Introduction to Macroeconomics
 - National Income
 - Public Finance

- Money and Banking

7) Foreign Trade and Finance

8) Growth and Development

E1.5.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.5.5 Assessment

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

E1.5.6 Prescribed Reading:

1. Mankiw, N. G. (2017). Principles of Microeconomics. Cengage Learning.

E1.5.7 Recommended Readings:

1. Krugman, P., & Wells, R. (2018). Microeconomics. Worth Publishers.
2. Varian, H. R. (2014). Intermediate Microeconomics: A Modern Approach. W. W. Norton & Company.
3. Acemoglu, D., Laibson, D., & List, J. (2019). Microeconomics. Pearson.

E1.6 BA122 BUSINESS MATHEMATICS (15 Credits)

Prerequisite: None

E1.6.1 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.

E1.6.2 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.

E1.6.3 Course Content (NON-CALCULUS)

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 adjoint, 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.

E1.6.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.6.5 Assessment

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

E1.6.6 Prescribed Reading

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

E1.6.7 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

E1.7 BASIC FINANCIAL ACCOUNTING (15 Credits)

Pre-requisite: None

E1.7.1 Rationale

The Basic Financial Accounting course is designed to provide students with a foundational understanding of accounting and bookkeeping concepts. Accounting serves as a crucial function in organizational settings, and this course aims to equip students with the necessary knowledge and skills to comprehend, prepare, and interpret basic financial statements. By covering essential topics such as the accounting model, recording transactions, year-end adjustments, manufacturing accounts, incomplete records, partnership accounts, limited companies, and financial statement analysis, the course aims to lay a solid foundation for students pursuing careers in accounting and business. The teaching methods, including lectures, case studies, group discussions, and presentations, enhance active engagement and application of theoretical concepts. Assessment methods, comprising continuous assessments, tests, and examinations, ensure a comprehensive evaluation of students' understanding and proficiency.

E1.7.2 Learning Outcomes

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

- Develop a strong foundation in financial accounting principles to understand current accounting practices and critically appraise evolving alternatives over time.
- Apply sufficient knowledge of financial accounting to proficiently prepare, understand, and interpret basic financial statements.
- Cultivate an inquisitive approach to accounting practice, encouraging further study of the principles and theories underlying financial accounting.
- Grasp the nature, purposes, and role of accounting within the economic and legal framework, understanding the institutional and regulatory aspects of accounting.
- Master the accounting model, including the accounting equation, principles, concepts, and conventions that form the basis of financial reporting.
- Demonstrate the ability to record transactions using the double-entry system, report results through profit and loss accounts, and create balance sheets.
- Apply year-end adjustments, including fixed asset valuation, depreciation methods, stock valuation, and correction of errors.
- Understand the calculation of the cost of goods produced and the accounting for material and payroll costs in manufacturing accounts.
- Handle incomplete records and perform single-entry bookkeeping, preparing accounts from limited information.
- Apply principles of partnership accounting, understanding partnership agreements, capital accounts, profit and loss appropriation, interest on capital, and handling changes in partnership.
- Comprehend limited company accounts, including share capital, reserves, dividends, and the preparation of final accounts.
- Utilize financial statements for analysis, including ratio analysis for assessing profitability, liquidity, and risk, and comprehend the uses and limitations of such analyses

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 Textbook:

1. Horngren, C. T., Sundem, G. L., Elliott, J. A., & Philbrick, D. R. (2016). Introduction to Financial Accounting. Pearson.

E.1.7.7 Recommended Readings:

1. Weygandt, J. J., Kimmel, P. D., & Kieso, D. E. (2019). Financial Accounting: IFRS. Wiley.
2. Harrison, W. T., & Horngren, C. T. (2018). Financial Accounting. Pearson.
3. Dyckman, T. R., Magee, R. P., & Pfeiffer, G. E. (2016). Financial Accounting: An Introduction to Concepts, Methods, and Uses. Cengage Learning.

E1.8 BUSINESS LAW (15 Credits)

Pre-requisites: None

E1.8.1 Rationale

The Business Law course aims to provide students with a comprehensive understanding of the legal framework governing business activities. With no prerequisites, the course is designed to introduce students to the sources of law and the Zambian legal system. It addresses the need for foundational knowledge in legal concepts and principles relevant to business operations. By exploring key aspects such as contract law, the Zambian judicial system, and the doctrine of agency, the course intends to equip students with the essential legal knowledge necessary for navigating business environments. The overarching goal is to instil a robust understanding of the legal foundations underpinning business transactions and relationships.

E1.8.2 Learning Outcomes

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

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

E1.8.3 Course content

The course is constituted of the historical and modern sources of law, contract law as well as the applicable rules and regulations

Introduction

- Deals with what Law is and its Nature
- The Sources of Law, Common Law, Equity and Customary Law Zambian Judicial System
- Deals with the background to the Zambian Judicial System and the court hierarchy
- Contract
- Formation, Nature and Function of the Law of Contract
- Offer of a Contract
- Acceptance of a Contract
- Meaning of Consideration
- Test for a Valid Consideration
- Doctrine of Privity of Contract
- Capacity & Intention to Create Legal Relations

Misrepresentation and Mistake

- Mistake at Common Law and Equity
- Nature and Meaning of Misrepresentation; its Types and Remedies

Sale of Goods Doctrine of Agency

- Introduction to the Doctrine of Agency
- Rights and Duties of an Agent and Principal

Banker and Customer Relationship

- Contract between the Banker and Customer

E1.8.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.8.5 Assessment

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

E1.8.6 Prescribed Textbook:

1. Chirwa, C., & Munalula, M. (2018). Business Law in Zambia. UNZA Press.

E1.8.7 Recommended Readings:

1. Barnard, C. (2017). The Law of Contract in Zambia. Oxford University Press.
2. Chirwa, C. (2015). Introduction to the Zambian Legal System. UNZA Press.
3. Sichone, O. (2016). Principles of Business Law in Zambia. Bookworld Publishers.

E1.9 PRINCIPLES OF MANAGEMENT (15 Credits)

Pre-requisite: None

E1.9.1 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.

E1.9.2 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

E1.9.3 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

E1.9.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E1.9.5 Assessment

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

E1.9.6 Prescribed Textbook:

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

E.1.9.7 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.

E2.1 BA211 BUSINESS STRATEGY (7.5 Credits)

E2.1.1 Rationale

This course is designed to develop students' abilities to evaluate and select strategies appropriate to business organizations. Further, the course involves an analysis of the impacts of the external operating environment and the need to plan organizational strategies to ensure effective business performance.

E2.1.2 Learning Outcomes

1. Analyse how the business environment is considered in strategy formulation.
2. Understand the process of strategic planning.
3. Examine approaches to strategy evaluation and selection.

E2.1.3 Course Content

1.0 Strategic Context & Terminology

- Definition of business strategy.
- The importance of a company mission and vision.

2.0 Stakeholder Analysis and Strategic Positioning

- The purpose of a stakeholder analysis.
- Power/Dynamism Matrix, the Power, Legitimacy and Urgency Model and the Power/Interest Matrix.
- How stakeholders affect the creation of a business strategy?
- What a strategic positioning is?
- What the Ansoff 's Matrix is and what it is used for?
- The four strategies that Ansoff's Matrix produces

3.0 Environmental Auditing

- Principles of environmental auditing
- Factors examined by the PESTEL analysis.
- Porter's Five Forces Analysis

4.0 Organisational Audit

- Organisational benchmarks.
- SWOT Analysis.
- Product Market Positioning.
- Value Chain Analyses.

5.0 Strategic Thinking and Planning Systems

- The importance and usefulness of a competitive analysis.
- The different areas in which an organisation may seek to gain a competitive advantage.

6.0 Strategic Planning Techniques and Issues

- What the BCG Matrix is and how it works.
- The four classifications into which businesses can be put into according to the BCG Matrix.
- The similarities and differences that the GE/McKinsey Matrix has with the BCG Matrix.
- What a directional policy matrix is and how it is used.

7.0 Market Entry and Substantive Growth Strategies

- The different forms of market entry strategies.
- The popularity of exporting.
- The reasons for undertaking horizontal and vertical integration.
- The reasons for diversification.
- The advantages and disadvantages of related and unrelated diversification.

8.0 Limited Growth Strategies

- Limited growth strategies
- The five forms of market entry strategy.
- The merits and disadvantages of each of the market entry strategy.

9.0 Disinvestment Strategies and Strategy Selection

- Disinvestment strategies
- Forms of disinvestment.
- Strategy Selection
- Process of selecting a strategy works

10.0 Realization of Strategic Plans to Operational Reality and Resource Allocation

- Communication of the business strategy.
- Communication of the strategy to the employees.
- Execution of the chosen strategy.
- Resource distribution in the execution of strategies
- Business strategy's objectives.
- Evaluation of a strategy

E2.1.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.1.5 Assessment

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

E2.1.6 Prescribed Textbook:

1. Johnson, G., Whittington, R., & Scholes, K. (2019). Exploring Strategy: Text and Cases. Pearson.

E2.1.7 Recommended Textbooks:

1. Grant, R. M. (2019). Contemporary Strategy Analysis: Text and Cases Edition. Wiley.
2. Porter, M. E. (2008). The Five Competitive Forces That Shape Strategy. Harvard Business

Review.

3. Mintzberg, H., Ahlstrand, B., & Lampel, J. (2008). *Strategy Safari: A Guided Tour Through the Wilds of Strategic Management*. Free Press.

E2.2 INTERMEDIATE ECONOMIC THEORY (15 Credits)

Pre-requisite: None

E2.2.1 Rationale

Intermediate Economic Theory in Macroeconomics is designed to provide students with a deeper understanding of macroeconomic principles and their application to various economic phenomena. Building on the foundation laid in the principles of economics, this course aims to equip students with advanced knowledge and analytical skills necessary for comprehending and evaluating macroeconomic issues. Covering key topics such as national income determination, inflation, and stabilization policy, the course seeks to foster a robust grasp of economic models and paradigms in the macroeconomic context. By exploring the intricacies of measuring economic performance, understanding the goods market, financial markets, labour market dynamics, and the open economy, students are prepared to apply macroeconomic theories to diverse areas such as money and banking, international trade, finance, and development economics.

E2.2.1 Learning Outcomes

At the end of the course, students will be expected to;

- Demonstrate a firm understanding of the essential aspects of macroeconomics such as national income determination, inflation, and stabilization policy.
- Demonstrate the capacity to apply macroeconomic theory to the study of courses such as money and banking, international trade, finance and development economics

E2.2.1 Course Content

Introduction to Macroeconomics

- Macroeconomic objectives
- Macroeconomic policies
- Economic models
- Paradigms in macroeconomics
- Time frames in macroeconomics

Measuring Economic Performance

- Aggregate output
- Inflation
- Unemployment

The Goods Market

- Composition of GDP
- Demand for goods
- Equilibrium output
- Investment and Saving
- Fiscal policy

Financial Markets

- Demand for money and bond
- Supply of money
- Determination of the interest rate

- Monetary policy

The IS-LM Model

- The Goods market and the IS relation
- Financial Markets and the LM Relation
- Equilibrium output and the interest rate
- The policy mix

The Labour Market

- Wage determination
- Price determination
- The Natural rate of unemployment

The AD-AS Model

- Aggregate supply
- Aggregate demand
- Equilibrium in the short run and medium run
- Effects of policy and shocks

The Phillips Curve

- Inflation, expected inflation, and unemployment
- The Phillips curve
- High inflation and the Phillips curve
- Deflation and the Phillips curve

Inflation, Output, and Money Growth

- Okun's law
- Output, unemployment, and inflation
- Effects on money growth
- Disinflation

Economic Growth

- Aggregate production function
- Saving, capital accumulation and output
- Population growth
- Technological progress

Expectations

- Nominal and real interest rates
- Expected present discounted values
- Expectations and the goods market
- Expectations and financial markets

The Open Economy

- Openness in goods markets
- Openness in financial markets
- The balance of payments
- Interest rates and exchange rates

The Mundell Fleming Model

- Effects of policy in an open economy
- Exchange rate regimes

E2.1.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E2.1.5 Assessment

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

E2.2.6 Prescribed Textbook:

1. Mankiw, N. G. (2018). Macroeconomics. Worth Publishers.

E2.2.7 Recommended Textbooks:

1. Blanchard, O. (2017). Macroeconomics. Pearson.
2. Romer, D. (2018). Advanced Macroeconomics. McGraw-Hill Education.
3. Dornbusch, R., Fischer, S., & Startz, R. (2018). Macroeconomics. McGraw-Hill Education.

E2.3 BA213 MANAGEMENT ACCOUNTING (15 Credits)

Pre-requisite: None

E2.3.1 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.

E2.3.2 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.

E2.3.3 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.

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 Textbook:

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

E2.3.7 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.

E2.4 BA214: AUDIT & ASSURANCE SERVICES (7.5 Credits)

Pre-requisite: None

E2.4.1 Background and rationale

Auditing and assurance play an important role in the effective operation of the capital markets and the economy at large, providing confidence to current and prospective shareholders about the information disclosed by companies. The aim of this module is to familiarize the students about the basic concepts of auditing and assurance. This should assist professional managers who are not experts in auditing and assurance to better understand the messages from their company's auditor, and make use of this information in their decision-making.

E2.4.2 Learning Outcomes:

At the end of the course students will be expected to

1. Have a theoretical understanding of important issues in Business Law.
2. Develop an understanding of the link between theory and practice so that students can appreciate the arguments both supporting and questioning developments in the law.
3. Develop an understanding of the role of Parliament and the Judiciary in the legal environment.

E2.4.3 Course content

1.0 An Overview of Auditing

- 1.1 Introduction an Overview of Auditing
- 1.2 Origin and Evolution
- 1.3 Definitions of Audit
- 1.4 Basic Principles of Audit
- 1.5 Audit Types Meaning
- 1.6 Features of Auditing
- 1.7 Purpose of Auditing
- 1.8 Main Objectives of Auditing
- 1.9 Scope of Audit
- 1.10 Assurance
- 1.11 Different Levels of Assurance
- 1.12 Relationship between Audit, Attest and Assurance

2.0 Audit Planning

- 2.1 Introduction of Accounting
- 2.2 Audit Planning
- 2.3 Objective of Audit Planning
- 2.4 Development of an Overall Plan
- 2.5 Importance of Auditing
- 2.6 Kinds of Auditing
- 2.7 Continuous Audit or Running Audit
- 2.8 Interim Audit
- 2.9 Final Audit or Complete Audit or Balance Sheet Audit
- 2.10 Characteristics of Final Audit
- 2.11 Advantages of Final Audit
- 2.12 Disadvantages of Final Audit
- 2.13 Continuous Audit

- 2.14 Characteristics of Continuous Audit
- 2.15 Advantages of Continuous Audit
- 2.16 Disadvantages of Continuous Audit
- 2.17 Internal Audit
- 2.18 Objectives of Internal Audit
- 2.19 Internal Auditing vs Statutory Audit
- 2.20 Basic Principles of Establishing Internal Audit
- 2.21 Objectives of the Internal Audit
- 2.22 Evaluation of Internal Audit by Statutory Auditor
- 2.23 Meaning of Audit Programme
- 2.24 Construction of Audit Programme
- 2.25 Advantages of Audit Programme
- 2.26 Disadvantages of Audit Programme
- 2.27 Audit Working Papers
- 2.28 Importance of Audit Working Papers
- 2.29 Factor Determining Form and Contents of Audit Working Papers
- 2.30 Main Functions/ Importance
- 2.31 Ownership and Customer of Working Papers
- 2.32 Test Checking
- 2.33 Aspects of Verification
- 2.34 Features of Test Checking
- 2.35 Advantages of Test Checking
- 2.36 Disadvantages of Test Checking
- 2.37 Test Checking VS Routing

3.0 Internal Check System

- 3.1 Meaning and Definition of Internal Control
- 3.2 Objective of Internal Control
- 3.3 Forms of Internal Control
- 3.4 Accounting Control
- 3.5 Administrative Control
- 3.6 Internal Control and Auditor
- 3.7 Requisites of a Good Internal Control System
- 3.8 3.4Types of Internal Control
- 3.9 Organization
- 3.10 Segregation of Duties
- 3.11 Physical
- 3.12 Approval
- 3.13 Accounting
- 3.14 Management
- 3.15 Objects of Internal Control in Detail
- 3.16 Limitations of Internal Control
- 3.17 Vouching
- 3.18 Definition
 - 3.18.1 Voucher
 - 3.18.2 Importance of Vouchers
 - 3.18.3 Auditing Techniques
 - 3.18.4 Principal Procedures of Auditing
 - 3.18.5 Test Checking

4.0 Test Checking V/S Statistical Sampling

- 4.1 Advantages of Test Check
- 4.2 Disadvantages of Test Check

5.0 Auditing in Depth

- 5.1 Audit of Income
- 5.2 Sales Returns
- 5.3 Recovery of Bad Debts Written Off
- 5.4 Rental Receipts
- 5.5 Audit of Expenditure Purchase
- 5.6 Purchase Return
- 5.7 Salaries & Wages
- 5.8 Travelling Commission Advertisement

6.0 Verification and Valuation of Assets and Liabilities

- 6.1 Verification
- 6.2 Points to be considered during Verification
- 6.3 Scope of Verification
- 6.4 Objectives of Verification
- 6.5 Advantages of Verification
- 6.6 Techniques of Verification
- 6.7
- 6.8 Verification of Assets
- 6.9 Valuation of Assets
- 6.10 Fixed Assets
- 6.11 Current Assets or Floating Assets
- 6.12 Wasting Assets
- 6.13 Intangible Assets
- 6.14 Fictitious Assets
- 6.15 Unclaimed Dividend

7.0 Verification and Valuation of Assets and Liabilities (Cont.)

- 7.1 Methods of Valuation
- 7.2 Auditor's Position Regarding Valuation of Assets
- 7.3 Verification of Assets -Illustration
- 7.4 5.4 Cash in hand
- 7.5 Cash in Transit
- 7.6 Petty Cash
- 7.7 Bank Balance
- 7.8 Bills Receivable
- 7.9 Loans Advanced
- 7.10 Loans against the security of land and building
- 7.11 Loans against the security goods
- 7.12 Loans against the security stocks and shares
- 7.13 Loans against the security of Insurance policies
- 7.14 Loans against the personal security of the borrower
- 7.15 Sundry Debtors
- 7.16 Copyrights
- 7.17 Know-how
- 7.18 Investments
- 7.19 Leasehold Property

- 7.20 Goodwill
- 7.21 Plant and Machinery
- 7.22 Furniture and Fixtures
- 7.23 Freehold Property (Land & Buildings)
- 7.24 Loose Tools, Patterns, Dies, etc.
- 7.25 Assets Acquired on Hire Purchase Agreement
- 7.26 Stores and Spare Parts
- 7.27 Contingent Assets
- 7.28 Assets Acquired on Hire Purchase Agreement
- 7.29 Verification of Liabilities
- 7.30 Share Capital

8.0 Verification and Valuation of Assets and Liabilities (Cont.)

- 8.1 Reserves and Surplus
- 8.2 Loans Borrowed
- 8.3 Trade Creditors
- 8.4 Contingent Liabilities
- 8.5 Provision for Taxation
- 8.6 Employees Deposits
- 8.7 Reserve for Bad and Doubtful Debts
- 8.8 Bills Payable
- 8.9 Proposed Dividend
- 8.10 Outstanding Expenses
- 8.11 Bank Overdraft
- 8.12 Debentures
- 8.13 Unclaimed Dividend

9.0 Auditing Techniques: Verification Audit of Assets – Book Debts

- 9.1 Book Debt
- 9.2 Examination of Record
- 9.3 Direct Confirmation Procedure
- 9.4 Analytical Review Procedures
- 9.5 Stock Auditor's General Duties Patterns, Dies, and Loose Tools etc.
- 9.6 Empties and Containers Quoted Investment and Unquoted Investment
- 9.7 Trademarks and Copyrights
- 9.8 Patent Rights
- 9.9 Know-how
- 9.10 Plant and Machinery
- 9.11 Land and Buildings
- 9.12 Furniture and Fixtures Audit of Liabilities
- 9.13 Bills Payable
- 9.14 Loans (secured and unsecured)
- 9.15 Contingent Liabilities

E2.4.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E2.1.5 Assessment

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

E2.4.6 Prescribed Textbook

1. Louwers, T.J., Sinason, D.H., Strawser, J.R., Thibodeau, J.C. and Blay, A.D., (2018). **Auditing & assurance services**. McGraw-Hill Education.
2. Eilifsen, A., Messier, W.F., Glover, S.M. and Prawitt, D.F., (2014). Auditing and assurance services.

E2.4.7 Recommended Textbooks

1. Stuart, I., (2012). **Auditing and assurance services: an applied approach**. McGraw-Hill.
2. Knechel, W.R. and Salterio, S.E., (2016). **Auditing: Assurance and risk**. Taylor & Francis.

E2.5 BUSINESS QUANTITATIVE METHODS (15 Credits)

Pre-requisite: None

E2.5.1 Rationale

The course "Business Quantitative Methods" (15 Credits) is designed to provide students with a robust foundation in quantitative techniques essential for effective decision-making in a business context. In the introductory module, students gain an understanding of the broad scope and significance of quantitative methods in business decision-making processes. The subsequent modules cover a comprehensive range of quantitative tools, including descriptive statistics, probability theory, statistical inference, regression analysis, time series analysis, decision analysis, linear programming, queuing theory, inventory management, and simulation. The course emphasizes the practical application of these quantitative methods through case studies and real-world scenarios, allowing students to develop analytical skills crucial for addressing business challenges. By the end of the program, students are equipped with the knowledge and skills to employ quantitative methods to analyze, interpret, and solve complex problems encountered in various business domains.

E2.5.2 Learning Outcomes

1. Demonstrate a comprehensive grasp of the definition and scope of quantitative methods in business decision-making, emphasizing their significance.
2. Recognize and apply the importance of quantitative analysis within a business context, showcasing the ability to employ basic mathematical concepts for problem-solving.
3. Calculate and interpret measures of central tendency and dispersion, construct and interpret frequency distributions and histograms, demonstrating statistical proficiency in analyzing business data.
4. Comprehend and apply basic probability concepts, analyze various probability distributions, and understand principles of statistical inference for informed decision-making in practical business situations.
5. Develop and apply a range of quantitative methods, including regression analysis, time series analysis, decision analysis, linear programming, queuing theory, inventory management, and simulation, fostering analytical skills crucial for addressing complex problems encountered in diverse business domains.

E2.5.1 Course Content

Module 1: Introduction to Quantitative Methods

- Definition and Scope of Quantitative Methods in Business
- Importance of Quantitative Analysis in Decision Making
- Basic Mathematical Concepts for Business

Module 2: Descriptive Statistics

- Measures of Central Tendency (Mean, Median, Mode)
- Measures of Dispersion (Range, Variance, Standard Deviation)
- Frequency Distributions and Histograms

Module 3: Probability and Probability Distributions

- Basic Probability Concepts
- Probability Distributions (Binomial, Poisson, Normal)
- Applications of Probability in Business Decision Making

Module 4: Statistical Inference

- Sampling and Sampling Distributions
- Confidence Intervals
- Hypothesis Testing
- Analysis of Variance (ANOVA)

Module 5: Regression Analysis

- Simple Linear Regression
- Multiple Regression
- Interpretation and Applications of Regression Models

Module 6: Time Series Analysis

- Components of Time Series Data
- Time Series Forecasting Methods
- Seasonal Adjustments and Trend Analysis

Module 7: Decision Analysis

- Decision Trees
- Cost-Benefit Analysis
- Risk Analysis and Sensitivity Analysis

Module 8: Linear Programming

- Introduction to Linear Programming
- Formulation of Linear Programming Problems
- Graphical and Simplex Methods

Module 9: Queuing Theory

- Basics of Queuing Systems
- Queuing Models and Applications

Module 10: Inventory Management

- Economic Order Quantity (EOQ)
- Just-In-Time (JIT) Inventory Systems

- ABC Analysis

Module 11: Simulation

- Monte Carlo Simulation
- Applications of Simulation in Business

Module 12: Case Studies and Practical Applications

- Application of Quantitative Methods in Real Business Scenarios
- Analyzing and Interpreting Data in Business Cases

E2.5.4 Teaching Method

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. Smith, J., & Johnson, M. (2019). "Quantitative Methods for Business Decision Making." PublisherX.
2. Brown, A., & Davis, C. (2020). "Business Analytics: A Practical Approach." PublisherY.
3. Taylor, R., & Robinson, S. (2021). "Statistical Inference in Business Decision Making." PublisherZ.

E2.5.7 Recommended Textbooks:

1. Johnson, L., & White, K. (2018). "Probability and Statistics for Business Analysis." PublisherA.
2. Anderson, D., Sweeney, D., & Williams, T. (2019). "An Introduction to Management Science: Quantitative Approaches to Decision Making." PublisherB.
3. Hill, T., Griffiths, W., & Judge, G. (2022). "Understandable Statistics: Concepts and Methods." PublisherC.

E2.6 CORPORATE FINANCE (15 Credits)

Pre – requisite: None

E2.6.1 Rationale

Corporate Finance is designed to provide students with a comprehensive understanding of financial management, theoretical concepts, and analytical techniques related to financing and investment decisions. The course aims to equip students with the necessary knowledge and skills to make informed financial decisions within a corporate setting.

E2.6.2 Learning Outcomes

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

- Know sources of finance available to a firm and the factors to consider when choosing a source of funds.
- Know how to appraise investment projects and the factors to consider in working capital management.
- Understand the factors involved in dividend decisions

E2.6.3 Course Content

Introduction

- Financial decisions
- Maximizing shareholder wealth versus other goals
- Agency problem
- The role and functions of a finance manager

2.0 The financial system

- Components of financial system and their role in the economy
- Creation of financial assets
- Direct versus indirect transfer and the importance of intermediation
- Types of financial institutions
- Types of financial markets and instruments
- How securities are issued and traded in these markets
- Regulation of our financial system

3.0 Basic concepts in finance

- Time value of money (compounding and discounting)
- Present/future value of uneven cash flows and annuities
- Annual payments for accumulation of a future sum
- Valuation of direct claim securities
- Valuation of bonds, current yield, yield to maturity and yield to call
- Valuation of preferred stock
- Valuation of common equity
- Quantifying risk and return, portfolio risk and return, CAPM and the SML

4.0 Working capital management

- Sources and forms of short-term credit
- Factor influencing choice of source of short-term credit
- The management of cash and the optimal cash balance
- Management of marketable securities
- Management of accounts receivable and credit policy
- Management of inventory and the economic order of quantity
- Nature and importance of working capital management
- Profitability versus liquidity
- The operating cycle and the cash cycle
- Overtrading

5.0 Long-term finance

- Sources of long-term funds: Venture capital
- Term loans Bond financing
- Preferred stock financing Common stock financing Retained earnings
- Introduction to derivative securities

6.0 Capital structure and the cost of capital

- Financial structure versus capital structure
- Importance of managing the capital structure
- Benefits of financial leverage
- Operating, financial and total leverage
- The cost of debt, cost of preferred stock and cost of common equity
- The weighted average cost of capital
- The optimal capital structure.
- Capital Budgeting techniques
- The capital budgeting process and significance of capital budgeting
- Capital budgeting techniques: Payback period
- Discounted payback period Net present value
- Internal rate of return
- Accounting rate of return and profitability index
- Evaluation and comparison of these techniques
- Capital rationing
- Introduction to capital budgeting under uncertainty

8.0 Dividend policy

- The dividend decision
- Dividends, retained earnings and capital gains
- The company's dividend policy
- The payout ratio
- Impact on growth and share price
- Dividend payout procedure
- Influences on dividend payment and policy

9.0 Financial Analysis

- Purpose of financial analysis
- Techniques of financial analysis: common size analysis and ratio analysis
- Interpretation of result
- Financial forecasting and techniques of financial planning and control

E2.6.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E2.6.5 Assessment

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

E2.6.6 Prescribed Textbook:

1. Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2017). Fundamentals of Corporate Finance. McGraw-Hill Education.

E2.6.7 Recommended Textbooks:

1. Brealey, R. A., Myers, S. C., & Allen, F. (2017). Principles of Corporate Finance. McGraw-Hill Education.
2. Brigham, E. F., & Houston, J. F. (2018). Fundamentals of Financial Management. Cengage Learning.
3. Berk, J., & DeMarzo, P. (2016). Corporate Finance. Pearson.

E2.7 PRINCIPLES OF MARKETING (15 Credits)

Pre-requisite: None

E2.7.1 Rationale

Principles of Marketing is designed to provide students with a comprehensive understanding of marketing concepts, theories, techniques, and their relevance to both society and business. The course aims to equip students with foundational knowledge and practices in marketing, enabling them to navigate and contribute effectively in contemporary organizational settings.

E2.7.1 Learning Outcomes

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

- Define and explain the main sources of the Zambian law and essential elements of the Zambian legal system.
- Demonstrate a broad understanding of marketing concepts, theories, and techniques.
- Apply marketing practices and techniques relevant to contemporary organizations.
- Analyze and control various variables affecting business organizations.
- Describe product definitions, levels, and classifications.
- Evaluate product planning, development, branding, packaging, and labelling decisions.
- Analyze major factors influencing buyer behaviour, including social, cultural, personal, and psychological aspects.
- Identify market segments, select target markets, and understand bases of segmentation.
- Set pricing objectives and adapt prices in response to market changes.
- Initiate and respond to price changes strategically.

E2.7.2 Course Content

1. Introduction and Organisation

- 1.1 An Overview of Marketing.
- 1.2 Marketing Definitions, Role and Scope of Marketing.
- 1.3 Marketing Concepts and Marketing Mix Variables.
- 1.4 Evolution of Marketing.

2. Marketing Management

- 2.1 Marketing, Planning and Organisation.
- 2.2 Organising the Marketing Department and Marketing Controlling.
- 2.3 Analysis marketing opportunities.
- 2.4 Building customer satisfaction, value and retention.
- 2.5 Marketing information systems/research.

3. Product Decisions

- 3.1 Product definition and product levels.
- 3.2 Product planning and development including classifications.
- 3.3 Brand decision and brand accounting.
- 3.4 Packaging and Labelling.

4. Analysing Consumer Markets and Buyer Behaviour

- 4.1 Major factors influencing buyer behaviour (social, cultural, personal and psychological).
- 4.2 Buyer behaviour and consumer behaviour.
- 4.3 Identifying market segments and selecting target markets.
- 4.4 Bases of segmentation.

Designing Pricing Strategies and Programmes

- 6.1 Setting the price and objectives.
- 6.2 Adapting the price and initiating and responding to price changes.

7. Sales Promotion and Marketing Communication Mix.

- 7.1 Setting the Advertising objectives.
- 7.2 Deciding on the advertising budget and choosing the advertising message and media.
- 7.3 Sales promotion and public relations.
- 7.4 Marketing Communication Mix.

8. Managing the Sales Force

- 8.1 Sales force objectives, structure and size.
- 8.2 Recruiting and selecting sales representatives.
- 8.3 Motivating the sales force.
- 8.4 Customer retention.

9. Dealing with Competition

- 9.1 Industry concept of competition.
- 9.2 Market concept of competition and analysis.
- 9.3 How business and marketing are changing, i.e. company responses and adjustments, markets responses and adjustments.

E2.7.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E2.7.5 Assessments

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

E2.7.6 Prescribed Textbook:

1. Kotler, P., Armstrong, G., Harris, L. C., & Piercy, N. (2019). Principles of Marketing. Pearson.

E2.7.7 Recommended Textbooks:

1. Kotler, P., Keller, K. L., Brady, M., Goodman, M., & Hansen, T. (2021). Marketing Management. Pearson.
2. Brassington, F., & Pettitt, S. (2019). Principles of Marketing. Pearson.
3. Jobber, D., & Ellis-Chadwick, F. (2019). Principles and Practice of Marketing. McGraw-Hill Education.

E2.8 INTRODUCTION TO ICT 15 Credits)

Pre-requisite: None

E2.8.1 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.

E2.8.2 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.

E2.8.3 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

E2.8.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E2.8.5 Assessments

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

E2.8.6 Prescribed Textbook:

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

E2.8.7 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.

E2.9 BBA211: BUSINESS ADMINISTRATION (7.5 Credits)

E2.9.1 Rationale

This module provides learners with the competencies and understanding of basic functional areas of business management; and lays solid foundation for learners to further develop skills for understanding business administration fundamentals.

E2.9.2 Learning Outcomes

After completing this module, the student should be able to:

1. Describe the structure of a typical organization, understand the processes that lead to its growth and their implications for its structure.
2. Describe the principal functions of a business organization.
3. Demonstrate understanding of the interrelationships between different business functions.
4. Identify and demonstrate relevant management skills relating to self and others.

E2.9.3 Course Content

1.0 Nature of The Organisation

- Organizational structure
- The significance of profit
- Importance of objectives
- Nature of objectives in private and public sectors
- Enterprises and the Organization: the features, strengths and weaknesses of small scale Organizations.

2.0 Growth of The Organisation

- Pressures for and methods of attaining growth
- Implications of growth for management structure
- Specialization and co-ordination
- Nature of personal and bureaucratic structures and strengths and weaknesses of each
- The ownership-control controversy
- Managerial objectives and their implications for nature of business enterprise
- Communications
- Interpersonal processes and group processes
- Organizational culture
- Handling change and conflict
- The role of the manager and management styles

3.0 Production

- Nature and elements of production of goods and services;
- Types of production systems and their implications for management;
- Costs and their relationship to growth and size of the organization.

4.0 Finance

- Needs for short, medium and long-term finance;

- Sources of finance
- Techniques of investment appraisal,
- Elements of financial management and management accounting,
- Profit and loss account,
- Balance sheets and
- Measures of financial performance

5.0 People at Work:

- Role of HRM in organizations;
- Planning, recruitment and selection process,
- Training and reward systems,
- Motivation and Employment contracts.

6.0 Purchasing and The Organisation:

- Purchasing and uncertainty: organization of purchasing and stock control
- Outline of methods of stock control.

7.0 Elements of Marketing:

- The difference between marketing and selling,
- The marketing mix, advertising and product promotion;
- Channels of distribution and sales management.

8.0 Structures of Organizations

- The Role of Structures in organizations?
- Formal and informal structures
- Purposes of organizational structures
- Growth Strategies

9.0 Economies and Diseconomies of Scale

- Economies of scale
- Diseconomies of scale

10.0 Classical Management School

- Classical management theory,
- Classical scientific branch
- Frederick Taylor
- Henry Gantt,
- Frank and Lillian Gilbreth
- Henri Fayol,

11.0 Organizations

- Mechanistic vs Organic Organizations
- Contemporary Perspectives on Organizations

12.0 Functional Areas of Business

- Production Function

- Sales and Marketing Functions
- Personnel and Human Resource Functions
- Purchasing and Supply Functions
- Accounting and Finance Functions

E2.9.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E2.9.5 Assessments

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

E2.9.6 Prescribed Reading:

1. Daft, R. L., & Marcic, D. (2018). Understanding Management. Cengage Learning.

E2.9.7 Recommended Readings:

1. Robbins, S. P., Coulter, M., & DeCenzo, D. A. (2017). Fundamentals of Management. Pearson.
2. Stoner, J. A. F., Freeman, R. E., & Gilbert, D. R. (2019). Management. Pearson.
3. Drucker, P. F. (2017). The Practice of Management. HarperBusiness.
4. Griffin, R. W., & Moorhead, G. (2019). Organizational Behavior: Managing People and Organizations. Cengage Learning.

E2.9 BA225: RETAIL MANAGEMENT (7.5 Credits)

Pre-requisite: None

E2.10.1 Rationale

This course exposes students to the fundamentals and key practices of retail management. It provides the student with an overview of the principles and philosophy behind retailing and the retail business, developing an insight into the conduct of the retail business and strategies for operating a viable, sustainable, rewarding and profitable retail undertaking.

E3.10.2 Learning Outcomes

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

1. Define, explain and discuss of key retail management concepts and terms
2. Assess, evaluate, discuss and interrogate key philosophical and theoretical frameworks and constructs underpinning retail management practice
3. Assess, evaluate, discuss and interrogate approaches and practices in retail management
4. Identify, assess, evaluate and discuss key challenges and limitations in the conduct and practice of retail management

E3.10.3 Course Content

1.0 Introduction to Retail Management

- 1.1 Introduction to the course
- 1.2 The value chain
- 1.3 Types of retail product offerings
- 1.4 The retailing concept
- 1.5 Other key terms and concepts

2.0 Theories and Drivers of the Evolution of Retailing

- 2.1 Theories of retail management
- 2.2 Drivers of the evolution of retail management

3.0 Structures and Forms of Retailing

- 3.1 Vending
- 3.2 Convenience shops
- 3.3 High street shops
- 3.4 Cash and carries
- 3.5 Supermarket chains
- 3.6 Shopping malls
- 3.7 Saturday/ Friday Markets
- 3.8 E-commerce platforms
- 3.9 Other forms

4.0 Systems of Retailing

- 4.1 Organizational structures and practices
- 4.2 Organizational policies and guidelines
- 4.3 Regulatory instruments and frameworks
- 4.4 Information systems in general
- 4.5 Retail operations management

5.0 Systems of Retailing (Cont)

- 5.1 Financial management systems
- 5.2 HR Management systems
- 5.3 Procurement and supply chain management systems
- 5.4 Marketing systems

6.0 Systems of Retailing (Cont)

- 6.1 Stock control systems
- 6.2 Ordering systems
- 6.3 Store and asset security systems
- 6.4 Merchandizing and store layout systems
- 6.5 Production management

7.0 Retail Strategies

- 7.1 Key Performance Indicators (KPIs)
- 7.2 Store Planning, layout and merchandizing
- 7.3 Key Value Items (KVIs)
- 7.4 Impulse purchasing
- 7.5 Important Promotional Items (IPIs)
- 7.6 Human Capital Development Practices (HCDPs)
- 7.7 General Marketing Strategies (GMSs)
- 7.8 Business location and shopping malls
- 7.9 Complementary product offerings
- 7.10 Distribution channel networks
- 7.11 Multichannel retailing
- 7.12 Franchising

8.0 Retail Strategies (Cont)

- 8.1 Private labels
- 8.2 Branding
- 8.3 Packaging
- 8.4 On line platforms
- 8.5 Retail research

9.0 Retail Channel Logistics

- 9.1 The retail value chain
- 9.2 The retail supply chain
- 9.3 Channel logistics

10.0 Retail Ethics

- 10.1 Corporate values and culture
- 10.2 Good corporate citizenship
- 10.3 Corporate governance

11.0 Emerging Issues in The Retail Sector

- 11.1 Impact of ICT to the conduct of retailing
- 11.2 Cybercrime and other risk management

E3.10.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E3.10.5 Assessment

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

E3.10.7 Prescribed Books:

1. Levy, M., Weitz, B. A., & Grewal, D. (2019). Retailing Management. McGraw-Hill Education.
2. Berman, B., & Evans, J. R. (2021). Retail Management: A Strategic Approach. Pearson.

E3.10.8 Recommended Books:

1. Dunne, P. M., Lusch, R. F., & Carver, J. R. (2020). Retailing. Cengage Learning.
2. Diamond, M. A., Pintel, G., & Way, R. (2018). Retail Buying. Bloomsbury Publishing.
3. Diamond, M. A., & Diamond, M. A. (2018). Retail Buying and Merchandising: Size Matters. Bloomsbury Publishing.
4. Keegan, W. J., & Green, M. C. (2020). Global Marketing. Pearson.

E3.1 BA311 PORTFOLIO THEORY AND INVESTMENT FINANCE (15 Credits)

Pre-requisites: None

E3.1.1 Rationale

The course "Portfolio Theory and Investment Finance" is designed to provide students with the necessary knowledge and skills essential for comprehending financial decision-making and valuation processes. In the dynamic landscape of financial and economic systems, graduates need to be equipped with a profound understanding of investment strategies, portfolio management, and the intricacies of financial markets. The course aims to bridge the gap between theory and practice, specifically tailored to the Zambian financial system. By delving into key concepts such as risk-return relationships, efficient capital markets, capital asset pricing models, and valuation techniques, students will develop a comprehensive understanding of financial securities and investment management.

E3.1.2 Learning Outcomes

- Possess an understanding of the theory and analysis of financial securities portfolio management including analysis of the economy, industry, company and security markets.
- Relate theory to practice obtaining in the Zambian financial system
- Apply techniques of investment management

E3.1.3 Course Content

1. Introduction

The concept of investment; the risk-return relationship; measures of risk and return; common stock, preferred stock, bonds and real investment; introduction to options and futures and derivatives, Black Scholes model.

2. The Organisation and Functions: Financial Markets

Market defined, primary money and capital markets for government, municipal and corporate issues including the roles of the investment banker and investment broker; secondary money and capital markets including the exchanges and the over-the-counter markets; the organization and functioning of the exchange market; government securities- treasury bills and their yields.

3. Efficient Capital Markets (ECM)

Theory of ECM; ECM and random walk; alternative hypotheses of ECM theory; tests of efficiency and empirical results; implications of the ECM on technical and fundamental analysis.

4. Capital Asset Pricing Model (CAPM)

CAPM defined, CML Line vs SML Line, CAPM and individual securities risk premium of the market portfolio, expected returns, Arbitrage Pricing Model (APM).

5. Sources of Financial Information

Sources of aggregate economic, aggregate stock market, industry and company analysis; computerized data sources; market indicator series. Zambia Privatisation Agency (ZPA), Investment Centre (IC), Securities Exchange Commission (SEC), Stock Exchange.

6. Valuation Concepts

Valuation of common stock using discounted cash flow models; comparing value and price; price/earnings ratios; valuation of fixed income securities, mathematics of fixed income securities pricing and yields; determinants of bond yields.

7. Investment Timing

Business cycles and prices of bonds and stocks; implications for investment timing; forecasting business cycles, technical and fundamental analysis revisited.

8. Portfolio Theory and Management

The development of modern portfolio theory; Markowitz and the efficient frontier; the capital asset pricing theory, the ECM theory and portfolio management; portfolio management in practice

9. Security Analysis

Financial Statement Analysis: Ratio analysis and interpretation including comparative analysis and risk analysis; Aggregate Market

Analysis. The securities market and the economy; indicator series determinants, analysis and implication; Industry Analysis: Underlying trends; the industrial life cycle; analysis of cyclical variations and around trends; estimating industry returns; company analysis: Types of companies and types of stocks; product line analysis Vs company prospects, the caliber of management factor; estimating expected return.

10. Measuring Investment Performance

Individual and institutional investor objectives; passive Vs active investment management: management of investment companies; basic procedures of measuring investment performance.

11. Dividend Policy

Review of material covered in Corporate Finance: M & M propositions and the irrelevant hypothesis; the relevant and clientele hypothesis; expected dividend as the basis for stock values; stock dividends and stock splits; stock repurchases as an alternative to dividends.

12. Valuation of Companies

Rationale; valuation methods – present value basis; share price basis; net assets basis; capitalizing earnings basis; P/E ratio; super profits and dual capitalization methods; dividend yield basis; debt position of company to be purchased.

E3.1.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E3.1.5 Assessment

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

E3.1.6 Prescribed Readings:

1. Bodie, Z., Kane, A., & Marcus, A. J. (2018). Investments. McGraw-Hill Education.
2. Malkiel, B. G., & Ellis, C. D. (2015). A Random Walk Down Wall Street. W. W. Norton & Company.
3. Elton, E. J., Gruber, M. J., Brown, S. J., & Goetzmann, W. N. (2014). Modern Portfolio Theory and Investment Analysis. Wiley.

E3.1.7 Recommended Readings:

1. Sharpe, W. F., & Alexander, G. J. (2019). Investments. Prentice Hall.
2. Fabozzi, F. J., Neave, E. H., & Zhou, G. (2014). Capital Budgeting: Theory and Practice. John Wiley & Sons.
3. Reilly, F. K., & Brown, K. C. (2018). Investment Analysis and Portfolio Management. Cengage Learning.
4. Damodaran, A. (2012). Investment Valuation: Tools and Techniques for Determining the Value of Any Asset. Wiley.

E3.2 PRODUCTION AND OPERATIONS MANAGEMENT (POM) (7.5 Credits)

Pre-requisite: None

E3.2.1 Rationale

The "Production and Operations Management (POM)" course is designed to equip students with comprehensive knowledge and skills essential for effective management of production and operations functions in organizations. In a dynamic business environment, understanding strategic issues, optimizing inventory management, and mastering demand planning are critical for operational efficiency. This course addresses the unique challenges in both product and service organizations, emphasizing the strategic role of operations management. Through the exploration of inventory management, demand planning, master production scheduling, materials requirement planning (MRP), and facilities management, students will gain insights into optimizing resources, enhancing productivity, and ensuring the seamless functioning of business operations.

E3.2.3 Learning Outcomes

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

- Explain and apply cost accounting techniques;
- Apply relevant costing principles to various scenarios and
- Explain the use of relevant costing in short-term decision making;
- Select and appropriately apply decision making techniques to facilitate business decisions and promote efficient and effective use of scarce business resources, appreciating the risks and uncertainty inherent in business and controlling those risks;
- Identify and apply appropriate budgeting techniques and methods for planning and control; and use standard costing systems to measure and control business performance and to identify remedial action.

Course Content

1. Introduction to Production and Operations Management (POM)

- The production and operations function
- Strategic issues in Production and Operations Management
- The extent of operations management in organisation,
- Operations management in product vs service organisation

2. Inventory Management

- Nature and purpose of inventory.
- Dependent and independent demand.
- Economic order quantity (EOQ), Models-I,II and III
- Safety stock, service levels, order points, demand and lead time uncertainty.
- Periodic review system, order point system, modified periodic review system, base stock control system, Two-Bin System.
- The ABC classification of stock.
- Physical aspects of stores: Receiving, inspection, issuing, stocking checking, identification, etc.

3. Managing Demand

- Tradition demand management plans
- Aggregate Planning – level and chase strategies

4. Master Production Scheduling (MPS)

- Objectives of Master Production Scheduling
- Time Fences in Master Production Schedules
- Procedures for Developing Master Production Schedules

4. Requirement Planning-MRP

- Dependent and Independent demand.
- Elements of a Materials Requirement Plan (MRP).
- Bill of materials.
- Planning horizons, lead times and safety stocks.
- Lot sizing techniques.

5. Planning and Control in Operations Management

- Operations Planning and Control
- Planning and Controlling Capacity, using tree diagrams to plan capacity
- Scheduling, Job sequencing and loading, priority decision rules and Gantt charts

6. Facilities Location

- Factors affecting location decisions
- Types of facilities and their dominant locational factors
- Analyzing industrial facility locations
- Integration qualitative and quantitative factors

7. Facilities Layout

- Objectives of facilities layout
- Types of manufacturing facilities layout
- Analyzing manufacturing facilities layout
- Service layouts
- Analyzing service layouts

E3.2.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E3.2.5 Assessment

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

E3.2.6 Prescribed Reading:

1. Heizer, J., & Render, B. (2016). Operations Management: Sustainability and Supply Chain Management. Pearson.
2. Stevenson, W. J., & Hojati, M. (2017). Operations Management. McGraw-Hill Education.
3. Slack, N., Brandon-Jones, A., & Johnston, R. (2018). Operations Management. Pearson.

E3.2.7 Recommended Readings:

1. Krajewski, L. J., Ritzman, L. P., & Malhotra, M. K. (2018). Operations Management: Processes and Supply Chains. Pearson.
2. Chase, R. B., Jacobs, F. R., & Aquilano, N. J. (2018). Operations Management for Competitive Advantage. McGraw-Hill Education.
3. Schroeder, R. G., Goldstein, S. M., & Rungtusanatham, M. J. (2018). Operations Management in the Supply Chain: Decisions and Cases. McGraw-Hill Education.

E3.3 BBA313 MANAGERIAL ECONOMICS (15 Credits)

Pre-requisite: None

E3.3 .1 Rationale

The "Managerial Economics" course is designed to provide students with a comprehensive understanding of the application of economic principles to managerial decision-making. In the dynamic and complex world of business, leaders need to make strategic decisions at various levels, from individual to organizational and national levels. This course aims to equip students with economic tools and methodologies that are essential for effective decision-making in a variety of managerial scenarios. By exploring optimization techniques, demand analysis, production and cost analysis, market structures, game theory, pricing strategy, risk analysis, and the role of government in managerial policy, students will gain the knowledge and skills necessary for strategic decision-making in diverse business environments

E3.3.2 Learning Outcomes

By the end of this course, students are expected to:

1. Apply the economic way of thinking to individual and business decisions.
2. Understand demand analysis and estimation of the demand function.
3. Understand the different costs of production and how they affect short and long run production decisions.
4. Understand the operations of different firms, their output and pricing decisions.
5. Understand how game theory and asymmetric information can be used to explain a number of business decisions.
6. Understand why there is a role for the government to play in market economies.

E3.3.3 Course Content

- 1. Nature, Scope and Methods of Managerial Economics**
 - 1.1 Introduction
 - 1.2 Definition of Managerial Economics
 - 1.3 Relationship with Economic Theory
 - 1.4 Relationship with Decision Sciences
 - 1.5 Relationship with Functional Areas of Business Administration
 - 1.6 The Basic Process of Decision Making
 - 1.7 The Theory of the Firm
- 2. Optimisation Techniques**
 - 2.1 Introduction
 - 2.2 Methods of Expressing Economic Relationships
 - 2.3 Optimization Analysis
 - 2.4 Unconstrained Optimisation
 - 2.5 Optimization by Marginal Analysis
 - 2.6 Optimization with Calculus
 - 2.7 Constrained Optimisation
- 3. Demand Analysis and Optimal Pricing**
 - 3.1 Introduction
 - 3.2 Definition of Demand
 - 3.3 Elasticities of Demand
 - 3.4 Price Elasticity of Demand

- 3.5 Income Elasticity of Demand
- 3.6 Cross-Price Elasticity of Demand
- 3.7 Advertising Elasticity of Demand
- 3.8 Using Elasticities in Managerial Decision Making
- 3.9 Demand Analysis and Optimal Pricing

4. Demand Estimation

- 4.1 Introduction
- 4.2 Marketing Research Approaches to Estimation
- 4.3 Simple Linear Regression
- 4.4 Assumptions
- 4.5 Ordinary Least Squares Estimates
- 4.6 Goodness of Fit
- 4.7 Forecasting
- 4.8 Statistical Hypothesis Testing of Regression Coefficients
- 4.9 Multiple Linear Regression
- 4.10 Assumptions
- 4.11 Mathematical Forms of Multiple Linear Regression
- 4.12 Goodness of Fit
- 4.13 Statistical Hypothesis Testing of Regression Coefficients
- 4.14 Problems of the Linear Regression Model

5. Production and Cost Analysis

- 5.1 Production Theory
- 5.2 Introduction
- 5.3 Basic Terms and Definitions
- 5.4 Short Run Production
- 5.5 Long Run Production
- 5.6 Production Estimation

6. Cost Theory

- 6.1 Introduction
- 6.2 Importance of Costs for Decision Making
- 6.3 Types of Costs
- 6.4 Relevant Costs for Decision Making
- 6.5 Short Run Cost Behaviour
- 6.6 Long Run Cost Behaviour
- 6.7 Cost estimation

7. Market Structures and Pricing Decisions

- 7.1 Introduction
- 7.2 Perfect Competition
- 7.3 Monopoly
- 7.4 Monopolistic Competition
- 7.5 Oligopoly

8. Game Theory and Strategic Behaviour

- 8.1 Introduction
- 8.2 Nature and Scope of Game Theory
- 8.3 Elements of a Game
- 8.4 Types of Games
- 8.5 Static Games

- 8.6 Oligopoly Models
- 8.7 Nash Equilibrium
- 8.8 Dynamic Games
- 8.9 Strategic Moves and Commitment
- 8.10 Stackelberg Oligopoly
- 8.11 Limitations of Game Theory

9. Pricing Strategy

- 9.1 Introduction
- 9.2 Competitive Advantage
- 9.3 Nature of Competitive Advantage
- 9.4 Value Creation
- 9.5 Market Positioning, Segmentation and Targeting
- 9.6 Price Discrimination
- 9.7 Multiproduct Pricing
- 9.8 Transfer Pricing
- 9.9 Dynamic Aspects of Pricing
- 9.10 Other Pricing Strategies

10. Risk Analysis

- 10.1 Risk and Uncertainty in Managerial Decision Making
- 10.2 Measuring Risk with Probability Distributions
- 10.3 Utility Theory and Risk Aversion
- 10.4 Decision Making Under Uncertainty
- 10.5 Information and Risk

11. Government and Managerial Policy

- 11.1 Introduction
- 11.2 Importance of Government Policy
- 11.3 Objectives of Government Policy
- 11.4 Market Failure
- 11.5 Monopoly and Competition Policy
- 11.6 Externalities
- 11.7 Imperfect Information

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. Baye, M. R., & Prince, J. T. (2017). Managerial Economics and Business Strategy. McGraw-Hill Education.
2. Salvatore, D. (2018). Managerial Economics in a Global Economy. Oxford University Press.
3. Keat, P. G., Young, P. K., & Erfle, S. E. (2018). Managerial Economics: Economic Tools for Today's Decision Makers. Pearson.

E3.3.7 Recommended Textbooks:

1. Froeb, L. M., McCann, B. T., Shor, M., & Ward, M. R. (2019). Managerial Economics: A Problem Solving Approach. Cengage Learning.
2. Hirschey, M. (2015). Managerial Economics. Cengage Learning.
3. Peterson, C., & Lewis, C. (2018). Managerial Economics. Wiley.

E3.4 BUSINESS MARKETING RESEARCH METHODS (15 Credits)

Pre-requisite: None

E3.4.1 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.

E3.4.2 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.

E3.4.3 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

E3.4.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E3.4.5 Assessment

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

E3.4.6 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.

E3.4.7 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.

E3.5 ENTREPRENEURSHIP (15 Credits)

Pre-requisite: None

E3.5.1 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.

E3.5.2 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

E3.5.3 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

E3.5.4 Teaching Method

Lectures, Case Study, Group Discussion, Presentation

E3.5.5 Assessment

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

E3.5.6 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.

E3.5.7 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.

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3. Zimmerer, T. W., & Scarborough, N. M. (2018). *Essentials of Entrepreneurship and Small Business Management*. Pearson.

E4.5 BA321: QUALITY MANAGEMENT (15 Credits)

Pre-requisite: None

E3.5.1 Rationale

The course is designed to expose students to the main concepts and principles of quality management and to examine their implementation in international and local companies.

The students are exposed to the principles of Total Quality Management (TQM) as one of the most important issues that businesses have focused on recently as markets have become much more competitive. The course further examines and describes the relationship between quality and productivity.

E3.5.2 Learning Outcomes:

After completing this course the student should be able to:

1. Explain the history and importance of quality.
2. Discuss the many definitions of quality.
3. Recognize and describe the relationship between quality and productivity.
4. Identify the economics of quality.
5. Describe the content of several philosophies of quality.
6. Analyze and apply the principles of Total Quality Management.
7. Explain the quality planning process.
8. Recognize and assess the quality organizational structure.

1.0 Scope of Operations Management

- 1.1 Definition of Operations Management?
- 1.2 Good and Products as services
- 1.3 Importance and role of Operations Management

2.0 Operations Management in The Organisation Context

- 2.1 Operations strategy
- 2.2 Strategic objectives
- 2.3 Strategic decisions
- 2.4 Quality/Timing
- 2.5 Reliability/flexibility

3.0 Quality and Operations Improvement

- 3.1 Definitions of quality
- 3.2 Quality gurus
- 3.3 Evolution of quality
- 3.4 Product and service quality

4.0 Tools for Operations Improvement

- 4.1 Bench marking
- 4.2 Best Practice
- 4.3 Self-Assessment
- 4.4 Continuous improvement

5.0 Designing Systems

- 5.1 Definitions
- 5.2 Systems and operations
- 5.3 Layout and flow of processes
- 5.4 The impact of technology on operations and systems

6.0 Designing Quality Systems

- 6.1 Total quality management philosophy
- 6.2 Principles of TQM
- 6.3 Methods and techniques

7.0 Monitoring Systems

- 7.1 Quality Systems
- 7.2 Quality circles
- 7.3 ISO9000
- 7.4 Managing and monitoring quality

8.0 Quality Models

- 8.1 Japanese
- 8.2 USA
- 8.3 European
- 8.4 Baldrige
- 8.5 6 Sigma

9.0 Organisational Performance: Action

- 9.1 Quality Audits
- 9.2 Service Standards
- 9.3 People development
- 9.4 Health and Safety
- 9.5 Risk assessment
- 9.6 HACCP
- 9.7 ISO9000

10.0 Organisational Performance Monitoring of Performance

- 10.1 Types of performance measures and how to set them
- 10.2 Customer focused culture
- 10.3 Importance of prevention rather than correction
- 10.4 Business Process Re-engineering (BPR)

E3.5.4 Teaching Method

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 Textbooks:

1. Evans, J. R., & Lindsay, W. M. (2017). An Introduction to Six Sigma and Process Improvement. Cengage Learning.
2. Oakland, J. S. (2014). Total Quality Management and Operational Excellence: Text with Cases. Routledge.
3. Goetsch, D. L., & Davis, S. B. (2014). Quality Management for Organizational Excellence. Pearson.

E3.5.7 Recommended Textbooks:

1. Pyzdek, T., & Keller, P. (2014). The Six Sigma Handbook, Fourth Edition. McGraw-Hill Education.
2. Dale, B. G., & Plunkett, J. J. (2018). Quality Management. Wiley.
3. Kanji, G. K., & Asher, M. (2018). 100 Methods for Total Quality Management. Sage Publications.

E3.6 BBA322 COMPANY LAW (15 Credits)

Pre-requisite: None

E3.6.1 Rationale

The course seeks to introduce students to the legal aspect of some basic forms of business organisation. Particular attention is given to the Law governing sole proprietorship, partnerships and companies. After considering the said different forms of business organisation and their comparative advantages and disadvantages the course deals in greater detail with the Law relating to corporations. Major areas of concern include legal issues connected with organising and funding; control and management; rights and liabilities of various participants. The ways in which these legal entities wind up is also given special attention.

E3.6.2 Learning Outcomes

At the end of this module the student should be able to:

- Identify the different types of corporate entities;
- Outline the company formation procedure;
- Understand the importance of prudence in company management;
- Understand the relevant legislation governing corporate entities;
- Explain the various ways of raising capital;
- Understand and explain the importance of corporate governance

E3.6.3 Course Content

Part 1 General Overview of Business Organisations

- 1.1 The Sole Proprietor
- 1.2 Ordinary Partnership
- 1.3 Registered Company
- 1.4 Types of Registered Companies
- 1.5 Distinction Between Companies and Partnerships
- 1.6 Sources of Company Law

Part 2 The Sole Trader

- 2.1 Formation of The Business
- 2.2 Advantages and Disadvantages
- 2.3 Dissolution
- 2.4 Bankruptcy

Part 3 The Partnership

- 3.1 Definition of Partnership – S.1
- 3.2 Formation of A Partnership

3.3 Relationship Between Partners – Ss24, 31, 79

3.4 Relationship Between Partners and Third Parties

3.5 Partnership Property – Ss20-23

3.6 Dissolution of Partnerships – Ss32-44 (Legislation: Partnership Act 1890)

Part 4 Law of Companies

4.1 Promotion

4.1.1 Promoter / Promoters

4.1.2 Duties of Promoters

4.1.3 Remuneration of Promoters

4.2 Companies' Pre-Incorporation Contracts

4.3 Company Formation

4.3.1 Choosing Appropriate Form

4.3.2 Company Names

4.3.3 Company Formation Procedures

4.3.4 Role of The Registrar

4.3.5 Constructive Notice Theory

Part 5 Corporate Personality and Limited Liability

5.1 The Objects Clause and Corporate Capacity

5.2 The Authority of Company Agents

5.3 Rationale for Limited Liability

5.4 The Salomon Principle

5.5 Statutory Exceptions to Limited Liability

5.6 Lifting The Veil of Incorporation

Part 6 The Company Constitution

6.1 The Memorandum of Association - Optional

6.2 The Articles of Association

6.3 The Doctrine of Ultra-Vires

6.3.1 Virtual Abolishment of Ultra-Vires

Part 7 Conversion of A Company from One Type to Another

Part 8 Financial Structure and Membership

8.1 The Legal Concept of Capital

8.2 Sources of Capital

8.3 Membership of A Company

Part 9 Shares and Share Capital

9.1 Meaning of Capital

9.1.1 Nominal Capital

9.2 Issue at A Premium

9.2.1 Prohibition of Issue at Discount

9.2.2 Rights Issue

9.2.3 Pre-Emption Rights

9.3 Raising and Capital Maintenance

9.4 Payment for Shares – The Basic Rules

9.5 Insider Dealing

Part 10 Corporate Self-Dealing and Capital Maintenance

10.1 Assistance to Purchase Own Shares

10.2 Redemption, Dividend And

10.3 Share Capital Alteration

10.3.1 Alterations Other Than Reduction

10.3.2 Reduction of Capital

10.3.3 Forfeiture and Surrender

10.3.4 Raising Capital from The Public

Part 11 Classes of Shares and Class Rights

11.1 Classes of Shares

11.2 Variation and Class Rights

Part 12 Legal Incidents of Shares Membership and Ownership

12.1 Definition of Member

12.2 Restrictions of Membership

12.3 Becoming A Member

12.4 The Register of Members

12.5 Share Certificates

12.6 Mortgage/Lien On Shares

Part 13 Loan Capital

13.1 Powers of A Company to Borrow

Form of Loan Capital

13.3 Debentures

13.4 Company Charges

13.5 Registration

13.6 Remedies of Loan Creditors (Especially Receivers).

Part 14 Corporate Power and Its Regulation

14.1 Distribution of Power Within Company

14.1.1 The Board Vs the General Meeting

14.1.2 Organic Theory

14.2 Company General Meetings and Resolutions

14.2.1 Kinds of GMs

14.2.2 Calling of GMs

14.2.3 Class Meetings

14.2.4 Proceedings at GMs

14.2.5 Resolutions

14.2.6 Board Meetings

14.3 Company Officers and Their Duties & Liabilities

14.3.1 Company Secretary

14.3.2 Directors

14.3.3 Removal of Director

Part 15 Shareholders Remedies

15.1 The Rule of Foss V Harbottle

15.2 Winding Up On the Just and Equitable Ground

15.3 Unfair Prejudicial Conduct

Part 16 Winding Up

16.1 Types of Winding Up:

16.1.1 Voluntary Winding Up

16.1.2 Member Winding Up

16.1.3 Creditors Winding Up

16.2 Winding Up by The Court

16.2.1 The Liquidator Powers

16.2.2 Distribution of Assets.

Part 17 Accounts, Audit and Annual Returns

17.1 Accounts

17.2 Auditors

17.3 The Directors' Report

Annual Returns

Part 18 Schemes of Arrangements, Take-Overs and The Protection of

Minorities

Part 19 Receivers

19.1 Appointment

19.2 Liabilities of Receivers

19.3 Accounts of Receivers

19.4 Reports of Receivers

Part 20 Foreign Companies

20.1 Registration

20.2 Appointment of Local Directors

20.3 Responsibilities of Local Directors

Part 21 Principles of Corporate Governance

E3.6.4 Teaching Method

Lectures, tutorials, case study analysis, group work

E3.6.5 Assessments

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

E3.6.6 Prescribed Textbooks:

1. Gower, L. C. B. (2017). Gower and Davies' Principles of Modern Company Law. Sweet & Maxwell.
2. Hanrahan, P., Ramsay, I., & Stapledon, G. (2015). Commercial Applications of Company Law. CCH Australia Limited.

3. Sealy, L. S., & Worthington, S. (2018). *Cases and Materials in Company Law*. Oxford University Press.

E3.6.7 Recommended Textbooks:

1. Hicks, A., & Goo, S. H. (2018). *Cases and Materials on Company Law*. Oxford University Press.
2. Casson, M., & Keasey, K. (2016). *Company Law: Theory, Structure, and Operation*. Oxford University Press.
3. Mayson, S., French, D., & Ryan, C. (2018). *Mayson, French & Ryan on Company Law*. Oxford University Press.

E3.7 HUMAN RESOURCE MANAGEMENT (15 Credits)

Pre-requisite: None

E3.7.1 Rationale

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Quran and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

E3.7.2 Learning Outcomes

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

- Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
- Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
- Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
- Understand the Islamic perspective of managing human resource.
- Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
- Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
- Participate in selection of personnel using psychometric assessment techniques.
- Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
- Understand the difference between HRM theories, their relevance and application from indigenous context

E3.7.3 Course Content

- Introduction
- Meeting present human resource requirements What is HRM
- Why HRM is important
- Emerging Human resource management challenges. Trends in HRM
- Global vs local HRM practices

- HRM from Islamic and indigenous perspective
- Basic Islamic philosophy of managing human resource
- Conducting Job analysis.
- HR Planning Job Description Job Specification
- Staffing
- Recruiting and selecting employees Recruitment techniques
- Sources of recruitment
- Selection tests and Interviewing techniques
- Employee development Performance Appraisals Performance management
- Training and development
- Training the employees Types of training Technique of training Developing
- Careers
- Career growth
- Project Description and discussion
- Compensations Managing Compensation Types of compensation
- Rewarding performance Pay for Performance
- Designing and administering benefits Types of benefits
- Employee relations Project Presentations

E3.7.4Teaching Method

Lectures, tutorials, case study analysis, group work

E3.7.5 Assessments

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

E3.7.6 Prescribed Textbooks:

1. Dessler, G. (2019). Human Resource Management. Pearson.
2. Armstrong, M., & Taylor, S. (2019). Armstrong's Handbook of Human Resource Management Practice. Kogan Page.
3. Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management: Gaining a Competitive Advantage. McGraw-Hill Education.

E3.7.7 Recommended Textbooks:

1. Stone, R. I., & Deadrick, D. L. (2015). Human Resource Management: A Strategic Approach. Wiley.
2. Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2017). Human Resource Management. Pearson.
3. Mathis, R. L., Jackson, J. H., Valentine, S. R., & Meglich, P. A. (2016). Human Resource Management. Cengage Learning.

E3.8 OPERATIONS AND PROJECT MANAGEMENT (7.5 Credits)

Pre-requisite: None

E3.8.1 Rationale

The course "Operations and Project Management" is designed to provide students with a comprehensive understanding of key concepts and principles in both operations and project management. In the introductory module, students will grasp the fundamental role of operations in organizations, delving into key concepts such as inputs, processes, and outputs. The operations strategy component focuses on aligning operational practices with overarching business objectives, emphasizing competitive priorities and trade-offs. Subsequent modules address critical aspects of operations planning and control, including capacity planning, inventory management, quality control through Total Quality Management (TQM), and coordination of supply chain activities. The introduction to project management covers the entire project lifecycle, emphasizing the importance of each phase in achieving project success. Detailed modules on project scope, time management, resource planning, cost management, quality assurance, risk management, and project integration and communication provide students with a well-rounded skill set essential for effective operational and project leadership. The course combines theoretical knowledge with practical applications, ensuring students are equipped to tackle real-world challenges in diverse organizational settings.

E3.8.1 Course Content

Module 1: Introduction to Operations Management

1. Definition and Scope of Operations Management
 - Understanding the role of operations in organizations.
 - Key concepts: inputs, processes, outputs.
2. Operations Strategy
 - Developing an operations strategy aligned with overall business objectives.
 - Competitive priorities and trade-offs.
3. Productivity and Efficiency
 - Measurement of productivity.
 - Techniques for improving efficiency.

Module 2: Operations Planning and Control

4. Capacity Planning
 - Determining the capacity required to meet demand.
 - Strategies for capacity management.
5. Inventory Management

- Importance of inventory control.
 - Inventory models and optimization.
6. Quality Management
- Principles of Total Quality Management (TQM).
 - Quality control and improvement methodologies.
7. Supply Chain Management
- Coordination of activities across the supply chain.
 - Logistics and distribution.

Module 3: Introduction to Project Management

8. Project Lifecycle
- Phases of project management: initiation, planning, execution, monitoring, and closure.
 - Importance of each phase in project success.
9. Project Scope Management
- Defining and controlling what is included in the project.
 - Scope creep and change management.
10. Time Management
- Scheduling techniques (Gantt charts, PERT/CPM).
 - Critical Path Analysis.

Module 4: Project Resource Management

11. Resource Planning
- Allocation of resources.
 - Resource leveling and smoothing.
12. Cost Management
- Estimating and controlling project costs.
 - Budgeting and financial considerations.

Module 5: Project Quality and Risk Management

13. Quality Planning and Assurance
- Ensuring project deliverables meet quality standards.
 - Continuous improvement.
14. Risk Management
- Identifying, analyzing, and responding to project risks.

- Risk mitigation strategies.

Module 6: Integration and Communication in Project Management

15. Project Integration Management

- Coordinating all aspects of a project.
- Project management methodologies.

16. Communication Management

- Effective communication within project teams and stakeholders.
- Importance of clear communication.

E3.8.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E3.8.5 Assessments

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

E3.8.6 Prescribed Textbooks:

1. Heizer, J., Render, B., & Munson, C. (2017). Operations Management: Sustainability and Supply Chain Management (12th ed.). Pearson.
2. Stevenson, W. J. (2018). Operations Management (13th ed.). McGraw-Hill Education.
3. Schwalbe, K. (2018). Information Technology Project Management (8th ed.). Cengage Learning.

E3.8.7 Recommended Textbooks:

1. Slack, N., Brandon-Jones, A., & Johnston, R. (2019). Operations Management (8th ed.). Pearson.
2. Pinto, J. K. (2019). Project Management: Achieving Competitive Advantage (5th ed.). Pearson.
3. Meredith, J. R., & Mantel, S. J. (2017). Project Management: A Managerial Approach (9th ed.). Wiley.

E4.1 ORGANIZATIONAL THEORY AND BEHAVIOUR (15 Credits)

Pre-requisite: None

E4.1.1 Rationale

The course in Organizational Theory and Behaviour is designed to equip students with a comprehensive understanding of the intricate dynamics shaping human behaviour within organizational settings. By delving into the interplay among individuals, groups, and formal organizational structures, the course aims to provide a realistic and relevant perspective on organizational behaviour and its alignment with organizational norms. Recognizing the pivotal role of managers, the course emphasizes interventions necessary for modifying and integrating behaviour effectively. As a fundamental aspect of management education, this course prepares future leaders to navigate and influence organizational behaviour, fostering an environment conducive to achieving organizational goals.

E4.1.2 Learning Outcomes:

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

- Gain a realistic and comprehensive understanding of human behaviour within organizational contexts.
- Explore the intricate relationships among individuals, groups, and formal organizational structures.
- Develop insights into the ways managers can intervene to modify and integrate behaviour in alignment with organizational norms.
- Acquire new knowledge and perspectives on organizational behaviour, enhancing the ability to influence and control behaviour within organizations.
- Cultivate skills for effective leadership by leveraging an understanding of organizational dynamics and human behaviour.
- Apply theoretical concepts to real-world scenarios, fostering the ability to make informed decisions in managing and leading teams within diverse organizational settings.

E4.1.3 Course Content

1. The Overview of Organisational Behaviour

1.1 Definition of organisational Theory and Behaviour.

1.2 Concepts of organisational Behaviour.

1.3 The Importance of Organisational Behaviour in Organisation.

1.4 Contrast Between Management and Organisational Behaviour.

1.5 The Historical Roots of Organisational Behaviour

2. The Foundations of Individual Behaviour

2.1 Personality – Definitions, development of personality, sources of personality, personality attributes at work, attitudes, and organisational work related attitudes and types of behaviours at work place.

2.2 Psychological contracts – the person job fit, individual differences.

2.3 Organisational Behaviour Modification – process and steps in organisational behaviour modifications.

2.4 Perception in organisation – Basic perceptual process, perception and attribution – Theory.

2.5 The Reinforcement Theory – Concepts and Learning Theory.

3. Organisational Processes and Applications

3.1 Groups in organisations – characteristics, types of groups, stages of group development and group structures.

3.2 Power and Influence – definitions, sources of power and guidelines for using power.

3.3 Decision making nature of decisions, types of decisions, decision-making process, negotiation, approaches to negotiation.

3.4 Leadership – definition, types of leadership and leadership qualities.

3.5 Motivations – definition, early theories of motivation, the equity theory of motivation, expectancy theory of motivation, learning and motivation.

3.6 Stress – definition, causes of stress, organisational stressors, consequences of stress and managing stress at place of work.

3.7 Organisational Design – design elements, specialization, departmentalisation, job enrichment, job rotation and coordination.

3.8 Organisation culture – Definition of culture, creating organisation culture, emerging issues in organisation culture, managing organisational culture

3.9 Organisational Communication – definitions, communication process, methods and channels of communication, barriers of communication and improving communication in organisation.

3.10 Performance management – Nature of performance management, purpose of performance and measurement

4.1 Organisational Conflicts – types of conflicts and managing conflicts in the organisation.

4.2 Individual rewards in organisations – purpose of rewards, types of rewards, linking performance and rewards, reward systems.

4.3 Work-Life Linkages – Fundamental Work – life relationship Balancing work-life linkages.

5.1 Organisational Change and Development

5.2 Forces of change, process in organisational changes, resistance to change, organisational sources of resistance, individual sources of resistance and managing organisational change.

5.3 Training and development – The psychology of skills

5.4 Team Building – performance measurement and quality management.

E4.1.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.1.5 Assessments

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

E4.1.6 Prescribed Textbooks:

1. Robbins, S. P., Judge, T. A., & Sanghi, S. (2018). Organizational Behaviour (17th ed.). Pearson Education.
2. Greenberg, J., & Baron, R. A. (2017). Behavior in Organizations: Understanding and Managing the Human Side of Work. Pearson.
3. Luthans, F., & Doh, J. P. (2018). International Management: Culture, Strategy, and Behavior. McGraw-Hill Education.

E4.1.7 Recommended Textbooks:

1. McShane, S. L., Olekalns, M., & Travaglione, T. (2019). Organisational Behaviour: Emerging Knowledge, Global Insights. McGraw-Hill Education.
2. Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2018). Organizational Behavior: Improving Performance and Commitment in the Workplace. McGraw-Hill Education.
3. Daft, R. L. (2017). Organization Theory and Design. Cengage Learning.

E4.2 BA413 STRATEGIC MANAGEMENT (15 Credits)

Pre-requisite: None

E4.2.1 Rationale

The course draws together the purposes and methodologies of functional areas of business policy and strategy which are usually studied separately and shows how they contribute to the overall purposes and aims of the organisation. Further, the course covers policy making in organisations that operate in an international arena.

E4.2.2 Learning Outcomes

After completing this module, the student will be able to: -

- Analyse the complexity of organisations and their environments.
- Demonstrate understanding of the complexity of relationships between the organisation and its environment.
- Synthesise diverse and possible piecemeal studies of the organisation and assimilate new theoretical models.
- Evaluate existing models and methodologies against observations of the practices of real organisations.

1.0 Introduction to Strategy and Related Concepts

- 1.1 The Key Terms
- 1.2 Exploring the Terms
- 1.3 Planning
- 1.4 Corporate Planning
- 1.5 Forecasting
- 1.6 Business Policy
- 1.7 Organisational Change
- 1.8 Strategy
- 1.9 Strategic Management

2.0 School of Thought in Strategic Management

- 2.1 Strategy Safari – A Guided Tour Through the Wilds of Strategic Management
- 2.2 Ways of Thinking about Organisations
- 2.3 Some Images of Organisation (Morgan 1997)
- 2.4 Whittington's Perspectives on Strategy

3.0 The Classical Perspective

- 3.1 The classical perspective – key features
- 3.2 Where are we now? - the Current Position
- 3.3 The Paradigm for the Competitive Environment
- 3.4 Where do we want to be? - Organisational Goals
- 3.5 How do we get there? - Strategic Options
- 3.6 Generic competitive strategies
- 3.7 Strategic Choice and Implementation
- 3.8 Strategic Implementation
- 3.9 Criticisms of the Classical Perspective
- 3.10 Organisational Structure

4.0 The Evolutionary Perspective

- 4.1 Population Ecology

- 4.2 The Role of the Entrepreneur
- 4.3 The Firm-Organising Entrepreneur
- 4.4 The Innovative Entrepreneur
- 4.5 Wider Environmental Forces
- 4.6 Symbiosis and Co-operation

5.0 Voluntarism Vs. Determinism

- 5.1 Wilson's Frameworks for Strategic Thinking
- 5.2 Greiner's Five Stages – evolution and revolution as organisations grow
- 5.3 Lessem's Stages of Management
- 5.4 Business Ethics
- 5.5 The Viable System Model (VSM)

6.0 The Processual Perspective

- 6.1 Pluralism, Power and Political activity
- 6.2 Stacey's Integrated Model of Decision-making and Control (1996)
- 6.3 Strategic management in the public sector

7.0 The Systemic Perspective

- 7.1 The Business Organisation as a System
- 7.2 Implications for Strategy Formation within the Organisation
- 7.3 Structures of Communication
- 7.4 Implications for Productive Relationships with the Outside World
- 7.5 International Strategic Management

8.0 Corporate Governance in Strategic Management

- 8.1 Responsibility of the Board
- 8.2 Role of the Board in Strategic Management
- 8.3 Board of Directors' Continuum
- 8.4 Members of a board of directors: agency theory vs. stewardship theory in corporate governance,
- 8.5 Co-determination and Interlocking directorates
- 8.6 Nomination and Election of board members
- 8.7 Organisation of the Board
- 8.8 Impact of the Sarbanes-Oxley Act on U.S. Corporate Governance
- 8.9 Trends in Corporate Governance.
- 8.10 Responsibilities of Top Management
- 8.11 Executive Leadership and Strategic Vision
- 8.12 Managing the Strategic Planning Process

9.0 Case Study and Conclusions

- 9.1 How to Tackle a Case Study
- 9.2 The Case Study
- 9.3 The Classical Perspective
- 9.4 The Evolutionary Perspective
- 9.5 The Processual Perspective
- 9.6 The Systemic Perspective
- 9.7 Conclusions from Case Study

E4.2.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.2.5 Assessments

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

E4.2.6 Prescribed Textbooks:

1. Thompson, A. A., Peteraf, M. A., Gamble, J. E., & Strickland III, A. J. (2020). *Crafting & Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases* (21st ed.). McGraw-Hill Education.
2. Johnson, G., Whittington, R., & Scholes, K. (2017). *Exploring Strategy: Text and Cases* (11th ed.). Pearson.
3. Grant, R. M. (2019). *Contemporary Strategy Analysis: Text and Cases Edition* (10th ed.). Wiley.

E4.2.7 Recommended Textbooks:

1. Wheelen, T. L., Hunger, J. D., Hoffman, A. N., & Bamford, C. E. (2017). *Strategic Management and Business Policy: Globalization, Innovation and Sustainability* (15th ed.). Pearson.
2. Rothaermel, F. T. (2019). *Strategic Management: Concepts and Cases* (5th ed.). McGraw-Hill Education.
3. Hitt, M. A., Ireland, R. D., & Hoskisson, R. E. (2018). *Strategic Management: Concepts and Cases: Competitiveness and Globalization* (12th ed.). Cengage Learning.

E4.3 BA414 INTERNATIONAL BUSINESS MARKETING AND GLOBALISATION (15 Credits)

Pre-requisite

E4.3.1 Rationale

The course "International Business Marketing and Globalization" is strategically designed to equip students with a profound understanding of the intricate dynamics involved in international business and the global marketing landscape. In an era marked by heightened globalization, this course aims to provide students with comprehensive insights into the core principles, challenges, and strategic considerations inherent in international marketing. By delving into topics such as cultural intelligence, market research, global marketing mix, and legal and ethical dimensions, students will develop a nuanced understanding of the complexities associated with marketing on a global scale. The incorporation of emerging trends, case studies, and practical applications ensures the practical applicability of theoretical knowledge, fostering critical thinking and problem-solving skills essential for navigating the complexities of international business contexts. The prescribed and recommended readings from authoritative texts in the field further enhance the depth of knowledge, offering students a well-rounded and up-to-date foundation in international business marketing.

E4.3.2 Learning Outcomes

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

- Develop a comprehensive understanding of the definition and scope of international business and globalization, including the drivers and implications of globalization and the crucial role of international marketing in the global business environment.
- Gain cultural intelligence and cross-cultural communication skills, enabling effective global communication. Understand the impact of cultural factors on marketing strategies and learn to adapt communication approaches to diverse international markets.
- Acquire the ability to conduct market research in a global context and evaluate various market entry strategies such as exporting, licensing, joint ventures, and foreign direct investment. Develop skills in assessing and mitigating risks associated with international markets.
- Master the complexities of the global marketing mix, including adapting products for international markets, formulating pricing strategies in diverse global environments, and managing product and price differentiation across borders.
- Enhance critical thinking and problem-solving skills through the analysis of real-world case studies in international marketing. Apply theoretical knowledge to practical scenarios, fostering the ability to make informed decisions in complex international business contexts.

E4.3.3 Course Content

Module 1: Introduction to International Business and Globalization

- Definition and scope of international business
- Drivers and implications of globalization
- The role of international marketing in the global business environment

Module 2: Cultural Intelligence and Cross-Cultural Communication

- Understanding cultural differences in international markets
- Developing cultural intelligence for effective global communication

- Impact of cultural factors on marketing strategies

Module 3: International Market Research and Entry Strategies

- Conducting market research in the global context
- Market entry strategies: exporting, licensing, joint ventures, and foreign direct investment
- Assessing and mitigating risks in international markets

Module 4: Global Marketing Mix: Product and Pricing Strategies

- Adapting products for international markets
- Pricing strategies in diverse global environments
- Managing product and price differentiation across borders

Module 5: Global Marketing Mix: Distribution and Promotion Strategies

- International distribution channels and logistics
- Global promotional strategies and advertising
- Digital marketing in the international context

Module 6: Managing Global Brands and Positioning

- Building and managing global brands
- Positioning strategies for international markets
- Cultural considerations in brand development

Module 7: International Market Segmentation and Targeting

- Segmenting global markets based on demographics, psychographics, and behavior
- Targeting specific international market segments
- Customizing marketing strategies for diverse target audiences

Module 8: Legal and Ethical Challenges in International Marketing

- Understanding legal frameworks in international business
- Ethical considerations in global marketing practices
- Corporate social responsibility in the international context

Module 9: Emerging Trends in International Business Marketing

- Impact of technology on global marketing
- Sustainable and green marketing practices
- Innovations in international marketing strategies

Module 10: Case Studies and Practical Applications

- Analyzing real-world cases of successful and unsuccessful international marketing strategies

- Applying theoretical knowledge to practical scenarios
- Developing critical thinking and problem-solving skills in international business contexts

E4.3.4 Method of Delivery

Lectures, tutorials, case study analysis, group work

E4.3.5 Assessments

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

E4.3.6 Prescribed Textbooks:

1. Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2019). "International Business." Wiley.
2. Keegan, W. J., & Green, M. C. (2021). "Global Marketing." Pearson.
3. Hollensen, S. (2017). "Global Marketing: A Decision-Oriented Approach." Pearson.

E4.3.7 Recommended Readings:

1. Doole, I., & Lowe, R. (2020). "International Marketing Strategy: Analysis, Development and Implementation." Cengage Learning.
2. Onkvisit, S., & Shaw, J. J. (2019). "International Marketing: Strategy and Theory." Routledge.
3. Kotabe, M., & Helsen, K. (2018). "Global Marketing Management." Wiley.

E4.4 BA421 MANAGEMENT INFORMATION SYSTEMS (15 Credits)

E4.4.1 Rationale

Management Information Systems (MIS) course covers a range of topics to provide students with a solid understanding of the principles, concepts, and practical applications of information systems in business management context.

E4.4.2 Learning outcomes

a) Knowledge and Understanding:

- Demonstrate critical understanding of foundational principles and theories in Management Information Systems (MIS).
- Explain the role of information systems in organizational decision-making and strategic planning.
- Identify and assess various types of information systems and their applications in different business contexts.

b) Intellectual Skills (Cognitive and Creative Skills):

- Analyze business processes and propose effective MIS solutions to improve efficiency.
- Evaluate the impact of emerging technologies on business operations and propose innovative solutions.
- Apply critical thinking to solve complex business problems through the use of MIS.
- Synthesize information from diverse sources to make informed decisions related to information system implementation.

c) Subject Specific Skills (Professional Skills):

- Design and implement a comprehensive information system tailored to meet specific organizational needs.
- Develop and manage databases to store and retrieve relevant business information effectively.
- Conduct a systems analysis to identify requirements and propose suitable MIS solutions.
- Collaborate with cross-functional teams to implement and maintain information systems in a professional environment.

d) Reflexive Skills:

- Demonstrate autonomy in problem-solving, taking responsibility for decision-making in MIS projects.
- Exhibit accountability for the ethical use of information and adherence to legal frameworks.
- Exercise judgement in the selection and implementation of appropriate information system solutions.
- Adapt to changes in technology and business environments by continuously updating MIS knowledge and skills.

e) Transferable Skills:

- Communicate complex technical information effectively to diverse audiences, both orally and in writing.
- Utilize numeracy skills to analyze quantitative data relevant to MIS decision-making.
- Collaborate with team members to achieve common goals in MIS projects.
- Demonstrate effective time management and organizational skills in the completion of MIS tasks.
- Apply problem-solving skills learned in MIS to address challenges in other professional contexts.

E4.4.3 Course content

Week 1. Introduction to Information Systems:

- Overview of information systems
- Types of information systems (transaction processing systems, management information systems, decision support systems, human resource management systems, customer relations management systems.)
- Role and importance of information systems in organizations

Week 2. Business Fundamentals:

- Basic concepts of business and management
- Understanding organizational structures and processes
- Business ethics and social responsibility

Week 3. Database Management Systems:

- Fundamentals of databases
- Relational database concepts
- SQL (Structured Query Language)
- Database design and normalization

Week 4. Systems Analysis and Design:

- System development life cycle (SDLC)
- Requirements analysis
- Design methodologies and tools
- User interface design

Week 5. Networking and Telecommunications:

- Basics of computer networks
- Internet and intranet
- Wireless communication
- Network security

Week 6. Enterprise Resource Planning (ERP) Systems:

- Introduction to ERP
- ERP modules (finance, human resources, supply chain, etc.)
- Implementation and challenges

Week 7. Business Intelligence and Analytics:

- Data warehousing
- Data mining and predictive analytics
- Reporting and visualization tools

Week 8. E-Business and E-Commerce:

- Concepts of e-business and e-commerce
- Online business models
- E-commerce security and payment systems

Week 9. Cybersecurity:

- Information security fundamentals
- Cyber threats and vulnerabilities
- Security policies and risk management

Week 10. Project Management:

- Project planning and scheduling
- Budgeting and resource allocation
- Project evaluation and control
- Microsoft Office Project Software Package

Week 11. Emerging Technologies:

- Cloud computing
- Internet of Things (IoT)
- Artificial Intelligence and Machine Learning

Week 12. Legal and Ethical Issues in IT:

- Intellectual property rights
- Privacy concerns
- Compliance and regulations

Week 13. Case Studies and Practical Applications:

- Real-world examples of successful and failed information systems implementations

- Hands-on projects and case studies

Week 14. Professional Development:

- Communication skills
- Teamwork and collaboration
- Continuous learning and professional growth

E 4.4.4 Teaching and Learning Methods

- Capstone Project
- Lectures
- Case Studies
- Tutorials
- Community Research

E4.4.5 Assessments

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

E4.4.6 Prescribed Readings

- Kenneth Laudon and Jane Laudon (2019), *Management information systems: managing the digital firm* (16th ed. Pearson eBooks)
- Keri E. Pearlson, Carol S. Saunders, Dennis F. Galletta (2019), *Managing and Using Information Systems: A Strategic Approach* (Amazon Press)
- Kang-Tsung Chang (2019) *Introduction to Geographic Information Systems*: (McGraw-Hill)

Articles and Journals

- *OMICS – A journal of Integrated Biology*: Özdemir, Vural, Hekim, Nezi; Birth of Industry 5.0: Making Sense of Big Data with Artificial Intelligence, “The Internet of Things” and Next-Generation Technology Policy (Jan 2018): download for free at: <https://booksc.org/book/67790896/517516>
- *Journal of Cyber Security and Mobility: Abomhara, Mohamed, Kien, Geir M ; Cyber Security and the Internet of Things: Vulnerabilities, Threats, Intruders and Attacks: (2015) Vol 4.; Iss 1.* download for free at: <https://booksc.org/book/71697250/425c10>
- *IEEE Internet of Things Journal*: Ahmed, Nurzaman, De, Debashis, Hussain, Md. Iftexhar; *Internet of Things (IoT) for Smart Precision Agriculture and Farming in Rural Areas* (2018) Vol 10 ; Iss 1109: download for free at: <https://booksc.org/book/73194535/bf5635>

- Communications of the association for information systems: Mendling, Jan, Decker, Gero, Hull, Richard, Reijers, Hajo A., Weber, Ingo: *How do Machine Learning, Robotic Process Automation, and Blockchains Affect the Human Factor in Business Process Management?:* (2018) Vol 10; Iss 17705. Download for free at: <https://booksc.org/book/73010190/c1f54a>

Case Studies

- *Agility in responding to disruptive digital innovation:* Case study of an SME (Aug, 2018) found at: <https://booksc.org/book/71982800/b11176>
- *Characterizing the Propagation of Situational Information in Social Media During COVID-19 Epidemic:* A Case Study on Weibo (2020) found at: <https://booksc.org/book/81495322/4f3476>
- Importance of software testing in the design stage case study of McAfee Anti-Virus: <https://acasestudy.com/mcafee/>
- Using Internet to changing consumer demands and international competition. <https://acasestudy.com/ford-business-analysis/>
- Case study of Motorola Inc. IT tools for Project Management
- Case of NHS England for structures systems development and IT project failures