

**SAINT MONICA UNIVERSITY
HIGHER INSTITUTE**



The Academic Catalog

(Programs)

*of the
School of Business and
Public Policy*

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ACADEMIC PARADIGM OF THE SCHOOL OF BUSINESS AND PUBLIC POLICY

As the name suggests, the School of Business and Public Policy constitutes two interrelated disciplines, namely: Business and Public Policy. All students in the School of Business & Public Policy (SBPP) will be awarded a degree entitled Bachelor of Science (BS) in Business, Bachelor of Science (BS) in Public Policy, Master of Business Administration (MBA), Master of Public Administration (MPA), and Doctor of Philosophy (PhD) in Business and Public Policy.

SMHI business school (SBPP) is a professional undergraduate and graduate school. The purpose is to nurture highly innovative business persons, especially with an understanding of various practical and job assurance specialties, which will be essential to the global economy. In our contemporary society, personal innovation is strongly required for each business person. The aim of SBPP is to develop highly creative, enterprising and self-reliant business persons. The well qualified faculty of this school intends to scaffold entrepreneurs who can blend theory and practice (praxis), in a bid to establish and promote business and public policy schemes that are successful and helpful to the entire global economy.

The curriculum is arranged around projects and composed of basic courses made up of basic business and public policy management, and professional courses in which sophistication to open up "project" of each student can be gained. As for the project results, in a competition preceding graduation, a business and public policy plan contest that includes advisory guest professors is held, and scholarships are given to persons with outstanding results, and going on to incubator facilities after graduation is possible.

THE DEPARTMENT OF BUSINESS ADMINISTRATION (DBA)

- 1) Higher National Diploma (HND) in Business Administration
- 2) Bachelor of Science (BS) in Business Administration
- 3) Bachelor of Science (BS) in Economics
- 4) Master of Business Administration (MBA)
- 5) Master of Science (MS) in Economics
- 6) Master of Science (MS) in Forensic Accounting & Criminal Investigation

THE DEPARTMENT OF PUBLIC ADMINISTRATION (DPA)

- 1) Bachelor of Science (BS) in Public Administration
- 2) Master of Public Administration (MPA)

PART ONE: BACHELOR PROGRAMS

CURRICULUM OF ACCOUNTING

OVERVIEW OF PROGRAM

The Accounting area of concentration in SMHI offers students the opportunity to gain profound knowledge and practice in Financial Accounting, Forensic Examination, and Managerial Accounting, Taxation, Auditing and more. Internship and Final Research Project are integral part of this concentration.

Career opportunities in accounting are endless. You can earn a degree in accounting and become a general accountant, but this is just one of the options you can follow. Some of things that you can get into include actuaries, auditing, banking, chartered accounting, corporate finance, corporate recovery, stock broking and taxation management. There are also specialist areas you can pursue, such as auditing, management policy and taxation. Reports show that employments prospects for these professionals are quite high over the past 5 years and this is expected to continue until after 2010. You will also be handsomely rewarded with a good salary but long hours come with the territory especially when companies and individuals have to file their income taxes and towards the end of the financial year. In order for you to get a higher position, you will also need to go back to school. Most financial experts pursue an MBA after a few years in the corporate world. While some return to their employers, others apply elsewhere. Before you can see yourself up there, you have to work from the bottom going up. While some decide to make it big in Wall Street, you too can also succeed wherever you decide to apply.

OBJECTIVES OF THE PROGRAM

At the end of the study period, a student is expected to be familiar with the different types of financial statements – including balance sheets, income statements, cash flow statements and retained earnings statements and can explain the nature of each. He or she has the ability to interpret the information found on financial statements and the related accounting conventions. Such information can include short- and long-term liabilities, bonds, leases, equity, investments and the depreciation of assets. The student is also aware of the limitations of the different types of financial statements. A student can correctly prepare different types of financial statements. He/she knows how to calculate trial balances and accurately records transactions, adjustments and the closing of an account. The student uses financial statements to create cash flow statements and to explain inventory systems and assets, including cash, long-term assets, intangible assets and long-term investments. A student is aware and can explain the importance of ethics in the accounting profession. When faced with an ethical dilemma, a student knows how to use critical thinking skills to analyze the facts and the legal implications surrounding a situation. S/he has the ability to identify the ethical issue and the stakeholders the dilemma could impact, like employees, shareholders or the community. The student is aware of the values within the accounting profession, such as the right to know versus confidentiality, and how they relate to the ethical issue at hand. S/he is then able to recommend realistic, legal and ethical courses of action and can communicate the positive and negative consequences of each option.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in accounting in SMHI must have

1. A pass in the Advanced level examination
2. O/L Mathematics, economics; as well as A/L Economics; and accounting as the case may be.

GRADUATION REQUIREMENTS

A student should graduate if s/he earned a total of 180 credits in three years (each year divided in two semesters) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%	
Examination		70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
ECN 203	Mathematics for Economics and Business	6				
Total		24				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 202	Business Statistics	6	C			
BUS 210	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			

ACC 310	Financial Accounting	6	C			
ACC 320	Accounting Ethics and Professional Responsibilities	6	C			
ACC 410	Auditing	6	C			
ACC 420	Managerial Accounting	6				
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
ACC 401	Taxation	6	C			
ACC 403	Accounting Information Systems	6	C			
ACC 405	Forensic Examination	6	C			
ACC 407	Accounting for Bankers	6	C			
ACC 409	Cost Based Accounting	6	C			
ECN 415	Monetary Economics	6	C			
Total		36				
Second semester						
ECN 402	The Structure of the Cameroon Economy	6	C			
ACC 313	Accounting internship	6	C			
ACC 480	Entrepreneurial Project	12	C			
ACC 498	Accounting Research Project	12	C			
Total		42				

COURSE DESCRIPTIONS FOR BSc IN ACCOUNTING**ENT400: Entrepreneurship Project**

The purpose of this course is to help students to develop the cognitive skills they need to understand the principles and mechanics that regulate everyday business life, to prepare them to deal effectively with the challenges of contemporary life, including issues in the business-society relationship, its history, world events, economic issues, and future expectations. It also examines the factors that lead towards entrepreneurial success, and the skills and behaviors necessary to be a successful entrepreneur. The course will cover design, creativity and entrepreneurship, the characteristics of and types of entrepreneurs, pathways to entrepreneurs and requirements for success. At the end of the course, the student will be expected to develop a business plan on a business idea in the student's area of studies.

SET201 College Algebra

This course is a functional approach to algebra that incorporates the use of appropriate technology. Emphasis will be placed on the study of functions, and their graphs, inequalities, and linear, quadratic, piece-wise defined, rational, polynomial, exponential, and logarithmic functions. A graphical approach will be utilized throughout, with an emphasis on solving application problems.

ENG101: Functional English

This course emphasizes the study of grammar and composition. It introduces and explores word origins and various parts of speech to prepare students for critical reading and writing. This course also introduces students to practical applications for writing, such as business letters and memos. Equally, the course provides an analytical overview of grammar, punctuation, and sentence structure to help students improve writing skills, including writing efficiently and effectively. This course also introduces students to practical applications for writing, such as cover letters and resumes. It guides students through the steps for writing essays, from prewriting to final draft, and discusses various types of essays.

BUS 420 :Fundamentals to Research Methods & Statistical Analysis

This course is designed to provide foundation knowledge of research methods commonly used. The course will prepare the student to understand material and issues associated with but not limited to the logic of the scientific method, research designs, as well as the use of statistical packages for descriptive and inferential statistics. This course will cover research processes employing quantitative and qualitative methods. Topics include ethical considerations, observational and survey research techniques, graphing, central tendency and variability, correlation and linear regression, hypothesis testing etc. Students participate in data collection, data analysis and interpretation by means of the microcomputer Statistical Package for the Social Sciences (SPSS) and in the writing of APA-style research reports.

SPT 100: Sports and Physical Education

This is a unique course designed to encourage physical fitness and creativity in students. The course is divided into two parts, the first dealing with sports and the second with creative arts. In sports, students work individually and cooperatively in various theoretical and practical aspects of sports. It provides students of varying abilities with experiences that facilitate physical, social, intellectual, cultural, spiritual and emotional growth. Meanwhile, creative arts addresses the art-forms of visual arts, creative writing, music, drama and dance.

FRE101: Functional French

This course is designed for students with very little or no prior knowledge of French. The course provides a lively introduction to basic oral expression, listening comprehension, and elementary reading and writing. The audio-lingual approach, using practical vocabulary drawn from realistic situations aimed at good pronunciation and ease in response.

ICT201: Computer Information Systems

This course introduces students to the basic concepts and developments in information systems. Areas of study include computer technology, information system concepts, information systems development, and the use of technology in organizations. Also included is the general nature of computer hardware, software and systems: Hands-on applications include introduction to word processing, spreadsheet, database management, and presentation software, cloud computing, web browsing and e-mail.

BUS 301: PRINCIPLES OF ACCOUNTING

Course Description

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- a. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- b. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- c. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- d. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- i. Explain what accounting is.
- ii. Identify the users and uses of accounting.
- iii. Understand why ethics is a fundamental business concept.
- iv. Explain what an account is and how it helps in the recording process.
- v. Define debits and credits and explain their use in recording business transactions.

- vi. Identify the basic steps in the recording process.
- vii. Explain what a journal is and how it helps in the recording process.
- viii. Explain the time period assumption.
- ix. Explain the accrual basis of accounting.
- x. Explain the reasons for adjusting entries.
- xi. Prepare a worksheet.
- xii. Explain the process of closing the books.
- xiii. Identify the differences between service and merchandising companies.
- xiv. Explain the recording of purchases under a perpetual inventory system.
- xv. Explain the recording of sales revenues under a perpetual inventory system.
- xvi. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- a. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- b. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- i. describe the nature of economics in dealing with the issue of scarcity,
- ii. perform supply and demand analysis to analyze the impact of economic events on markets,
- iii. analyze the behavior of consumers in terms of the demand for products,
- iv. evaluate the factors affecting firm behavior, such as production and costs
- v. analyze the performance of firms under different market structures,
- vi. recognize market failure and the role of government in dealing with those failures,
- vii. explain how input markets work,
- viii. use economic analysis to evaluate controversial issues and policies
- ix. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- x. recognize how monetary and fiscal policy can be used to achieve policy goals,
- xi. evaluate the determinants of international trade and financial flows,
- xii. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- i. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- ii. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- iii. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- i. Compare and contrast the levels, roles, and functions of management
- ii. Distinguish between modern theories of management, including quality management and systems management theory
- iii. Break down quantitative management and the roles of branches such as operations management
- iv. Illustrate the types of planning and its function in management
- v. Model different types of organizations, including centralized and decentralized organizations
- vi. Examine leadership and its role in organizations and the difference between a manager and a leader
- vii. Analyze the role of motivation in the workplace and how managers affect motivation
- viii. Illustrate the communication process and the role of organizational communication
- ix. Investigate controlling and its function in management
- x. Analyze the decision making process and describe tools used to make informed decisions
- xi. Relate the managerial functions in international organizations and characteristics of an international manager
- xii. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING**Description**

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- a. identify the marketing mix components;
- b. explain the environmental factors which influence consumer and organizational decision-making processes;
- c. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- i. Develop customer relationships and value through marketing.
- ii. Link marketing and corporate strategies.
- iii. Scan the marketing environment.
- iv. Discuss ethics and social responsibility in marketing.
- v. Define consumer behavior.
- vi. Recognize organizational markets and buyer behavior.
- vii. List ways to reach global markets.
- viii. Turn marketing information into action.
- ix. Identify market segments and targets.

- x. Develop new products and services.
- xi. Discuss the management of products, services, and brands.
- xii. Formulate pricing strategies for products and services.
- xiii. Create strategies for managing marketing channels and supply chains.
- xiv. Define retailing and wholesaling.
- xv. Integrate marketing communications and direct marketing.
- xvi. Analyze advertising, sales promotion, and public relations.
- xvii. Define personal selling and sales management.
- xviii. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- a. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- b. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- c. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- i. Have a basic understanding of financial concepts and terms
- ii. Understand the impact of the time value of money
- iii. Be able to identify the different types of financing and how they are used
- iv. Be able to compute and analyze financial ratios
- v. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- a. The goal of this course is to introduce students to the field of international business.
- b. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- i. Describe the foundation of international business.
- ii. Describe international organizations and multinational corporations.
- iii. Define forms of foreign involvement.
- iv. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- a. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- b. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- c. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- d. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- e. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- i. Identifies the various dimensions of the ethical issue.
- ii. Makes recommendation based on ethical considerations.
- iii. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- iv. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- v. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- vi. Improve ability to support proposals by making the "business case" for value-based decisions.
- vii. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

ACC 310: FINANCIAL ACCOUNTING

Course Description

An introduction to the accounting concepts, principles, and techniques used in recording business transactions. The accounting cycle, the measurement of income and valuation problems, reporting of financial position and results of operations for business enterprise are explored.

Objectives

The main objectives of the course are to

- a. Provide students with the opportunity to explore basic accounting systems, processes, and the resulting financial statements.

- b. Additionally, the students will closely examine accounting rules, procedures, and controls that are applicable to cash, receivables, and inventory.
- c. Provide a thorough introduction to financial accounting and the responsibilities one should be prepared for in the world of accounting.

Content

Topics will include an introduction to accounting; cost estimation and the accounting system, income measurement and the accounting cycle; cash receivables and control; inventory; plan assets, current liabilities; corporate and partnership equity, analysis.

Outcomes

Upon completion of the course, students should be able to:

- i. Identify the conceptual underpinnings of accounting
- ii. Recall the features, tools and methods used to enhance and improve accounting systems and processes
- iii. Define the basics of income measurement and the accounting cycle
- iv. Recognize the classification framework and typical examples of current assets and liabilities
- v. Identify trends in profitability through examining margins and rates of returns

ACC 320: ACCOUNTING ETHICS & PROFESSIONAL RESPONSIBILITIES

Course description

This course will serve as a general introduction to professional ethics in the accounting and business environments. We will discuss the fundamental ethical issues of business and society, the roles and responsibilities of the accounting and auditing profession, ethical behavior by management, and legal and professional guidelines that address the ethical concerns of society

Objectives

The main objective of this course is to explore the foundations of ethics including integrity, objectivity, independence, ethical reasoning, ethical decision-making, and ethical dilemmas from the point of view of a professional accountant.

Content

The course will cover legal topics, codes of professional conduct relating to accounting profession and accountancy regulatory bodies, and related national and state regulatory requirements. Case studies on topics of professional accounting responsibility will be used to develop students' critical thinking skills.

Outcomes

After successful completion of this course the student should be able to:

- i. Describe how the pillars of character support ethical decision-making.
- ii. Demonstrate an understanding of various aspects of moral reasoning and explain how moral reasoning is used for ethical decision-making.
- iii. Explain how professional judgment and skepticism influences ethical decision-making.
- iv. Explain the underlying theory of ethics, professionalism, and corporate governance as they pertain to accounting.
- v. Describe professional ethics for accountants in public accounting with an emphasis on regulations, the AICPA Code of Conduct, and the Tennessee State Board of Accountancy Rules of Professional Conduct.
- vi. Understand legal liability issues that accountants face and the impact that such issues have on professional ethics.
- vii. Explain the characteristics of ethical leaders.

ACC 410: AUDITING

Course Description

In today's accounting climate it is important that managers at all levels understand the auditing process, including the theory, philosophy, and practice of auditing and the ethical implications of auditing decisions. This course develops an understanding and appreciation of the philosophy of the auditing process and provides students with the skills necessary for effective decision making in regard to auditing, financial reporting, and ethics.

Objectives

The main objective of the course is to provide students with an introduction to the art of auditing. The emphasis of the course will be on independent financial statement audits, but much of the material learned will have applicability to other types of audits as well.

Content

Topics include generally accepted auditing standards; systems of internal control; tests of compliance; transaction sampling; quality and reliability of information for decision making; the concepts of audit risk, materiality, and evidence; frameworks for the rules of conduct and the code of professional conduct; and information technology applied to internal control.

Outcomes

After completing the course the student should

- i. Have a working knowledge of what is required for a successful audit,
- ii. Identify the types of deficiencies that commonly lead to audit failure
- iii. Know how to identify those deficiencies.

ACC 420: MANAGERIAL ACCOUNTING

Course description

Managerial Accounting emphasizes the use of accounting information for internal purposes as opposed to the external disclosure focus of the financial accounting course. The design of management accounting systems for planning and controlling operations and for motivating personnel is covered. The course integrates accounting with ideas from microeconomics, data analysis, decision analysis, finance, and operations management.

Objectives

The main objective of the course is to:

- a. Provides managers the tools needed to make the best decisions to achieve the goals of their organizations.
- b. Students will take a look at how relevant traditional and leading-edge topics integrate together with an outcome of understanding basic cost analysis, decision definitions, relevant information formatting, and how to make the decision itself.
- c. Encourage managers and students to not only use all quantitative tools and techniques available to them, but also logic, insight, judgment, and common sense.

Content

Topics to be covered include Managerial Accounting and Cost Concepts; Cost Estimation and Cost Volume-Profit Relationships; Product Costing: Attaching Costs to Products and Services; process costing; Activity-Based Costing and Just-In-Time Costing; Budgeting for Operations Management; Cost Control through Standard Costs; Joint Cost Allocation and Variable Costing; Managerial Decisions: Analysis of Relevant Information, Capital Investment Decisions, Analysis of Decentralized Operations; and Costs of Quality and Other Cost Management Issues.

Outcomes

Upon completion of the course, students should be able to:

- i. Define managerial accounting, cost concepts and the basics of cost/volume/profit relationships
- ii. Recognize the basics of attaching products to services, process costing and activity based costing
- iii. Recall how to budget efficiently and measure performance by analyzing standard costs
- iv. Identify joint allocation principles and effective decision making skills for accounting managers
- v. Differentiate between various investment, transactions and performance measurements

ACC 401 – TAXATION

Course description

This course provides students with a basic understanding of the concepts, terminology, and decision-making skills specific to the discipline of taxation that are germane to the professional development of those preparing for a career in accounting. Although the course surveys the many forms of taxation that are found in industrialized societies, and the comparisons thereof, the main focus is on the federal income taxation of individuals. However, coverage is provided regarding the manner in which the taxation of individuals relates to corporate and partnership entities.

Objectives

- a. The course seeks to provide an understanding of the principles of taxation including the economic policy underlying various tax systems, i.e., property, consumption, value added and income taxes.

- b. The course emphasizes the tax decision making and planning process in the context of compliance responsibilities and tax accounting methods for individuals, corporations and various pass-through entities such as partnerships and subchapter S corporations.

Content

The course will discuss the four main issues in federal taxation which are: tax policy; taxes and decision making; tax planning; tax law and generally accepted accounting principles.

Outcomes

Upon completion of the course, students should be able to:

- i. Define and state the objectives of taxation, tax systems and regimes
- ii. Do Tax planning using accounting methods, the statutory provisions covering exclusions and the tax benefit rule.
- iii. Identify the treatment of business expenses and allowable deductions in the tax formula and the comparative analysis of book/tax differences as distinguished from financial accounting pronouncements and generally accepted accounting principles.
- iv. Differentiate and distinguish the taxation of various business entities such as C and S corporations, partnerships, sole proprietorships, Limited Liability Companies, disregarded entities, affiliated corporate entities, tiered partnerships, redemptions, distributions, liquidations, dividends, and earnings and profits vs. distributions in excess of basis in flow-through entities.
- v. Discuss the Income taxation of Individuals, the basic tax model, adjusted gross income, tax liability, tax credit, filing status, and the tax planning objectives underlying inheritance, estate, gifts, trusts, family planning and wealth transfers.

ACC 403: ACCOUNTING INFORMATION SYSTEMS

Course description

An introduction to accounting information systems and their roles in the accounting environment. Systems covered include manual accounting, computerized accounting, and Internet electronic commerce applications. Emphasis is upon developing students' abilities to understand the processing of accounting data and the controls that are necessary to assure accuracy and reliability of the data processed by the accounting system.

Objectives

The course goal is to give future accounting and finance professionals the background

- a. to oversee accounting system functions,
- b. to implement and review systems of internal controls and
- c. To understand how to ensure that organizations have valid, accurate, and timely financial information to support decision-making.

Content

Coverage will include an introduction, documentation, data base design, computer fraud, XBRL, internal controls, accounting transaction cycles.

Classes will include hands-on application with several software packages, and students are expected to become competent in applying their new skills and knowledge to real world applications.

Outcomes

At the conclusion of this course the student should be able to:

- i. Identify the main issues affecting AIS from enterprise systems and e-commerce.
- ii. Know basic terminology of Accounting Information Systems, including the qualities that make information useful for decision making.
- iii. Document Accounting Information Systems. Prepare basic systems flowcharts and write simple Policy and Procedures.
- iv. Explain database concepts. Develop and query a simple Access database. Be able to explain the impact of XBRL on accounting and finance professionals.
- v. Define and identify the essential elements of internal controls. Explain the Enterprise Risk Management Framework, and identify its elements and its application. Explain Information Systems Security, identify the most important components and how to implement them.
- vi. Evaluate and communicate the essentials of internal controls to a non-accounting professional.
- vii. Learn three Accounting Transaction Cycles and implement in a simple Accounting Software Package (QuickBooks.) Know the most important controls for each cycle.
- viii. Explain the basic process and issues in System Analysis and Acquisition

- ix. Write a business memo and a short business report at the standard required for business communication.

ACC 405: FORENSIC EXAMINATION

Description

This course provides an overview of the behavioral research associated with occupational fraud and the methodology of fraud examination (i.e., obtaining documentary evidence, interviewing witnesses and potential suspects, writing investigative reports, testifying to findings, and forensic document examination). The majority of the course is focused on detecting the most common types of occupational fraud, determining how each type of fraud is committed, and implementing prevention strategies.

Objectives

the main objective of the course is to help students understand the role of the forensic accountant in an organization.

Content

The areas to be addressed in this class from a forensic accounting perspective include: Fraud examination, Accounting theory, Auditing, Attestation services, Internal accounting control, Risk assessment, Financial statement analysis, Tax related fraud and forensic matters, and Accounting Systems analysis.

Outcomes

Upon completion of this course, students will

- i. Learn responsibilities of management and auditors, red flags of financial statement fraud, and audit procedures to detect fraud.
- ii. Learn how to apply internal controls through actual case studies.

ACC 407: ACCOUNTING FOR BANKERS

Description

This training course aims to provide an initiation to the major mechanisms of bank accounting, and features the recording of accounting entries related to several banking operations.

Objectives

The main objective of the course is to provide and discuss the major mechanisms of bank accounting

Content

The course covers four basic issues which are: business mathematics and finance; principles of bookkeeping and accounting; final accounts; and banking operations.

Outcomes

Upon completion of the course, students should be able to:

- i. Do basic Banking operations and accounting functions
- ii. Understand Accounting in a computerized environment
- iii. Compute balance sheet equations
- iv. Prepare final accounts
- v. Perform ratio analysis
- vi. Understand bills of exchange
- vii. Distinguish between capital and revenue expenditure
- viii. Perform a trial balance, rectification of errors
- ix. Analyze a bank reconciliation statement
- x. Maintain cash and subsidiary booklets
- xi. Understand basic accounting procedures
- xii. Understand the basics of foreign exchange arithmetic
- xiii. Understand capital budgeting
- xiv. Calculate YTM
- xv. Calculate interests and annuities
- xvi. Compare depreciation methods.

ACC 409: COST BASED ACCOUNTING

Description

Understand what Cost accounting adds to General accounting. Why it is necessary for the management of a firm. Learn how to classify the various types of costs; calculate unit costs; learn what a simple cost model is. First introduction to the planning and budgeting cycle.

Objectives

It is the objective of this course to highlight the concept of “different costs for different purposes,” and to focus on cost accounting strategy and the decision making process.

Content

The course shall cover topics like; Cost concepts and behavior; Cost-volume-profit (break-even) analysis; Relevant costs for decision making; Cost estimation; Job costing; Process costing; Activity-based costing; Cost allocation; Budgeting; Variance analysis; Capital budgeting

Outcomes

Upon completing this course, students will

- i. Describe how cost accounting is used for decision making and performance evaluation.
- ii. Explain the basic concept of cost and how costs are presented in financial statements.
- iii. Demonstrate how materials, labor and overhead costs are added to a product at each stage of the production cycle.
- iv. Analyze the basic cost flow model and be able to assign costs in a job cost system.
- v. Formulate overhead using predetermined rates and Activity-Based costing.
- vi. Assess how cost-volume-profit are related and use CVP analysis as a planning and decision making aid.
- vii. Prepare a budget and use budgets for performance evaluation after flexing the budget.
- viii. Interpret variable cost variances and fixed cost variances.
- ix. Summarize process cost accounting and prepare a process cost report.

ECN 415: MONETARY ECONOMICS

Objective: To enable students get knowledge need to conceive and assess the monetary mechanisms of a nation or monetary zone.

Contents: Topics include: Nature and origin of money, functions of money, demand for money, supply of money, money creation by banks, open market operation, theories of money, bank asset structures, monetary policies, etc.

Prerequisite: ECN 202, ECN 304.

Outcome: Students are expected to appreciate the working of monetary policy in the economy.

ECN 402: THE STRUCTURE OF CAMEROON ECONOMY

Objective: To provide students with the knowledge in the structure and growth of Cameroonian economy

Contents: Topics include: evolution of economic policy in Cameroon, sectoral analysis from the stand point of ownership and control of resources (public sector, parastatal sector, formal and informal private sectors), sectoral analysis according to activities (the agricultural, industrial and tertiary sectors), sectoral linkages, the structural adjustment programmes in Cameroon, economic crises, stabilization and SAP policies, stabilization measures, structural adjustment measures, etc

No prerequisite.

Outcome: Students are expected to acquire knowledge in the functioning and structure of the Cameroonian economy.

ECN 203: MATHEMATICS FOR ECONOMICS I

Objective: To enable students improve understanding of economic theory, make other economics courses much easier through the improvement of elementary mathematical skills.

Contents: Topics include: linear, polynomial, exponential and natural log functions, limits and derivatives, differentiation, integration, unconstrained and constrained optimization (single variable), concavity and convexity of multivariable functions; unconstrained and constrained optimization (multi variable).

No prerequisite ‘O’ level mathematics.

Outcome: Students are expected to use their mathematical knowledge to get more comfortable in studying economic theory and solving economic problems.

ACC 330: ACCOUNTING INTERNSHIP

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application

and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement. Participation cannot be guaranteed for all applicants

Objectives

1. to provide advanced student majors and minors with experience working
2. to give students the opportunity to apply classroom learning in an agency setting
3. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

- i. Evaluate the organization using the principles learned in school
- ii. Effectively notice issues in the field.
- iii. Effectively handle issues in the field.

ACC 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- a. stimulate the work of multifunctional and multi-disciplinary teams,
- b. assure networking and integration of students within the subject matter,
- c. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- i. Understand the basic methodology of writing an entrepreneurial project
- ii. Write a practical entrepreneurial project
- iii. Implement the project.

ACC 498: RESEARCH PROJECT IN ACCOUNTING

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Accounting with the aim of designing novel and innovative Accounting business plans. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and Accounting experts at the end to the entire program.

Objectives

1. It is intended to make students develop a critical mind in approaching the various issues in the field
2. Identify and systematically problems in the field

3. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- i. Defend the findings in the research thesis
- ii. Develop a critical mind and love for issues that deal with issues in the particular field

CURRICULUM OF BANKING AND FINANCE

OVERVIEW

The objectives of Banking and Finance concentration in SMHI is to develop in students' skills and competences in Financial Management, Money, Banking and Financial Markets, Personal Financial Planning, Investment Analysis, Microfinance, Global Finance, Public Finance, Corporate Finance. Students are expected to demonstrate their skills and knowledge by participating in an internship and presenting and end of program Project.

Opportunities in investment banking are not the same as they were a few years ago; competition has become fierce. The incomes of employees in these firms rise and fall with the global economic tides. This is a market driven by the economy and in downtimes it becomes even more competitive to enter this lucrative field. Regarding opportunities in asset management, what is in demand is closely tied to a firm's strategy. Brokerage houses (sometimes called wire-houses) continue to recruit trainees for number-crunching analyst positions and more sales-oriented marketing and brokerage support jobs. With online and self-service brokerages, investors can self-direct their own investment strategy, but most are willing to pay qualified professionals to guide them. There are equally employment opportunities in multiple and ever growing microfinance and banks but expect to face rigorous competition for securities sales agent positions, where only the most experienced applicants will get the job, hence you may want to consider going in for a higher degree

OBJECTIVES

The program objective is to prepare students to think critically and finding new ways to improve the industry. Students learn to communicate effectively on all levels and acquire leadership skills in the banking industry to become an initiator of change by making complex and difficult decisions using modern finance, marketing and management analysis methods.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Banking and Finance in SMHI must have

3. A pass in the Advanced level examination
4. O/L Mathematics, economics; as well as A/L Economics.

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
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General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment

30%

Examination

70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
ECN 203	Mathematics for Economics and Business	6				
Total		24				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 202	Business Statistics	6	C			
BUS 210	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			
FIN 310	Financial Management	6	C			
FIN 320	Money, Banking and Financial Markets	6	C			
FIN 410	Personal Financial Planning	6	C			
FIN 420	Portfolio Theory and Investment Analysis	6	C			
		6				

Total		30				
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Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
FIN 401	Principles of Microfinance	6	C			
FIN 403	Global Finance	6	C			
FIN 405	Corporate Finance	6	C			
FIN 407	Public Finance	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
Second semester						
-	Elective	6	C			
-	Elective	6	C			
FIN 313	Banking and Finance internship	12	C			
FIN 480	Entrepreneurial Project	12	C			
FIN 498	Banking and Finance Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN BANKING AND FINANCE**Core courses****BUS 301: PRINCIPLES OF ACCOUNTING****Course Description**

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- e. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- f. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- g. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- h. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- xvii. Explain what accounting is.
- xviii. Identify the users and uses of accounting.
- xix. Understand why ethics is a fundamental business concept.
- xx. Explain what an account is and how it helps in the recording process.
- xxi. Define debits and credits and explain their use in recording business transactions.
- xxii. Identify the basic steps in the recording process.
- xxiii. Explain what a journal is and how it helps in the recording process.
- xxiv. Explain the time period assumption.

- xxv. Explain the accrual basis of accounting.
- xxvi. Explain the reasons for adjusting entries.
- xxvii. Prepare a worksheet.
- xxviii. Explain the process of closing the books.
- xxix. Identify the differences between service and merchandising companies.
- xxx. Explain the recording of purchases under a perpetual inventory system.
- xxxi. Explain the recording of sales revenues under a perpetual inventory system.
- xxxii. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- c. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- d. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- xiii. describe the nature of economics in dealing with the issue of scarcity,
- xiv. perform supply and demand analysis to analyze the impact of economic events on markets,
- xv. analyze the behavior of consumers in terms of the demand for products,
- xvi. evaluate the factors affecting firm behavior, such as production and costs
- xvii. analyze the performance of firms under different market structures,
- xviii. recognize market failure and the role of government in dealing with those failures,
- xix. explain how input markets work,
- xx. use economic analysis to evaluate controversial issues and policies
- xxi. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- xxii. recognize how monetary and fiscal policy can be used to achieve policy goals,
- xxiii. evaluate the determinants of international trade and financial flows,
- xxiv. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- iv. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.

- v. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- vi. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- xiii. Compare and contrast the levels, roles, and functions of management
- xiv. Distinguish between modern theories of management, including quality management and systems management theory
- xv. Break down quantitative management and the roles of branches such as operations management
- xvi. Illustrate the types of planning and its function in management
- xvii. Model different types of organizations, including centralized and decentralized organizations
- xviii. Examine leadership and its role in organizations and the difference between a manager and a leader
- xix. Analyze the role of motivation in the workplace and how managers affect motivation
- xx. Illustrate the communication process and the role of organizational communication
- xxi. Investigate controlling and its function in management
- xxii. Analyze the decision making process and describe tools used to make informed decisions
- xxiii. Relate the managerial functions in international organizations and characteristics of an international manager
- xxiv. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- d. identify the marketing mix components;
- e. explain the environmental factors which influence consumer and organizational decision-making processes;
- f. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- xix. Develop customer relationships and value through marketing.
- xx. Link marketing and corporate strategies.
- xxi. Scan the marketing environment.
- xxii. Discuss ethics and social responsibility in marketing.
- xxiii. Define consumer behavior.
- xxiv. Recognize organizational markets and buyer behavior.
- xxv. List ways to reach global markets.
- xxvi. Turn marketing information into action.
- xxvii. Identify market segments and targets.
- xxviii. Develop new products and services.
- xxix. Discuss the management of products, services, and brands.

- xxx. Formulate pricing strategies for products and services.
- xxxi. Create strategies for managing marketing channels and supply chains.
- xxxii. Define retailing and wholesaling.
- xxxiii. Integrate marketing communications and direct marketing.
- xxxiv. Analyze advertising, sales promotion, and public relations.
- xxxv. Define personal selling and sales management.
- xxxvi. Implement interactive and multichannel marketing

BUS307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- d. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- e. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- f. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- vi. Have a basic understanding of financial concepts and terms
- vii. Understand the impact of the time value of money
- viii. Be able to identify the different types of financing and how they are used
- ix. Be able to compute and analyze financial ratios
- x. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- c. The goal of this course is to introduce students to the field of international business.
- d. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- v. Describe the foundation of international business.
- vi. Describe international organizations and multinational corporations.
- vii. Define forms of foreign involvement.
- viii. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- f. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- g. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- h. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- i. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- j. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- viii. Identifies the various dimensions of the ethical issue.
- ix. Makes recommendation based on ethical considerations.
- x. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xi. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xii. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xiii. Improve ability to support proposals by making the "business case" for value-based decisions.
- xiv. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

FIN 310 - FINANCIAL MANAGEMENT

Description

Financial techniques and analysis for business decision-making which build upon the prerequisites of economics, accounting, and statistical methods. The major tools include cash flow, financial statement structure and analysis, the time value of money, and risk. Specific topics studied with these tools include working capital management, asset investment and capital budgeting, corporate financial structure and the choice of debt vs. equity financing, financial market valuations, and the financial implications of business strategic decisions.

Objectives

The course has three main objectives:

- a. Develop an understanding of the tools that are used to value investment projects and companies (valuation).
- b. Understand the basic issues involved in how firms should raise funds for their real investments (financing).
- c. Evaluate how investment and financing decisions are related.

Content

Students will be taught to calculate selected financial ratios. * Differentiate the components of the extended DuPont equation, and calculate the return on equity using the DuPont format. * Calculate or describe the common measures of investment performance. * Understand basic framework of the financial system. * Understand TVM (Time Value of Money) concepts and calculations; including future value of a present sum, present value, and present and future values of annuities. Algebraic methodologies and the use of Excel spreadsheets will be encouraged. * Understanding of the differing rates of returns for differing assets. * Describe common features and types of bonds. * Describe major characteristics of common and preferred stock. * Understand how capital structure is related to investing decisions. * Integration of finance theory with the chapter materials. * Students should have a basic understanding of risk and return, efficient market hypothesis, and competitive markets and the consequences and challenges for financial managers. * Calculate Weighted Average Cost of Capital. * Understand the various techniques used in capital budgeting decisions. * Describe techniques used to forecast financial statements. * Calculate the Equity and Company Value of assets and Companies

Outcomes

When you have successfully completed this course, you will be able to:

- i. describe and evaluate the basic features of financial markets
- ii. identify the basic components of nominal interest rates and use them to make expected return comparisons among assets
- iii. apply time value of money concepts to complex cash flow scenarios
- iv. price bonds and other fixed-income financial assets
- v. understand the basics of the term structure of interest rates and the yield curve
- vi. determine the fundamental price for common stock, using the constant-growth dividend discount model
- vii. use the Capital Asset Pricing Model to quantify the risk-return tradeoff
- viii. determine a firm's weighted average cost of capital
- ix. evaluate alternative techniques for analyzing project opportunities and budgeting capital
- x. apply the net present value criterion to complex capital budgeting problems

FIN 320 - MONEY, BANKING AND FINANCIAL MARKETS

Description

This course is designed to provide you with a thorough understanding of the importance of money, banking, and financial markets of a developed economy. Money, financial institutions, and financial markets have emerged as instruments of payments for the services of factors of production, such as labor and capital. The use of money facilitates business in a market by acting as a common medium of exchange. Of course, as that market expands and develops on a national and international level, the importance of money, banking, and other financial markets expands to accommodate innumerable exchanges.

Objectives

- a. Provide the student with an analytical framework that will enable one to understand, interact with, and operate in financial markets and institutions
- b. Introduce the student to real-world issues and problems of participants in financial markets.
- c. Familiarize the student with the role of the central bank in terms of the formulation and implementation of monetary policy

Content

This course covers the nature and evaluation of money and its role in determining the overall level of economic activity. It also examines the role of banking, central banking, and monetary policy as they apply to financial instruments and institutions in the context of global financial markets.

Outcomes

Upon completion of the course, the students should be able to:

- i. Identify functions of money and how money is related to interest rates; how interest rates are determined; behavior of interest rates; risk and term structures of interest rates;

- ii. Understand importance of financial markets and financial institutions in the economy; operations of depository institutions; why they are regulated;
- iii. Explain how a nation's money supply is determined; tools of monetary policy, role of central banks and the Federal Reserve System, conduct of monetary policy

FIN 410 - PERSONAL FINANCIAL PLANNING

Description

Focus on individual/family financial planning including risk analysis, wealth accumulation, and retirement planning. Analysis of loss exposures facing individuals & families; basic personal-lines property-liability insurance (auto & homeowners); individual life, health & disability insurance as well as information on savings models, credit management, real estate, and longevity risk.

Objectives

The primary objective of this course is to build upon the skills learned in business finance and provide base level knowledge of the financial planning concepts available in today's marketplace. This course provides the student potential capacity to make responsible financial decisions, align personal and financial goals, and provide the student a personal financial planning foundation.

Content

This course focuses on the development of practical methods for organizing financial information, interpreting financial position and cash flow, developing achievable and worthwhile goals, and implementing actionable plans and risk management techniques to meet those goals. Specific topics covered include money management, insurance, and investing.

Outcomes

Upon completion of this course, you should be able to:

- i. Identify, define, and explain the major types, functions, and importance of financial service organizations, as well as occupations and trends in the financial service industry.
- ii. Identify socioeconomic influences on personal financial planning, develop a set of financial goals, and create a plan for making personal financial and career decisions.
- iii. Develop a workable budget, create a personal balance sheet and plan to connect money management techniques to a financial goal, and prepare a federal income tax form.
- iv. Compare and contrast services and types of financial institutions and different types of payment methods.
- v. Summarize strategies for safe and informed purchases of items such as a motor vehicle, and evaluate possible home renting, purchasing and selling options.
- vi. Identify types of risks and risk management methods, and develop a risk management plan, including health care, motor vehicle, disability and life insurance.
- vii. Identify a variety of investment opportunities, assess benefits of long-term over short-term investments, and evaluate different types of investments such as stocks and bonds.
- viii. Analyze assets and liabilities, estimate retirement costs, and develop a balanced budget for retirement, as well as the personal and legal aspects of estate planning

FIN 420 –PORTFOLIO THEORY AND INVESTMENT ANALYSIS

Description

The course describes the process of analyzing decisions relating to modern investment theories, behavioral finance, and securities valuation using both fundamental and technical analysis of securities with reference to their market, industries and companies. The course will also deal with securities' risk-return trade-offs, analysis of modern portfolio theories like the efficient market hypothesis CAPM, APT and other portfolio theories, and finally it describes portfolio selection, performance evaluation and management.

Objectives

The objective of the course is to understand the various financial investment avenues and efficient portfolio management techniques and to provide the skills required to take decisions, selecting the best securities and efficient portfolio management.

Content

The Course is structured in 8 chapters, covering both theoretical and analytical aspects of investment decisions: 1. Investment environment and investment process; 2. Quantitative methods of investment analysis; 3. Theory of investment portfolio formation; 4. Investment in stocks; Investment Analysis and Portfolio Management 6 5.

Investment in bonds; 6. Psychological aspects in investment decision making; 7. Using options as investments; 8. Portfolio management and evaluation

Outcomes

After completing the course, students are able to:

- i. Describe investment environment.
- ii. obtain and interpret investment information from various sources
- iii. Describe the mechanics in financial markets.
- iv. describe the methods of valuation of financial instruments
- v. describe procedure for assessing and measuring the risk and return of a single asset and a portfolio
- vi. Capital Allocation Across Risky and risk-Free portfolios
- vii. discuss the selection of the optimal portfolio based on the markowitz model
- viii. explain the Capital Asset pricing model as a framework for basic risk return trade-of
- ix. describe the Arbitrage Pricing Theory (APT) as a model of security, asset pricing as an alternative to the CAPM
- x. describe active and passive portfolio management strategies
- xi. evaluate the performance of portfolio investments

FIN 401 - PRINCIPLES OF MICROFINANCE

Description

The class examines the traditional and innovative financial strategies that poor families use to protect their assets, manage risk, and grow their incomes. It explores how the combination of age old social constructs and the latest technologies is revolutionizing the way poor people are accessing and leveraging financial services. In addition to introducing the basic principles of microfinance, the class presents an opportunity to discuss the vigorous debates currently taking place in the field (including the growing role of savings and insurance), evidence of impact, the role of the state, and appropriateness of profit-making in the industry.

Objectives

This course provides a unique opportunity to expand the students understanding of the Base of the Pyramid as a business opportunity and its importance in today's economy. It will explore and analyze the key issues and current challenges faced with microfinance and wealth creation. In the process we will address such questions as: What is microfinance? What are the various business models used by microfinance institutions (MFI's) for wealth creation? We will understand the meaning of social entrepreneurship and develop ideas about application of this concept and learn how to achieve a TRIPLE Bottom Line?

Content

It covers topics like: introduction and overview of microfinance; the nature of market failures; NGOs and MFIs; mentoring the participants' financial literacy; entrepreneurship and business education.

Outcomes

Upon completion of the course:

- i. Students learn how the microfinance industry evolved and how it works.
- ii. They develop an understanding of the skills and techniques used by microfinance analysts, managers, and investors.
- iii. Students also explore how governments and central banks can support the growing microfinance industry, and what are current challenges facing microfinance.

FIN 403 - GLOBAL FINANCE

Description

In the 19th and early 20th century, macroeconomic policies such as fiscal and monetary policies in one country had little effect on the financial markets of another country. Over the course of the last 40 years, financial markets have become more globalized and interconnected. Therefore, in today's world economy fueled by changes in financial markets and technology, financial crises in one country have implications throughout the global financial markets. In this class, we are going to look at the interconnections that link international financial markets. We will develop a simple model that will help you understand the relationship between the financial markets and macroeconomic policies and variables.

Objectives

The main objective of the course is to discuss how money circulates in the international market and the policies that impact on monetary dealings.

Content

Key topics include the functioning of foreign exchange markets and international capital and money markets, international portfolio diversification, multinational capital budgeting, import-export financing, direct foreign investment, and international banking. Global financial crisis, global monetary policy, global fiscal policy, loanable funds market.

Outcomes

By the end of this course, the student should be able to draw connections between the concepts you learn and the world events that you watch.

FIN 405 - CORPORATE FINANCE

Description

Corporate finance covers a wide range of financial services, including corporate structure finance, mergers and acquisitions, initial public offerings (IPOs), private placements, and real estate finance. The mission of a corporate finance department is to help its clients form and develop sound financial strategies to meet their goals by serving as advisors and by raising or managing funds. Businesses may need to raise cash to buy another firm, expand manufacturing capacities, pay down debt, buy back their own stock, or possibly divest themselves of a division

Objectives

The main objective of this course is to develop skills for making corporate investment and financing decisions.

Content

Topics include discounted cash flow and other valuation techniques; risk and return; capital asset pricing model; corporate capital structure and financial policy; capital budgeting; mergers and acquisitions; and investment and financing decisions in the international context, including exchange rate/interest rate risk analysis

Outcomes

Upon completion of the course, the students should be able to:

- i. Discuss the goal of the firm and agency relationships and how these concepts apply to the financial decision making process. Identify agency relationships within the corporation and discuss how these affect financial decision making.
- ii. Calculate and interpret financial statistics acquired through analysis or from financial sources. Conduct financial analysis such as ratio and trend analyses. Calculate present values, future values, and required returns from a series of cash flows. Calculate projected future cash flows and discuss the impact of inflation on optimal capital budgeting. Gain an understanding of capital budgeting and its effect on the project decision making process.
- iii. Perform bond and stock valuation. Demonstrate an understanding of the calculation of the Capital Asset Pricing Model (CAPM) and integrate the results in the valuation of a company's stock.
- iv. Critically analyze, evaluate, and utilize the aspects of Modern Portfolio Theory in investment decision making.
- v. Identify, discuss, and apply the concepts and aspects of Enterprise Risk Management.
- vi. Analyze and determine scenarios involving the usage of financial derivatives for risk management and/or speculation.
- vii. Produce an investment analysis report on par with those found in the financial press.

FIN 407 - PUBLIC FINANCE

Description

Public Finance rests at the intersection of two disciplines: Public Economics and Public Choice. Public Economics deals with issues of social optimality: how much of a good (or ill) does a society desire (or tolerate), and how do we incentivize producers and consumers to attain that amount? Public economics concerns itself with externalities, which are costs that are borne by persons not involved in a market transaction. There are both positive and negative externalities; public economists want to know how we get more of the good and less of the bad. Public choice is the field of economics that looks into the behavior of voters, politicians, and bureaucrats and studies how they choose given different policy institutions. The field of Public Finance studies the interaction between these two disciplines, asking questions like: How do the incentives of the political actors shape the policies they craft? How does that in turn affect the outcomes in the marketplace? Alternately, students of Public Finance might ask: How do outcomes in the marketplace affect the incentives of political actors?

Objective

The student will demonstrate mastery of public economic terminology by defining and discussing the terminology as well as applying it to current events; discuss the criteria for evaluating market based and government based

solutions to society's needs and wants; evaluate current policies in the United States related to education, health care, insurance, and poverty; discuss issues relating to the supply of public goods in a multilevel system of government; and synthesize their learning by composing a research paper on a public economic topic.

Content

After a review of economic cost-benefit analysis tools, we will consider the justification for government fiscal intervention. We will learn how to distinguish between public and private goods and how to determine whether the market and the government are succeeding in providing the optimal amount of these goods. After this introduction, we will use these tools to work through the effects that different kinds of taxes have, including on the behavior of individuals. We will use these same tools to analyze subsidies (put simply, subsidies are taxes in reverse). As we learn about taxes and subsidies, we will consider real world policies and how we might improve them by using the lessons learned from our economic logic. In the second part of the course, we will consider the activities of taxation and subsidy within the context of political processes. The final part of this course will provide you with an overview of general trends within the United States government's tax and spending activities, along with current controversies regarding taxation and government spending in the US. By studying public finance, you should get a sense of the natural tension between the desire for policies that optimize society's welfare and the motivations that lead to actual tax and expenditure policy outcomes. In this course, we will consider the question of how well the political system can be expected to do in terms of keeping the country financially sound.

Outcomes

Upon completion of this course, you will be able to:

- i. Define public finance terms such as "public good," "free-rider," "median voter theorem," "externality," "pigouvian taxes," and "Lindahl tax." Where appropriate, students will be able to include a graphical representation of these concepts in their definition of these terms;
- ii. give examples of different types of taxation;
- iii. identify the costs to society related to the imposition of a tax;
- iv. understand some simple economic models related to public finance, including the Consumer and Producer surplus models and the Keynesian aggregate demand model;
- v. graphically describe the effects of taxation on labor supply decisions, at both the individual (micro) and national (macro) levels;
- vi. explain the political economy aspects of public finance, particularly as they relate to rent seeking and lobbying, as well as the strategies that can be taken to combat rent-seeking behaviors, as well as other more general government failures;
- vii. describe the US taxation and budgeting system and list the most important areas of spending; and
- viii. discuss current controversies related to taxation and government spending

FIN 330 - BANKING & FINANCE INTERNSHIP

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement. Participation cannot be guaranteed for all applicants.

Objectives

- a. to provide advanced student majors and minors with experience working
- b. to give students the opportunity to apply classroom learning in an agency setting
- c. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

1. Evaluate the organization using the principles learned in school
2. Effectively notice issues in the field.

3. Effectively handle issues in the field.

FIN 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- d. stimulate the work of multifunctional and multi-disciplinary teams,
- e. assure networking and integration of students within the subject matter,
- f. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- iv. Understand the basic methodology of writing an entrepreneurial project
- v. Write a practical entrepreneurial project
- vi. Implement the project.

FIN 498: BANKING & FINANCE RESEARCH PROJECT

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Banking and Finance with the aim of designing novel and innovative banking business plans. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and Banking and Finance experts at the end to the entire program

Objectives

4. It is intended to make students develop a critical mind in approaching the various issues in the field
5. Identify and systematically problems in the field
6. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- vii. Defend the findings in the research thesis
- viii. Develop a critical mind and love for issues that deal with issues in the particular field

ELECTIVES

ACC 310: FINANCIAL ACCOUNTING

Course Description

An introduction to the accounting concepts, principles, and techniques used in recording business transactions. The accounting cycle, the measurement of income and valuation problems, reporting of financial position and results of operations for business enterprise are explored.

Objectives

The main objectives of the course are to

- d. Provide students with the opportunity to explore basic accounting systems, processes, and the resulting financial statements.

- e. Additionally, the students will closely examine accounting rules, procedures, and controls that are applicable to cash, receivables, and inventory.
- f. Provide a thorough introduction to financial accounting and the responsibilities one should be prepared for in the world of accounting.

Content

Topics will include an introduction to accounting; cost estimation and the accounting system, income measurement and the accounting cycle; cash receivables and control; inventory; plan assets, current liabilities; corporate and partnership equity, analysis.

Outcomes

Upon completion of the course, students should be able to:

- vi. Identify the conceptual underpinnings of accounting
- vii. Recall the features, tools and methods used to enhance and improve accounting systems and processes
- viii. Define the basics of income measurement and the accounting cycle
- ix. Recognize the classification framework and typical examples of current assets and liabilities
- x. Identify trends in profitability through examining margins and rates of returns

ACC 470: ACCOUNTING FOR BANKERS**Description**

This training course aims to provide an initiation to the major mechanisms of bank accounting, and features the recording of accounting entries related to several banking operations.

Objectives

The main objective of the course is to provide and discuss the major mechanisms of bank accounting

Content

The course covers four basic issues which are: business mathematics and finance; principles of bookkeeping and accounting; final accounts; and banking operations.

Outcomes

Upon completion of the course, students should be able to:

- xvii. Do basic Banking operations and accounting functions
- xviii. Understand Accounting in a computerized environment
- xix. Compute balance sheet equations
- xx. Prepare final accounts
- xxi. Perform ratio analysis
- xxii. Understand bills of exchange
- xxiii. Distinguish between capital and revenue expenditure
- xxiv. Perform a trial balance, rectification of errors
- xxv. Analyze a bank reconciliation statement
- xxvi. Maintain cash and subsidiary booklets
- xxvii. Understand basic accounting procedures
- xxviii. Understand the basics of foreign exchange arithmetic
- xxix. Understand capital budgeting
- xxx. Calculate YTM
- xxxi. Calculate interests and annuities
- xxxii. Compare depreciation methods.

ECN 415: MONETARY ECONOMICS

Objective: To enable students get knowledge need to conceive and assess the monetary mechanisms of a nation or monetary zone.

Contents: Topics include: Nature and origin of money, functions of money, demand for money, supply of money, money creation by banks, open market operation, theories of money, bank asset structures, monetary policies, etc.

Prerequisite: ECN 202, ECN 304.

Outcome: Students are expected to appreciate the working of monetary policy in the economy.

No prerequisite.

Outcome: Students are expected to acquire knowledge in the functioning and structure of the Cameroonian economy.

ECN 402: THE STRUCTURE OF CAMEROON ECONOMY

Objective: To provide students with the knowledge in the structure and growth of Cameroonian economy

Contents: Topics include: evolution of economic policy in Cameroon, sectoral analysis from the stand point of ownership and control of resources (public sector, parastatal sector, formal and informal private sectors), sectoral analysis according to activities (the agricultural, industrial and tertiary sectors), sectoral linkages, the structural adjustment programmes in Cameroon, economic crises, stabilization and SAP policies, stabilization measures, structural adjustment measures, etc.

ECN 203: MATHEMATICS FOR ECONOMICS I

Objective: To enable students improve understanding of economic theory, make other economics courses much easier through the improvement of elementary mathematical skills.

Contents: Topics include: linear, polynomial, exponential and natural log functions, limits and derivatives, differentiation, integration, unconstrained and constrained optimization (single variable), concavity and convexity of multivariable functions; unconstrained and constrained optimization (multi variable).

No prerequisite 'O' level mathematics.

Outcome: Students are expected to use their mathematical knowledge to get more comfortable in studying economic theory and solving economic problems.

INS 320 - ENTERPRISE RISK MANAGEMENT

Description

The famous American Economist, Frank Knight said, "Profit is the reward for taking risk." In Enterprise Risk Management, we develop a holistic approach to the identification and management of risks facing an organization, allowing leaders to identify and quantify the risks facing the enterprise. Typically recognized forms of risk, such as credit and market risks are presented. The impact of shocks to enterprises and the role of liquidity risk and the importance of protecting against it are reviewed. The role of operational risks, such as those arising from reliance on complex systems, outsourcers, international supply chains, lean processes, and external shocks pose perhaps the greatest risk to firms in the post-globalization era and are reviewed accordingly. This course provides frameworks for identifying, quantifying (in terms of capital allocation), and managing risks to the overall enterprise and offers direction on the formulation of a successful risk office and its appropriate integration with corporate strategy.

Objectives

The goal of this course is to provide students a general overview of the risks business face and equip them with a set of frameworks and methodologies for assessing and mitigating these risks. Application and discussion of the risk management practice is critical to develop understanding of risk parameters and developing decision making skills.

Content

- Financial risk topics will include the examination of derivative application uses for hedging risk, measuring Value at Risk and exploring external impacts such as market, credit and systemic risks.
- Enterprise risk topics will include constructing frameworks for managing strategic, operational and outsourcing of business risks. Students will examine ways to assess and measure risk along with organizing corporate governance policies.

Outcomes

Upon completion, the students will

- Have an Overall understanding of the role risk plays in managing corporate performance
- Be able to Use financial derivatives to hedge portfolio/corporate risk
- Be able to Identify and analyze risks faced by an entity and dissect real business cases requiring use of corporate governance, operational and reputational risk management techniques
- Be able to Apply Risk Frameworks to an organization

INS 430- FORECASTING

Description

Forecasting the future is a fundamental aspect of decision making in any business or government. Since economic and business conditions vary over time, business and government leaders must find ways to keep abreast with the effects that such changes will have on their operations. For instance, a business executive is especially concerned with such key decision variables as the future sales, profits, and stock prices; while a government official may worry about the future rates of inflation/unemployment, and the levels and the time paths of the GDP. Thus, a comprehensive knowledge of the forecasting process is necessary and vital to a company's success and to a better economic environment of a country.

Objectives

With an emphasis on applications, the ultimate objective of this course is to help you develop a solid understanding of how to extract information from data.

Content

This course is designed to cover the forecasting process and the techniques in order to prepare you adequately in accordance with the growing need for such skills in realworld. We will first start with econometric theories behind the techniques. You will learn how to examine the data and how to prepare data prior to forecasting. Various useful forecasting techniques will be introduced to improve the quality of forecasting.

Outcomes

By successfully completing this course, students will be able to:

- Understand how the tools of economics (theories and methods) can be correctly used to construct forecasting models (with and without historical data) to accurately predict future values (e.g., demand, supply, sales, prices, unemployment, etc) or courses of major economic variables;
- Incorporate economic reasoning in the preparation and interpretation of economic forecasting models and when assessing forecast accuracies of the alternative prediction approaches;
- Gain hands-on experience in the choice of an optimal forecasting model for planning and control
- Write a logically sound research paper, from idea formulation to analysis and conclusion, using 'the economics mindset' (economic theory and methods) and in related fields (e.g., Finance, Marketing, Management, Education, a number of Social Science disciplines, and others) relevant for forecasting;
- Confidently apply economic reasoning to make informed resource allocation decisions, on their jobs and in their personal lives, based on forecasted values of economic activities and variables.

CURRICULUM OF HUMAN RESOURCE MANAGEMENT

OVERVIEW

The goal of this program is to produce highly qualified Human Resource Officers with deep psychological skills on how to handle the complex nature of human problems in organizations. The field of human resources offers perhaps one of the broadest ranges of career opportunities in the workforce today. Though obviously bonded by a set of common practices and goals, human resources careers are surprisingly diverse. After obtaining a human resources certificate, a graduate is qualified for the following positions: Human Resources Clerk; HR Assistant; Recruiter; Training and Development Coordinator; Payroll Specialist; HR Generalist A recent graduate with a human resource bachelor's degree may anticipate being placed in the following positions: Human Resources Manager; Employee Relations Manager; Compensation or Benefit Analyst/Manager; HR Information Systems Manager; Training and Development Manager; Labor Relations Manager.

OBJECTIVES

At the end of the program, students should acquire knowledge and skills in Employee Training & Development, Industrial and Organizational Psychology, Labor Law, Employee & Labor Relations, Staffing, Recruitment and Selection, Compensation & Benefits, International Labor Issues and more. Students must demonstrate effective communication skills and how to select, train and develop staff that are motivated to increase the productivity of companies.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Human Resource Management in SMHI must have

5. A pass in the Advanced level examination
6. O/L Mathematics, English and French.

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%	
Examination		70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						

FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			
HRM 310	International Labour Issues	6	C			
HRM 320	Human Resource Management	6	C			
HRM 410	Employee Training and Development	6	C			
HRM 420	Industrial and Organizational Psychology	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
HRM 401	Labor Law	6	C			
HRM 403	Employee and Labor Relations	6	C			
HRM 405	Staffing, Recruitment and Selection	6	C			
HRM 407	Compensation and Benefits	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
Second semester						
-	Elective	6	C			
-	Elective	6	C			
HRM 313	Human Resource Management internship	12	C			
HRM 480	Entrepreneurial Project	12	C			
HRM 498	Human Resource Management Research Project	12	C			
Total		48				

Core courses**BUS301: PRINCIPLES OF ACCOUNTING****Course Description**

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- i. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- j. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- k. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- l. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- xxxiii. Explain what accounting is.
- xxxiv. Identify the users and uses of accounting.
- xxxv. Understand why ethics is a fundamental business concept.
- xxxvi. Explain what an account is and how it helps in the recording process.
- xxxvii. Define debits and credits and explain their use in recording business transactions.
- xxxviii. Identify the basic steps in the recording process.
- xxxix. Explain what a journal is and how it helps in the recording process.
- xl. Explain the time period assumption.
- xli. Explain the accrual basis of accounting.
- xlii. Explain the reasons for adjusting entries.
- xliii. Prepare a worksheet.
- xliv. Explain the process of closing the books.
- xlv. Identify the differences between service and merchandising companies.
- xlvi. Explain the recording of purchases under a perpetual inventory system.
- xlvii. Explain the recording of sales revenues under a perpetual inventory system.
- xlviii. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS**Course Description**

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- e. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- f. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level.

Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- xxv. describe the nature of economics in dealing with the issue of scarcity,
- xxvi. perform supply and demand analysis to analyze the impact of economic events on markets,
- xxvii. analyze the behavior of consumers in terms of the demand for products,
- xxviii. evaluate the factors affecting firm behavior, such as production and costs
- xxix. analyze the performance of firms under different market structures,
- xxx. recognize market failure and the role of government in dealing with those failures,
- xxxi. explain how input markets work,
- xxxii. use economic analysis to evaluate controversial issues and policies
- xxxiii. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- xxxiv. recognize how monetary and fiscal policy can be used to achieve policy goals,
- xxxv. evaluate the determinants of international trade and financial flows,
- xxxvi. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- vii. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- viii. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- ix. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- xxv. Compare and contrast the levels, roles, and functions of management
- xxvi. Distinguish between modern theories of management, including quality management and systems management theory
- xxvii. Break down quantitative management and the roles of branches such as operations management
- xxviii. Illustrate the types of planning and its function in management
- xxix. Model different types of organizations, including centralized and decentralized organizations
- xxx. Examine leadership and its role in organizations and the difference between a manager and a leader
- xxxi. Analyze the role of motivation in the workplace and how managers affect motivation
- xxxii. Illustrate the communication process and the role of organizational communication
- xxxiii. Investigate controlling and its function in management
- xxxiv. Analyze the decision making process and describe tools used to make informed decisions
- xxxv. Relate the managerial functions in international organizations and characteristics of an international manager

- xxxvi. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- g. identify the marketing mix components;
- h. explain the environmental factors which influence consumer and organizational decision-making processes;
- i. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- xxxvii. Develop customer relationships and value through marketing.
- xxxviii. Link marketing and corporate strategies.
- xxxix. Scan the marketing environment.
- xl. Discuss ethics and social responsibility in marketing.
- xli. Define consumer behavior.
- xlii. Recognize organizational markets and buyer behavior.
- xliii. List ways to reach global markets.
- xliv. Turn marketing information into action.
- xlv. Identify market segments and targets.
- xlvi. Develop new products and services.
- xlvii. Discuss the management of products, services, and brands.
- xlviii. Formulate pricing strategies for products and services.
- xliv. Create strategies for managing marketing channels and supply chains.
 - I. Define retailing and wholesaling.
 - li. Integrate marketing communications and direct marketing.
 - lii. Analyze advertising, sales promotion, and public relations.
 - liii. Define personal selling and sales management.
 - liv. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- g. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- h. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- i. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xi. Have a basic understanding of financial concepts and terms
- xii. Understand the impact of the time value of money
- xiii. Be able to identify the different types of financing and how they are used
- xiv. Be able to compute and analyze financial ratios
- xv. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- e. The goal of this course is to introduce students to the field of international business.
- f. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- ix. Describe the foundation of international business.
- x. Describe international organizations and multinational corporations.
- xi. Define forms of foreign involvement.
- xii. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- k. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- l. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- m. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.

- n. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- o. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- xv. Identifies the various dimensions of the ethical issue.
- xvi. Makes recommendation based on ethical considerations.
- xvii. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xviii. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xix. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xx. Improve ability to support proposals by making the "business case" for value-based decisions.
- xxi. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

HRM 310 – INTERNATIONAL LABOR ISSUES

Description

Both Central and State Governments enact legislation, formulate various programmes and schemes for the betterment of working class. They also create structures with specific responsibilities and powers for the administration of legislations and schemes.

Objective

- a. To Examine the issues facing employees, unions and employers as a consequence of operating in the context of the global economy and an economic environment characterized by competition,
- b. To emphasise upon quality and the formation of new and more participatory relationships in the private and public sector workplace and beyond.
- c. To examine international comparisons of wages, education and training strategies, workplace representation and the roles of the social safety net and labour laws in economic and social development

Content

Topics include:

1. ILO and Labour Administration
2. Approaches to Enforcement of Labour Law: Traditional and Modern
3. Labour Administration at the Central level
4. Labour Administration at the State level
5. Office of Labour Commissioner (Central and State)
6. Adjudication of Industrial Disputes: the role, function and powers of the Labour court/Industrial Tribunal.
7. Office of Director General of Employment and Training: Apprentice training
8. Labour Research and Training
9. Workers Education
10. Administration of Welfare Funds
11. Reforms in Labour Administration

Outcomes

Upon completion of the course, one should be able to

- a. Understand the administration of labour laws in the world at the Central and State levels;
- b. Understand the functioning of labour related departments that enforce various labour laws

- C. gain hands-on-learning experience in submission of various forms and returns under various labour laws

HRM 313 - HUMAN RESOURCES INTERNSHIP

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

- a. to provide advanced student majors and minors with experience working
- b. to give students the opportunity to apply classroom learning in an agency setting
- c. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

1. Evaluate the organization using the principles learned in school
2. Effectively notice issues in the field.
3. Effectively handle issues in the field.

HRM 320 - HUMAN RESOURCE MANAGEMENT

Description

Success in today's competitive business environment is increasingly the function of effective management of its resources, particularly, employee. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, and their sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.

Objectives

This introductory course on Human Resource Management is designed with the following objectives.

1. To introduce the basic concepts, functions and processes of human resource management
2. To create an awareness of the role, functions and functioning of human resource department of the organizations

Content

Topics include:

1. Human Resource Management: Concept and Challenges
2. HR Profession, and HR Department
3. Line Management Responsibility in HRM
4. HR Philosophy, Policies, Procedures and Practices
5. Designing HR systems
6. Functional Areas of HRM
7. Human Resource Development: Values and Tools
8. HR as a Factor of Competitive Advantage
9. Accountability in HR

Outcomes

Upon completion of the course, the students should be able to:

- d. Explain the concept of human resource management and its challenges
- e. Describe the HR department
- f. Outline the responsibilities of the HR

- g. Outline the various procedures and practices of the HR
- h. Design an HR system
- i. Describe the functional area of the HR
- j. Identify the HR values and tools
- k. Discuss the HR as a factor of competitive advantage
- l. Explain how an HR can be accountable.

HRM 410 - EMPLOYEE TRAINING & DEVELOPMENT

Description

In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D).

Objectives

To enable you understand the concepts, principles and process of training and development

To develop an understanding of how to assess training needs and design training programs in an Organizational setting

To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness

To develop an understanding on various non training solutions to improve employee performance

Content

Topics include the following:

1. Human Resource Development
2. A Systematic Approach to Training
3. Needs Assessment
4. Objective Setting
5. Program Design: Incorporating Learning Principles
6. Instructional Techniques: An Overview
7. Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model
8. Training Trends Worldwide
9. Strategy and Training
10. Training Department and Trainers' Roles
11. Moving from Training to Performance

Outcomes

Upon completion of the course, the student should be able to

- i. understand the concepts, principles and process of training and development
- ii. assess training needs and design training programs in an Organizational setting
- iii. know the levels, tools and techniques involved in evaluation of training effectiveness
- iv. understand the various non training solutions to improve employee performance

HRM 420 –INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Description

This course will provide an Introduction to Industrial and Organizational Psychology, a scientific discipline that studies human behavior in the workplace. Organizational psychologists help institutions hire, manage, develop, support employees and align employee efforts with business needs. Their work contributes to outcomes such as better talent to achieve the strategic goals of the organization, reduced turnover, increased productivity, and improved employee engagement. In February 2014, the U.S. Bureau of Labor Statistics named Industrial and Organizational Psychology as the fastest growing profession with a projected growth of 53% until 2022

Objectives

Industrial & Organizational Psychology is designed to introduce you to major areas relevant to the behavior of people at work from the time they enter the labor force until retirement. This course focuses both on understanding the psychological bases of work behavior and on the organizational practices used to create a good fit between people's characteristics and work's demands.

Content

During this course, we will cover a number of topics including personnel selection, placement, training, work motivation, job satisfaction, leadership, teamwork, and work-family balance.

Outcomes

Upon completion of the course, students should be able to

- understand the origins of I-O Psychology and what I-O Psychologists do
- understand the building blocks of a job and learn a methodology to study jobs
- learn how the science of human behavior is used to select, develop, and manage employees
- learn how organizations can create a supportive work environment
- develop an understanding of how theory and research are applied to work settings
- begin to think and write critically about I-O psychology theory, research, and application
- begin to apply what you've learned about I-O psychology to your own and others' work

HRM 401- LABOR LAW

Description

Focusing basically on Cameroon, this course aims at exposing students to This course is about the fundamental principles of labor law, and the law on recruitment and placement, labor standards, termination of employment, and social legislation

Objectives

To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.) To enable the students to interpret and apply these laws.

Content

Topics to be covered include, introduction to labour law, recruitment and placement of workers, human resources development, labour standards , Trade Unions Act, 1926 2. Industrial Employment (Standing Orders) Act, 1946 3. Industrial Disputes Act, 1947

Outcomes

Upon completion of the course, students are expected to be able to do the following

- m. State the legal bases of labour law and tell where it may be found
- n. Tell when an employer-employee relationship exists
- o. Differentiate job contracting from labour-only contracting
- p. Tell when there is illegal recruitment
- q. Restate and apply the minimum standards on the hours of work
- r. Discuss the rights to security tenure
- s. Discuss the rights and coverage under various social legislations

HRM 403 - EMPLOYEE & LABOR RELATIONS

Descriptions

This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and of labor unions. In addition, we will review how the industrial relations system in the US works in general, as well as specific areas such as the future of unions in the US, comparisons with the industrial relation systems of other countries, relationships with human resource management models, various models of dispute resolution, issues in labor management cooperation, and differences and similarities between public and private sector industrial relations.

Objectives

- a. To introduce students to the terminology, history, and models of the US industrial relations system.
- b. To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.

Content

Topics such as handbooks versus contracts, employee discipline versus grievance procedures, and workplace compliance laws, such as ADA, FMLA, sexual harassment, and the Civil Rights Act are discussed.

Outcomes

Upon completion of this course, students should be able to

- t. Define all the terminologies concerned with industrial relations
- u. Narrate the history of industrial relations and employees
- v. Identify the tools needed in the field of industrial relations.

HRM 405 STAFFING, RECRUITMENT AND SELECTION

Description

Organizations serious about obtaining profits through people will expand the effort needed to ensure that they select the right people. The Organization need to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the Organization's approach to its market. Organizations should screen primarily on important attributes that actually differentiate among those in applicant pool. In this context,

Objectives

it is the objective of the course to:

- a. identify job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned
- b. assess knowledge, skills and abilities required to perform the job assigned
- c. incorporate knowledge, skills and abilities that are required for job performance, in the selection measures
- d. develop some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

Content

It shall cover issues like:

1. Job Analysis in Human Resource Planning, Recruitment and Selection
2. Application Forms and Reference Checks
3. Selection Interview
4. Other Selection Devices
5. Selection Decision Making
6. Selection in New Type of Organizations

Outcomes

After completion of the course you will be able to understand

- i. The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned
- ii. The process of assessing knowledge, skills and abilities required to perform the job assigned
- iii. The process of incorporating knowledge, skills and abilities that are required for job performance, in the selection measures and
- iv. The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection.

HRM 407 - COMPENSATION & BENEFITS

Description

This course is an in-depth examination of pay and benefit theories and practices. The course analyses job evaluation techniques, salary surveys, individual and group performance-based pay, as well as insurance and pension plan administration.

Objectives

- a. To comprehend and analyze the components of compensation,
- b. and to focus on designing a package that pleases all the stakeholders of the organization

Content

Topics include:

1. Compensation and organization Structure
2. Aligning compensation to organization culture
3. Pay for senior management-using financial, and market performance indicators
4. Understanding long term incentives-enter equity
5. Stock, options and stock purchase plans
6. Using stock based compensation
7. Stock based compensation in an unlikely industry
8. Stock options special cases-indexed options, under water options etc.
9. Economic value added-as an "alternative" to Stock based compensation
10. Other long term/short term performance metrics
11. Long term performance-can we do without incentives?
12. Benefits-the necessity and design of benefit plans-international and Indian experience
13. Understanding annuities, insurance and related concepts

14. Pension- understanding the various kinds of pension/annuities with a focus on the Indian scenario
 15. Medical insurance-the international experience

Outcomes

Upon completion of the course, the students shall be able to:

- i. explain the compensation and organization structure
- ii. align compensation to organization culture
- iii. know market performance indicators
- iv. understand long term incentives
- v. describe stock options and stock purchase plans
- vi. use stock based compensation
- vii. understand what pensions are and their functions.

HRM 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- d. stimulate the work of multifunctional and multi-disciplinary teams,
- e. assure networking and integration of students within the subject matter,
- f. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- i. Understand the basic methodology of writing an entrepreneurial project
- ii. Write a practical entrepreneurial project
- iii. Implement the project.

HRM 498: ENTREPRENEURSHIP RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

1. It is intended to make students develop a critical mind in approaching the various issues in the field
2. Identify and systematically problems in the field
3. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- iv. Defend the findings in the research thesis
- v. Develop a critical mind and love for issues that deal with issues in the particular field

Electives**MGT 310 - STRATEGIC MANAGEMENT****Description**

The final integrative course in the international business program integrates the basic business functions through strategic management principles. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Objectives

Develop capacity to think strategically

- Build skills in conducting strategic analysis in competitive situations
- Strengthen understanding of the competitive challenges in a global market
- Provide hands-on experience in crafting and executing business strategy
- Build confidence in being able to perform the tasks of a strategy-maker and implementer
- Develop powers of managerial judgment and business risk assessment
- Increase awareness of the importance of ethical principles, personal and company values, and socially responsible management practices

Content

This course will focus on the significance of strategic management in the effective execution of activities for firms. The course is designed to allow you (the students) to examine issues of strategic management and their relationship with firm operations and decision choices.

Outcomes

Upon completion of this course, students should be able to

- To develop abilities for assessing competitive environments and identifying value-creating opportunities in the global economy
- To enhance critical thinking that is essential in becoming successful managers in organizations.
- To understand the levels of strategy creation spanning corporate, business and functional levels
- To recognize and appreciate the perspectives and influences from diverse stakeholders during strategy creation
- To acquire skills and knowledge for judging firm performance, identifying industry dynamics, and anticipating competitors' responses that serve as the foundation for developing and formulating strategic plans
- To understand how strategy formulation does not occur in a vacuum but demands simultaneous decision-making

MGT 320 - SMALL BUSINESS MANAGEMENT**Description**

Introduces the fundamentals of business development and management, including planning, raising capital, using business information, managing employees, and marketing products and services. The course is oriented toward principles needed to operate a small business and is designed for those who may eventually have their own businesses or for those who desire to upgrade their skills in their present businesses.

Objectives

- Assess business ideas from the VCs point of view using the concepts from the chapters.
- Develop a Pitch in a written format.
- Foster Creativity by brainstorming ideas individually, by listening to pitches from an idea tank.
- Compete for the best business idea and select the best one as a group
- Collect information to test the feasibility analysis

Content

it shall cover issues like introduction to entrepreneurship, recognizing opportunities and generating business ideas, feasibility analysis, writing a business plan, industry and competitive analysis, developing an effective business model, preparing the proper ethical and legal foundation, assessing a new venture's financial strength and viability, unique marketing issues, strategies for firm growth.

Outcomes

Students will be able to:

- Analyze the concept of the entrepreneurial mindset and apply it to the execution of a project from the generation of the idea, business model and the feasibility analysis of the project.

- Develop reflective and analytical skills when evaluating a project.
- Experience the seemingly paradoxical and dynamic nature of entrepreneurial process, from the idea generation stage to the collection of information and further refinement of the original idea.
- Determine the feasibility of the business concept through industry, market, trend and economic analysis.
- Prepare a written report with your business idea and the pitching of your project

MGT 410 - QUALITY MANAGEMENT

Description

This course presents quality procedures and concepts for enhancing goods, services and the entire business environment. Students learn various methods of process control and acceptance sampling, including using control charts and sampling plans. Quality planning, assurance and control are covered as parts of a total quality system. Probability and statistical concepts are further explored as related to process control.

Objectives

The main objective is to examine problems in production related to quality

Content

A basic understanding of Quality Management and TQM practices is introduced early in the class. This is followed by a review of quality measures and quality costs. A final section is devoted to technical issues of quality management. Since this is an operations management course, emphasis is placed on technical issues of quality management as well as behavioral TQM practices.

Outcomes

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

- λ Understand conceptual issues of quality management with particular emphasis on common cause and special cause variation
- λ Understand more specific tools, such as statistical quality control and reliability.
- λ Act in a consulting role on the topic of Quality Management by providing knowledgeable analysis of a particular company and by providing excellent oral and written communications of their analysis and recommendations.
- λ Critically evaluate the issue of international quality comparisons and the issue of proper program implementation.
- λ Develop quality management skills through actual practice of a specified project.

MGT 420 - BUSINESS COMMUNICATION

Description

This course covers aspect of contemporary business communications — from determining what information to communicate to processing information and sharing it — depends on technology. Students will learn to compose, format, and manage business letters, memos, reports, email, and resumes. Students will use software to access information and to evaluate the quality of the information they receive. Students will create electronic presentations to communicate information.

Objectives

1. To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
2. To understand the importance of specifying audience and purpose and to select appropriate communication choices.
3. To understand and appropriately apply modes of expression, i.e., descriptive, expositive, narrative, scientific, and self-expressive, in written, visual, and oral communication.
4. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
5. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
6. To develop the ability to research and write a documented paper and/or to give an oral presentation.

Content

Topics covered include: overview of communication in business, intercultural communication, effective business writing, employment process communication, public presentation, legal and ethical considerations for business communication.

Outcomes

Upon successful completion of this course, the student should be able to:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Identify ethical, legal, cultural, and global issues affecting business communication.
3. Utilize analytical and problem solving skills appropriate to business communication.
4. Participate in team activities that lead to the development of collaborative work skills.
5. Select appropriate organizational formats and channels used in developing and presenting business messages.
6. Compose and revise accurate business documents using computer technology.
7. Communicate via electronic mail, Internet, and other technologies.
8. Deliver an effective oral business presentation.

MGT 430- ORGANIZATIONAL THEORY

Description

To provide an overview of topics and concepts in the field of organizational behaviour. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behaviour at work.

Objectives

The purpose of this course is to analyze under a systematic approach how to design and to manage organizations for the purpose of increasing efficiency and effectiveness. Special emphasis is made on internal and external determinants of structure and on the impact of structure on behavior in the organization.

Content

Topics include managerial work and business administration, decision making, planning and controlling, organizing, human resource,

Outcomes

Upon successful completion of the course, the student will be able:

- To analyze the concepts of organization and management.
- To ensure the understanding of different principles, functions and process of management.
- To demonstrate a capacity to apply this knowledge to real cases.
- To think critically and innovatively to identify problems, and propose alternatives to these problems and implement solutions.
- To communicate effectively in written, oral and electronic formats.

MGT 440 - MANAGING IN CREATIVE INDUSTRIES

Description

The purpose of the course is to expose students to the dynamics of cultural industries (e.g., art, theatre, music, film, photography, architecture, and so on), and to train students to think strategically about the nature of cultural products, what drives their supply and demand, the factors that affect the value of cultural products and how firms can profit from them. In order to address these issues, it is important to understand that a key feature of these industries is that symbolic and aesthetic attributes are at the very core of value creation. This implies that the value of cultural products depends largely on third parties, e.g., critics, dealers, foundations, users, etc. Some of these parties act as powerful intermediaries or gatekeepers as they control critical material and symbolic resources firms need in order to (continue to) produce cultural products.

Objectives

The course seeks to answer the following questions 1. What are the skills gaps and development needs of managers and leaders in the creative industries? 2. What does 'good' look like when it comes to management and leadership in this sector? 3. How do managers and leaders in creative industries learn, and therefore what kind of development interventions would best suit professionals from this sector?

Content

Management systems of their workplace company, assesses its strategic directions, and evaluates its strengths and weaknesses relative to the industrial environment in which it is operating. Course content is designed to facilitate the report by focusing on the organization, operation and strategic planning of creative enterprises and the criteria for appraising their efficacy; applicable consumption dynamics and changing global mechanisms for the promotion and distribution of creative goods.

Outcomes

Upon completion of the course, students should be able to:

- i. Describe the creative industries management system
- ii. Compare and contrast various creative industries
- iii. Describe the entrepreneurial skills needed in a creative industry
- iv. Understand the human resource requirements in a creative industry.
- v. Understand the specific demands and techniques of marketing media products

MGT 460 - DEVELOPING MANAGERIAL SKILLS

Description

Increasing self-awareness and openness to feedback are important first steps in leading today's business for tomorrow's results. Many companies bestow a management title on key talent and expect appropriate behavior to follow, but that is not the most effective way to develop future business leaders. In this course you will focus primarily on the practical aspects of managing. While based on solid research, the course stresses a hands-on approach to improving students' management skills.

Objectives

1. To help students develop an understanding of important concepts in the social sciences and how they apply to working effectively within organizations.
2. To help students develop the skills necessary to observe, diagnose and manage their behavior and the behavior of others in an organizational context to improve performance.
3. To provide opportunities to practice important management skills.

Content

Each session focuses on developing (1) personal skills: self-awareness, managing stress, solving problems, and creativity; (2) interpersonal skills: coaching, counseling, supportive communication, gaining power and influence, motivating self and others, and managing conflict; and group skills: empowering, delegating, and building effective teams.

Outcomes

Upon completion of this course, students should be able to:

- i. Work effectively within any organization
- ii. Develop essential skills necessary to observe, diagnose and manage their behavior and those of others
- iii. Put management skills into practice.

CURRICULUM OF HUMAN RIGHTS, CONFLICTS, AND PEACE STUDIES

OVERVIEW OF PROGRAM

Since the end of the cold war, there has been growing demand for experts in Human Rights, Peace and Conflict resolution. a degree in this field offers employment in both the public, business, non-governmental and international organizations. A growing number of bodies are addressing issues concerning conflict management, rehabilitation, human rights and security from an analytical and field study operations. These agencies offer a variety of specialized employment opportunities. The use of English as a working language in this sector is of added advantage.

OBJECTIVES OF THE PROGRAM

The broad objective of this program is to enable students to pursue ways to reduce violent conflict and promote justice by means of negotiation and nonviolent action. This unique program focuses on issues concerning Ethics & Human Rights, Justice & Peace Studies, Conflict Resolution, Global Politics & Human Rights, Religion, Culture & Society, Political Economy, Development & Globalization. Critical reflection and practice are essential skills required for success in this program.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Human Rights and Peace Studies in Saint Monica Higher Institute (SMHI) must have

1. A pass in the Advanced level examination
2. O/L mathematics, History, French and English. Any other relevant subject is an added advantage

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 156 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	34	156

ASSESSMENT

Continuous assessment

30%

Examination

70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
PBP 201	Political Science	6	C			
PBP 203	Political Economy	6	C			
PBP 301	Globalization	6	C			
PBP 303	Public law	6	C			
PBP 305	Public Finance	6	C			
Total		30				
Second semester						
PBP 360	International law	6	C			
PBP 370	Diplomacy	6	C			
HPC 310	Ethics and Human Rights	6	C			
HPC 320	Justice and Peace Studies	6	C			
PBP 350	International Relations	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
HPC 401	Conflict Resolution	6	C			
HPC 403	Global Politics and Human Rights	6	C			
HPC 405	Religion, culture and society	6	C			
HPC 407	Conflict Transformation and peacebuilding	6	C			
HPC 409	Culture, Religion and Peace building	6	C			
Total		30				
Second semester						
HPC 470	Contemporary Non-Violent Movements	6	C			
HPC 313	Human Rights, internship	6	C			
HPC 480	Entrepreneurial Project	12	C			
HPC 498	Human Rights, Conflict and peace Studies Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN HUMAN RIGHTS, CONFLICT AND PEACE STUDIES

Core Courses

PBP 201: Political Science

This course addresses the discipline, fields, concepts, and methods of political science, the ideologies that have shaped politics, and the institutions through which politics is conducted. The course examines the various political systems and forms of governance including issues concerning decentralization and the electoral process.

PBP 203: Political Economy

Explores the basic philosophical, psychological, political, and economic underpinnings of contemporary public policy, with an emphasis on the United States. Considers the core philosophical and political theories of conservative, liberal, and radical political economy and examines the economic structures consistent with these competing theories.

PBP 301: Globalization

This course introduces students with the basics of the debate on Globalization. The course is designed to bring the student "up to speed" on the fundamentals of this important topics like The implications of diversity in moral and political systems; Ways in which the world is both unified and divided; Why critics argue that global economic expansion creates poverty in many countries

PBP 303: Public Law

This course is an introductory level consideration of the key features of the law governing public power in countries. It acts as a foundation for later study of constitutional and administrative law. The course stresses theoretical and contextual understanding of contested topics such as constitutionalism, federalism, rights discourse, the proper roles of constitutional courts, legislature and executive, and mechanisms of executive accountability.

PBP 305: Public Finance

The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues.

PBP 340: International Relations

The course introduces students to the institutional, structural and political mechanisms that condition relationships between states and between states and non-state actors. The aim of the course is to provide students with a broad overview of the frameworks of analysis, actors, institutions, issues and processes responsible for international relations, the causes of war, inter-state economic competition, and the structural configuration of power in the international system.

PBP 350: International Law

This course provides students with an introduction to law in its global context in this age of trans-national and inter-jurisdictional practice, with particular focus on public international law and its significance to national law. Additionally, private international law and comparative law will be covered and the nature and objectives of these areas highlighted and distinguished. The course commences with an introduction to the development and nature of public international law as well as distinctive elements of international legal reasoning.

PBP 360: Diplomacy

The course is divided into two parts. The first part provides an introduction into diplomacy and the theory of international negotiations. The second part deals with the practice of diplomacy and negotiations. The course provides a discussion of global issues and current world problems, such as peace and security, climate change and international trade. It discusses cases of successful diplomacy and/or failed diplomacy. It also avails a forum in which teams of students speak on behalf of an assigned country on a variety of selected issues to expand their understanding of diplomacy, global geopolitics and international relations.

Concentration Courses**HPC 310 - Ethics & Human Rights**

This course will address the topics of ethical and moral values as they pertain to the criminal justice system. Topics covered will include ethics and the police, racial discrimination in the criminal justice system, the purpose of punishment, ethics in corrections, and the ethics of criminal justice policy making. This course presents ethical issues that arise in the three major areas of criminal justice- police, courts, and corrections. General philosophical theories of ethics as well as Codes of Ethics that operate to control the institutional and personal behavior of police, courts and correctional systems.

HPC 313 - Human Rights, Peace, & Conflict Internship

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement. Participation cannot be guaranteed for all applicants.

HPC 320 - Justice & Peace Studies

This course is a survey of major theories of peace and justice from an interdisciplinary. Topics include: violence, refugees, peace-building, theology, sociology, and politics. Emphasis may include ancient Greek philosophy, biblical, liberation theories, contemporary theories justice, Catholic social tradition and others.

HPC 401 - Conflict Resolution

This course examines the application of conflict prevention and dispute resolution (EDR) processes to address a wide range of environmental, natural resource, and public policy conflicts. The course uses case studies, conceptual and policy readings, and simulations that apply EDR processes to typical conflict situations. EDR processes to be studied collaborative decision-making, and facilitated community dialogue. Conflict situations to be include site-specific negotiation and mediation, facilitated policy dialogue, negotiated rule-making, studied will be selected to reflect the students' interests, and may include Clean Water Act enforcement actions, Superfund (CERCLA) cleanups, access to and use of public lands and resources, wildlife management, watershed management, and growth management. Students are graded on a paper, class discussion, and participation in simulations.

HPC 403 - Global Politics & Human Rights

This course will investigate the role of human rights in global politics today. The course will partially be framed by the debate over the balance between human rights and state sovereignty. It will address both empirical and normative concerns—both the “is” and the “ought.” It will examine a variety of issues related to human rights, such as universality, genocide, and armed conflict, and how the international community responds to them. The course concludes by reflecting on how states and the international community can protect human rights and punish those who violate human rights.

HPC 405 - Religion, Culture & Society

Religion, culture and society have long had far-reaching influence on educational, political and social issues. On this course, you'll stretch your intellect and defy your prejudices as you explore the conflicting relationships between religion, culture and society - how relevant are the fundamental principles of many belief systems when applied to modern-day life? You'll graduate with an understanding of religious culture and traditions from major UK faiths and how they interact with each other - and because you'll study several subject disciplines, you'll have a deep knowledge base to draw on in your future career.

HPC 407 - Political Economy, Development & Globalization

Explores the basic philosophical, psychological, political, and economic underpinnings of contemporary public policy, with an emphasis on the United States. Considers the core philosophical and political theories of conservative, liberal, and radical political economy and examines the economic structures consistent with these competing theories.

HPC 409 - Conflict Transformation and Peacebuilding

This course explores the theoretical and practical foundations of various approaches to working with conflict to advance positive goals such as social equity and reconciliation. Attention will be given to a range of conflict resolution methods and practices (facilitation, negotiation, mediation, arbitration, adjudication) as well as to principles of restorative justice and dynamics of collective peacebuilding practice.

HPC 460 - Culture, Religion, and Peacebuilding

This course explores cultural, religious and identity-based dimensions of conflict and conflict resolution, examining major patterns of human difference and their implications for contemporary peacebuilding practice. Case studies, simulations and role plays are used to expose students to the practical reality of building a common peace in the midst of diversity.

HPC 470 - Contemporary Non-violent Movements

Through comparative case studies, this course examines contemporary nonviolent movements that illustrate pacifist and other nonviolent strategies for advancing social justice and other high-value political goals. Local, national and transnational campaigns that seek to shape the agenda for global change are examined alongside movements of more limited scope and ambition (e.g., national liberation movements, civil rights campaigns, struggles for democracy). Throughout, attention will be given to trends in practice and to debates concerning the effectiveness, ethical significance, and current relevance of nonviolent change methods.

HPC 480 – Entrepreneurial Project

This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

HPC 498 - Research Project in Human Rights, Peace, & Conflict

This course is a supervised empirical research course of at least 25 pages. The research topic chosen by each student should be designed to propose practical solutions to business problems in Human rights, peace and conflict with the aim of designing novel and innovative ways of managing human rights violations. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and Human Rights experts at the end of the entire program.

CURRICULUM OF INSURANCE

OVERVIEW

Earning potential for this role depends on education, experience, and geographic region. Much weight is given to those with specialized experience either in fire, health and safety, liability, or law. Many companies offer performance-linked bonuses. Employment opportunities for risk managers are expected to increase. The increase will be largely due to the need for organizations to develop disaster recovery plans and pandemic response plans. Risk management will also need to replace retiring workers and meet the needs of an increasing population. This will create a substantial number of job openings and opportunities. Risk managers have a lot of choice when it comes to choosing an employer. Risk managers are hired by oil and gas companies, rental car companies, schools, insurance companies, construction companies and much more. Other roles within this field are: Risk Analysts, Risk Advisors, Safety Consultant, Loss Control Specialist, Workers' Compensation Claims & Insurance Manager, Risk Consultants, Environmental Risk Assessment Specialist, Risk Analyst Engineer, Director of Corporate Risk, Nuclear Safety Advisor, Credit Risk Analyst, Chief Risk Officer, And much more.

OBJECTIVES

The aim of the program is to develop in students the ability to manage both public, company and individual issues in relation to insurance policies. Commercial Property & Liability Insurance, Enterprise Risk Management, Life Insurance, Forecasting, Credit & Risk Management, Health Insurance, Corporate Governance and Risk Management are some of the topics examined within the course of the program. At the end of the program, students should be able to analyze possible risks that are involved in setting up and running business ventures and give advice on how individuals and companies can insure life and property.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Insurance and Risk Management in SMHI must have

7. A pass in the Advanced level examination
8. O/L Mathematics, economics; any other related field will be an added advantage.

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%	
Examination		70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			

Total		18				
	Second semester					
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
	First semester					
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
	Second semester					
BUS 350	International Business	6	C			
INS 310	Corporate Governance and Risk Management	6	C			
INS 320	enterprise Risk Management	6	C			
INS 410	Life Insurance	6	C			
INS 420	Fundamentals of actuarial science	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
	First semester					
INS 401	Forecasting	6	C			
INS 403	Health Insurance	6	C			
INS 405	Commercial property and Liability Insurance	6	C			
INS 407	Portfolio Theory and Investment Analysis	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
	Second semester					
-	Elective	6	C			
-	Elective	6	C			
INS 313	Insurance internship	12	C			
INS 480	Entrepreneurial Project	12	C			
INS 498	Insurance Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN INSURANCE AND RISK MANAGEMENT

Core courses

BUS 301: PRINCIPLES OF ACCOUNTING

Course Description

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- m. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- n. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- o. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- p. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- xlix. Explain what accounting is.
 - l. Identify the users and uses of accounting.
 - li. Understand why ethics is a fundamental business concept.
 - lii. Explain what an account is and how it helps in the recording process.
 - liii. Define debits and credits and explain their use in recording business transactions.
 - liv. Identify the basic steps in the recording process.
 - lv. Explain what a journal is and how it helps in the recording process.
 - lvi. Explain the time period assumption.
 - lvii. Explain the accrual basis of accounting.
 - lviii. Explain the reasons for adjusting entries.
- lix. Prepare a worksheet.
- lx. Explain the process of closing the books.
- lxi. Identify the differences between service and merchandising companies.
- lxii. Explain the recording of purchases under a perpetual inventory system.
- lxiii. Explain the recording of sales revenues under a perpetual inventory system.
- lxiv. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- g. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- h. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through

comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- xxxvii. describe the nature of economics in dealing with the issue of scarcity,
- xxxviii. perform supply and demand analysis to analyze the impact of economic events on markets,
- xxxix. analyze the behavior of consumers in terms of the demand for products,
- xl. evaluate the factors affecting firm behavior, such as production and costs
- xli. analyze the performance of firms under different market structures,
- xlii. recognize market failure and the role of government in dealing with those failures,
- xliii. explain how input markets work,
- xliv. use economic analysis to evaluate controversial issues and policies
- xlv. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- xlvi. recognize how monetary and fiscal policy can be used to achieve policy goals,
- xlvii. evaluate the determinants of international trade and financial flows,
- xlviii. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- x. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- xi. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- xii. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- xxxvii. Compare and contrast the levels, roles, and functions of management
- xxxviii. Distinguish between modern theories of management, including quality management and systems management theory
- xxxix. Break down quantitative management and the roles of branches such as operations management
- xl. Illustrate the types of planning and its function in management
- xli. Model different types of organizations, including centralized and decentralized organizations
- xlii. Examine leadership and its role in organizations and the difference between a manager and a leader
- xliii. Analyze the role of motivation in the workplace and how managers affect motivation
- xliv. Illustrate the communication process and the role of organizational communication
- xlv. Investigate controlling and its function in management
- xlvi. Analyze the decision making process and describe tools used to make informed decisions
- xlvii. Relate the managerial functions in international organizations and characteristics of an international manager
- xlviii. Outline the importance of business ethics in contemporary business

BUS305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- j. identify the marketing mix components;
- k. explain the environmental factors which influence consumer and organizational decision-making processes;
- l. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- lv. Develop customer relationships and value through marketing.
- lvi. Link marketing and corporate strategies.
- lvii. Scan the marketing environment.
- lviii. Discuss ethics and social responsibility in marketing.
- lix. Define consumer behavior.
- lx. Recognize organizational markets and buyer behavior.
- lxi. List ways to reach global markets.
- lxii. Turn marketing information into action.
- lxiii. Identify market segments and targets.
- lxiv. Develop new products and services.
- lxv. Discuss the management of products, services, and brands.
- lxvi. Formulate pricing strategies for products and services.
- lxvii. Create strategies for managing marketing channels and supply chains.
- lxviii. Define retailing and wholesaling.
- lxix. Integrate marketing communications and direct marketing.
- lxx. Analyze advertising, sales promotion, and public relations.
- lxxi. Define personal selling and sales management.
- lxxii. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- j. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- k. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- l. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xvi. Have a basic understanding of financial concepts and terms
- xvii. Understand the impact of the time value of money
- xviii. Be able to identify the different types of financing and how they are used
- xix. Be able to compute and analyze financial ratios
- xx. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS**Course description**

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- g. The goal of this course is to introduce students to the field of international business.
- h. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- xiii. Describe the foundation of international business.
- xiv. Describe international organizations and multinational corporations.
- xv. Define forms of foreign involvement.
- xvi. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY**Description**

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- p. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- q. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- r. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- s. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.

- t. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- xxii. Identifies the various dimensions of the ethical issue.
- xxiii. Makes recommendation based on ethical considerations.
- xxiv. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xxv. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xxvi. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xxvii. Improve ability to support proposals by making the "business case" for value-based decisions.
- xxviii. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

INS 310 - CORPORATE GOVERNANCE AND RISK MANAGEMENT

Description

The course analyses the corporate governance framework and practices relating to corporate risk management, in the private sector and in state-owned enterprises While risk-taking is a fundamental driving force in business and entrepreneurship, the cost of risk management failures is still often underestimated, both externally and internally, including the cost in terms of management time needed to rectify the situation. Corporate governance should therefore ensure that risks are understood, managed, and, when appropriate, communicated.

Objectives

It initiates the use of tools to assess corporate governance practice. It advocates companies to strive for global competitive advantage by enhancing and developing the hard and soft aspects supportive of good corporate governance. The course highlights the provision of an opportunity to develop a plan or strategy in strengthening organizational practice of good corporate governance and risk management. The course also enables you to assess your firm's exposure to risk and understand the risk management process of identification, measurement, monitoring, and oversight of risk

Content

Topics it covers include: risk management governance framework and practices, the corporate governance framework and practices relating to risk management, sound risk governance practices.

Outcomes

Upon completion of the course, the students should be able to:

- i. Describe the risk management governance framework and practices
- ii. Describe the corporate governance framework and practices relating to risk management in various countries and states.

INS 313 - INTERNSHIP ON INSURANCE & RISK MANAGEMENT

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

- w. to provide advanced student majors and minors with experience working
- x. to give students the opportunity to apply classroom learning in an agency setting
- y. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

- 4. Evaluate the organization using the principles learned in school
- 5. Effectively notice issues in the field.
- 6. Effectively handle issues in the field.

INS 320 - ENTERPRISE RISK MANAGEMENT

Description

The famous American Economist, Frank Knight said, "Profit is the reward for taking risk." In Enterprise Risk Management, we develop a holistic approach to the identification and management of risks facing an organization, allowing leaders to identify and quantify the risks facing the enterprise. Typically recognized forms of risk, such as credit and market risks are presented. The impact of shocks to enterprises and the role of liquidity risk and the importance of protecting against it are reviewed. The role of operational risks, such as those arising from reliance on complex systems, outsourcers, international supply chains, lean processes, and external shocks pose perhaps the greatest risk to firms in the post-globalization era and are reviewed accordingly. This course provides frameworks for identifying, quantifying (in terms of capital allocation), and managing risks to the overall enterprise and offers direction on the formulation of a successful risk office and its appropriate integration with corporate strategy.

Objectives

The goal of this course is to provide students a general overview of the risks business face and equip them with a set of frameworks and methodologies for assessing and mitigating these risks. Application and discussion of the risk management practice is critical to develop understanding of risk parameters and developing decision making skills.

Content

- Financial risk topics will include the examination of derivative application uses for hedging risk, measuring Value at Risk and exploring external impacts such as market, credit and systemic risks.
- Enterprise risk topics will include constructing frameworks for managing strategic, operational and outsourcing of business risks. Students will examine ways to assess and measure risk along with organizing corporate governance policies.

Outcomes

Upon completion, the students will

- Have an Overall understanding of the role risk plays in managing corporate performance
- Be able to Use financial derivatives to hedge portfolio/corporate risk
- Be able to Identify and analyze risks faced by an entity and dissect real business cases requiring use of corporate governance, operational and reputational risk management techniques
- Be able to Apply Risk Frameworks to an organization

INS 410 - LIFE INSURANCE

Description

This course covers the nature and importance of life and health risks and the functions and uses of individual life and health insurance in treating these risks. From both the individual and the business viewpoints, techniques for evaluating life insurance, health insurance, and annuities are covered, including a review of the legal aspects of these contracts. This course is suggested as an elective for all majors

Objectives

It is the main objective of the course to provide techniques for evaluating life insurance, health insurance and annuities.

It also provides an in depth understanding of the legal aspects of the contracts involved in this insurance

Content

Once a good grounding is established, the course progresses to covering the risks that confront operating companies and specifically focuses on the special risks that affect life companies and the main methods of managing these risks. The course then moves into the first part of the control cycle for a life insurance company and takes the student through the analysis of experience, setting of assumptions and then on into using these assumptions to price products.

Outcomes

Upon completion of this course, the students should be able to:

- i. Understand the full meaning of life insurance
- ii. Understand the full meaning of health insurance
- iii. Understand how to address the contract in a life insurance
- iv. Understand the legal terms in a life and health insurance
- v. Say what annuities are

INS 420 - FUNDAMENTALS OF ACTUARIAL SCIENCE

Description

The course emphasizes on the mathematical and statistical analysis of risk and their application to insurance and other business management problems. It resolves economic risks in the insurance and investment sectors using mathematical and statistical methods.

Objectives

It is intended that this course should explore selected (especially qualitative) topics related to the Society of Actuaries' Fundamentals of Actuarial Practice module

Content

Topics to be discussed include:

- The emergence of insurance and insurance companies.
- The early history of the insurance industry.
- The emergence of the actuarial profession and its professional societies.
- The nature of actuarial work. Areas of actuarial practice.
- The control cycle.
- Financial security systems.
- Professionalism.
- External forces (e.g. cultural, social, demographic, governmental, economic, business, physical, etc.).
- Standards of practice and codes of ethics and conduct.
- Effective communication and additional soft skills relevant to actuarial practice.

Outcomes

1. By the end of the course, students will be expected to be able to explain and describe what financial security systems are, how they operate, and what services actuaries provide for them.
2. By the end of the course, students will be expected to be able to define "actuary" and identify an actuary's knowledge, skills, and abilities.
3. By the end of the course, students will be expected to be able to explain what a profession is and how actuaries bring professionalism to their work.
4. By the end of the course, students will be expected to be able to explain and describe what the Control Cycle is and how it facilitates actuarial work, and to apply it in the context of an actuarial problem.
5. By the end of the course, students will be expected to be able to identify and describe the general categories of external forces which are likely to affect the work of an actuary.
6. By the end of the course, students will be expected to be able to explain and apply elements of effective communication and describe the role of effective communication as part of designing solutions.

INS 401- FORECASTING

Description

Forecasting the future is a fundamental aspect of decision making in any business or government. Since economic and business conditions vary over time, business and government leaders must find ways to keep abreast with the effects that such changes will have on their operations. For instance, a business executive is

especially concerned with such key decision variables as the future sales, profits, and stock prices; while a government official may worry about the future rates of inflation/unemployment, and the levels and the time paths of the GDP. Thus, a comprehensive knowledge of the forecasting process is necessary and vital to a company's success and to a better economic environment of a country.

Objectives

With an emphasis on applications, the ultimate objective of this course is to help you develop a solid understanding of how to extract information from data.

Content

This course is designed to cover the forecasting process and the techniques in order to prepare you adequately in accordance with the growing need for such skills in realworld. We will first start with econometric theories behind the techniques. You will learn how to examine the data and how to prepare data prior to forecasting. Various useful forecasting techniques will be introduced to improve the quality of forecasting.

Outcomes

By successfully completing this course, students will be able to:

- Understand how the tools of economics (theories and methods) can be correctly used to construct forecasting models (with and without historical data) to accurately predict future values (e.g., demand, supply, sales, prices, unemployment, etc) or courses of major economic variables;
- Incorporate economic reasoning in the preparation and interpretation of economic forecasting models and when assessing forecast accuracies of the alternative prediction approaches;
- Gain hands-on experience in the choice of an optimal forecasting model for planning and control
- Write a logically sound research paper, from idea formulation to analysis and conclusion, using 'the economics mindset' (economic theory and methods) and in related fields (e.g., Finance, Marketing, Management, Education, a number of Social Science disciplines, and others) relevant for forecasting;
- Confidently apply economic reasoning to make informed resource allocation decisions, on their jobs and in their personal lives, based on forecasted values of economic activities and variables.

INS 403 - HEALTH INSURANCE

Description

This course covers the nature and importance of life and health risks and the functions and uses of individual life and health insurance in treating these risks. From both the individual and the business viewpoints, techniques for evaluating life insurance, health insurance, and annuities are covered, including a review of the legal aspects of these contracts. This course is suggested as an elective for all majors

Objectives

It is the main objective of the course to provide techniques for evaluating life insurance, health insurance and annuities.

It also provides an in depth understanding of the legal aspects of the contracts involved in this insurance

Content

Once a good grounding is established, the course progresses to covering the risks that confront operating companies and specifically focuses on the special risks that affect life companies and the main methods of managing these risks. The course then moves into the first part of the control cycle for a life insurance company and takes the student through the analysis of experience, setting of assumptions and then on into using these assumptions to price products.

Outcomes

Upon completion of this course, the students should be able to:

- i. Understand the full meaning of life insurance
- ii. Understand the full meaning of health insurance
- iii. Understand how to address the contract in a life insurance
- iv. Understand the legal terms in a life and health insurance
- v. Say what annuities are

INS 405- COMMERCIAL PROPERTY & LIABILITY INSURANCE

Description

This course provides an introduction to the field of property and liability insurance (also known as property and casualty insurance or P&C insurance), an increasingly important area of knowledge not only for individuals and families, but also for all forms of business in the global economy. The course is divided into two broad categories:

- Commercial property risk management and insurance
- Commercial liability risk management and insurance

Objectives

The course has three interrelated objectives. The first is to strengthen the student's ability to make effective risk decisions, guided by the risk management methodology. The second task is to deepen understanding of commercial loss exposures. The third is to develop stronger working knowledge of the major commercial insurance contracts and their use in covering property and liability exposures.

Content

This course will start with the framework provided by fundamental principles of risk management and insurance. This will be a refresher of concepts covered in Finance. This course will focus on pure risks that are insurable. Our strategy will be to move quickly from principles into practical applications, particularly as illustrated in insurance policies and coverage forms

Outcomes

Upon completion of the course, students will:

1. Deepen understanding of the risk management methodology and risk management concepts and tools. Build skill in applying these to solve increasingly more challenging risk problems.
2. Learn how to identify, analyze and evaluate property and liability risks faced by commercial firms. Apply the risk management process to select among the alternative techniques for treating commercial risks.
3. Develop an understanding of the customary ways in which insurance policies provide coverage for loss exposures.
4. Learn how to analyze coverage within the various parts of an insurance contract. Develop skill in using the insurance contract as a tool to identify and classify loss exposures.
5. Become familiar with the coverages of specific commercial insurance contracts.
6. Build skill and confidence in applying the appropriate commercial insurance contract(s) to cover given loss exposures.

INS 407 – Portfolio Theory and Investment Analysis

Description

The course describes the process of analyzing decisions relating to modern investment theories, behavioral finance, and securities valuation using both fundamental and technical analysis of securities with reference to their market, industries and companies. The course will also deal with securities' risk-return trade-offs, analysis of modern portfolio theories like the efficient market hypothesis CAPM, APT and other portfolio theories, and finally it describes portfolio selection, performance evaluation and management.

Objectives

The objective of the course is to understand the various financial investment avenues and efficient portfolio management techniques and to provide the skills required to take decisions, selecting the best securities and efficient portfolio management.

Content

The Course is structured in 8 chapters, covering both theoretical and analytical aspects of investment decisions: 1. Investment environment and investment process; 2. Quantitative methods of investment analysis; 3. Theory of investment portfolio formation; 4. Investment in stocks; Investment Analysis and Portfolio Management 6 5. Investment in bonds; 6. Psychological aspects in investment decision making; 7. Using options as investments; 8. Portfolio management and evaluation

Outcomes

After completing the course, students are able to:

- i. Describe investment environment.
- ii. obtain and interpret investment information from various sources
- iii. Describe the mechanics in financial markets.
- iv. describe the methods of valuation of financial instruments

- v. describe procedure for assessing and measuring the risk and return of a single asset and a portfolio
- vi. Capital Allocation Across risky And risk-Free portfolios
- vii. discuss the selection of the optimal portfolio based on the markowitz model
- viii. explain the Capital Asset pricing model as a framework for basic risk return trade-of
- ix. describe the Arbitrage pricing Theory (APT) as a model of security, asset pricing as an alternative to the CAPM
- x. describe active and passive portfolio management strategies
- xi. evaluate the performance of portfolio investments

INS 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- g. stimulate the work of multifunctional and multi-disciplinary teams,
- h. assure networking and integration of students within the subject matter,
- i. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- vi. Understand the basic methodology of writing an entrepreneurial project
- vii. Write a practical entrepreneurial project
- viii. Implement the project.

INS 498: INSURANCE RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

- 4. It is intended to make students develop a critical mind in approaching the various issues in the field
- 5. Identify and systematically problems in the field
- 6. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- ix. Defend the findings in the research thesis
- x. Develop a critical mind and love for issues that deal with issues in the particular field

ELECTIVES

INS 440 - CREDIT & RISK MANAGEMENT

Description

Credit risk is the risk of loss due to a debtor's nonpayment of a bond or a loan. Models of default risk of a single counterparty are studied, and then extended to the case of portfolios of bond or loans. The major complication with portfolios is the correlation of defaults. A widely used tool to deal with it, Copula distributions, is introduced. At the end, issues of regulation such as the Basel II Accord, and devices to mitigate credit risk, such as credit derivatives are discussed. The course is designed to strike a balance between a practical approach to the most popular credit risk models and their theoretical underpinnings. In addition, the course prepares for the credit risk parts of the Financial Risk Manager and Professional Risk Manager

Objectives

1. To learn the principles of the valuation of investment opportunities.
2. To learn how investment portfolios can optimally be constructed.
3. To be fluent in handling data with Spreadsheets etc.
4. To be able to apply the principles of no-arbitrage, and the techniques of valuation and hedging, to financial derivatives and related instruments.
5. To be familiar with the financial products in the market, and their uses.
6. To understand the issues surrounding the pricing and risk management of products on the market.

Content

Topics Covered

1. Stylized facts on default, recovery, and rating
2. Credit risk modeling through firm value or hazard rate
3. Credit derivatives such as CDS and CDO
4. Credit risk management and regulatory compliance with Basel III
5. Credit Crisis 2007-2009 in depth analysis and discussion; European Sovereign Crisis 2010-2012
6. Asia/China related credit issues such as Dim Sum Bond; Consumer Credit
7. Incentives of market players including credit rating agencies, investment banks, and regulators

Outcomes

Upon completion of "Credit Risk", students should be able to

- (1) Know the basic features of credit instruments;
- (2) understand the role of credit rating in the economy;
- (3) describe the stylized facts of default and recovery;
- (4) grasp the frontier of credit derivative market developments;
- (5) Evaluate the risk and return of credit investments.

ECN 415: MONETARY ECONOMICS

Objective: To enable students get knowledge need to conceive and assess the monetary mechanisms of a nation or monetary zone.

Contents: Topics include: Nature and origin of money, functions of money, demand for money, supply of money, money creation by banks, open market operation, theories of money, bank asset structures, monetary policies, etc.

Prerequisite: ECN 202, ECN 304.

Outcome: Students are expected to appreciate the working of monetary policy in the economy.

No prerequisite.

Outcome: Students are expected to acquire knowledge in the functioning and structure of the Cameroonian economy.

ECN 402: THE STRUCTURE OF CAMEROON ECONOMY

Objective: To provide students with the knowledge in the structure and growth of Cameroonian economy

Contents: Topics include: evolution of economic policy in Cameroon, sectoral analysis from the stand point of ownership and control of resources (public sector, parastatal sector, formal and informal private sectors), sectoral analysis according to activities (the agricultural, industrial and tertiary sectors), sectoral linkages, the structural adjustment programmes in Cameroon, economic crises, stabilization and SAP policies, stabilization measures, structural adjustment measures, etc.

ECN 203: MATHEMATICS FOR ECONOMICS I

Objective: To enable students improve understanding of economic theory, make other economics courses much easier through the improvement of elementary mathematical skills.

Contents: Topics include: linear, polynomial, exponential and natural log functions, limits and derivatives, differentiation, integration, unconstrained and constrained optimization (single variable), concavity and convexity of multivariable functions; unconstrained and constrained optimization (multi variable).

No prerequisite 'O' level mathematics.

Outcome: Students are expected to use their mathematical knowledge to get more comfortable in studying economic theory and solving economic problems.

CURRICULUM OF LOCAL GOVERNMENT ADMINISTRATION

OVERVIEW OF PROGRAM

There are so many jobs available at local councils and multiple governmental offices. So there is always room for everyone to be employed in this field. Employment in the civil service offers a great number of opportunities including advisory and administrative positions to jobs that involve working directly with the public. Graduates can work as administrative assistants in municipal councils, divisional and sub-divisional offices, and regional offices and so on. Students may want to consider furthering their studies to secure top ranking jobs.

OBJECTIVES OF THE PROGRAM

Local Government Administration program offers students the opportunity to develop management skills in local governance. Students will gain practical competences in municipal and public office administration. Issues concerning Public Policy formation, taxation, political economy, urban planning form part of the critical discussions during lectures.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Local Government Administration in SMHI must have

1. A pass in the Advanced level examination
2. O/L mathematics, History, French and English. Any other relevant subject is an added advantage

GRADUATION REQUIREMENTS

A student should graduate if s/he earned a total of 156 credits in three years (each year divided in two semesters) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	34	156

ASSESSMENT

Continuous assessment	30%	
Examination		70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			

ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
PBP 201	Political Science	6	C			
PBP 203	Political Economy	6	C			
PBP 301	Globalization	6	C			
PBP 303	Public law	6	C			
PBP 305	Public Finance	6	C			
Total		30				
Second semester						
PBP 360	International law	6	C			
PBP 370	Diplomacy	6	C			
GOV 310	Public Policy formation	6	C			
GOV 320	Taxation	6	C			
PBP 350	International Relations	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
GOV 401	Governmental Accounting	6	C			
GOV 403	Urban Planning, Redevelopment and mgt	6	C			
GOV 405	Negotiation, bargaining and conflict Resolution	6	C			
GOV 407	Political Economy, Development and Globaltn	6	C			
GOV 409	Intergovernmental management	6	C			
Total		30				
Second semester						
GOV 460	Policy Process in Local government	6	C			
GOV 313	Local Government Administration internship	6	C			
GOV 480	Entrepreneurial Project	12	C			
GOV 498	Local Government Administration Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN LOCAL GOVERNMENT ADMINISTRATION**Core Courses**

PBP 201: Political Science

This course addresses the discipline, fields, concepts, and methods of political science, the ideologies that have shaped politics, and the institutions through which politics is conducted. The course examines the various political systems and forms of governance including issues concerning decentralization and the electoral process.

PBP 203: Political Economy

Explores the basic philosophical, psychological, political, and economic underpinnings of contemporary public policy, with an emphasis on the United States. Considers the core philosophical and political theories of conservative, liberal, and radical political economy and examines the economic structures consistent with these competing theories.

PBP 301: Globalization

This course introduces students with the basics of the debate on Globalization. The course is designed to bring the student "up to speed" on the fundamentals of this important topics like The implications of diversity in moral and political systems; Ways in which the world is both unified and divided; Why critics argue that global economic expansion creates poverty in many countries

PBP 303: Public Law

This course is an introductory level consideration of the key features of the law governing public power in countries. It acts as a foundation for later study of constitutional and administrative law. The course stresses theoretical and contextual understanding of contested topics such as constitutionalism, federalism, rights discourse, the proper roles of constitutional courts, legislature and executive, and mechanisms of executive accountability.

PBP 305: Public Finance

The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues.

PBP 340: International Relations

The course introduces students to the institutional, structural and political mechanisms that condition relationships between states and between states and non-state actors. The aim of the course is to provide students with a broad overview of the frameworks of analysis, actors, institutions, issues and processes responsible for international relations, the causes of war, inter-state economic competition, and the structural configuration of power in the international system.

PBP 350: International Law

This course provides students with an introduction to law in its global context in this age of trans-national and inter-jurisdictional practice, with particular focus on public international law and its significance to national law. Additionally, private international law and comparative law will be covered and the nature and objectives of these areas highlighted and distinguished. The course commences with an introduction to the development and nature of public international law as well as distinctive elements of international legal reasoning.

PBP 360: Diplomacy

The course is divided into two parts. The first part provides an introduction into diplomacy and the theory of international negotiations. The second part deals with the practice of diplomacy and negotiations. The course provides a discussion of global issues and current world problems, such as peace and security, climate change and international trade. It discusses cases of successful diplomacy and/or failed diplomacy. It also avails a forum in which teams of students speak on behalf of an assigned country on a variety of selected issues to expand their understanding of diplomacy, global geopolitics and international relations.

Concentration Courses

GOV 310 - Public Policy Formation

A study of how the dynamics of governmental decision making influence the content of public policy; course focuses upon how legislators, interest groups, chief executives, and the bureaucracy function to define alternatives and to shape policy agenda and content.

GOV 313 - Local Government Administration Internship

Offers students an opportunity to obtain practical experience in local government internship. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement. Participation cannot be guaranteed for all applicants.

GOV 320 - Taxation

This course provides students with a basic understanding of the concepts, terminology, and decision-making skills specific to the discipline of taxation that are germane to the professional development of those preparing for a career in accounting. Although the course surveys the many forms of taxation that are found in industrialized societies, and the comparisons thereof, the main focus is on the federal income taxation of individuals. However, coverage is provided regarding the manner in which the taxation of individuals relates to corporate and partnership entities. The course also cover topics that illustrate fundamental tax strategies and how such enable taxpayers to achieve business and personal economic objectives.

GOV 410 - Political Economy, Development & Globalization

Addresses international political economy and how we can understand the phenomenon of globalization. Introduces the interaction between international politics and international economics in industrial countries and in developing countries. Covers several theoretical approaches to international political economy. Then analyzes some of the classic issue areas of international trade relations; foreign direct investment and outsourcing; the international monetary and financial system and the role of international institutions; debt and financial crises; and poverty and inequality. Concludes with analysis of how international political economy issues relate to governance, development, and the politics of economic reform.

GOV 420 - Urban Planning/Redevelopment and Management

This course focuses upon the visioning and modeling of services and programs, both anticipatory and responsive, utilizing market-driven information. Students integrate theories from economics, information management, finance and leadership, culminating in the generation of a comprehensive business plan. This course is an introduction to formal and informal elements of urban management systems addressing the exploration of alternative approaches to dealing with problems arising from rapid urban growth.

GOV 430 - Negotiation, Bargaining & Conflict Management

This course analyzes bargaining and negotiation principles and practices in the public sector. The course focuses on the financial issues of contract negotiations and labor relations and building negotiation skills of the administrator.

GOV 401 - Governmental Accounting

Introduction to major concepts, principles, and objectives of governmental accounting (including fund accounting) and budgetary control systems for local and state government. Designed for students with little or no background in accounting.

GOV 403: Intergovernmental Management

Relationships between federal, state and local governments focusing on management of overlapping programmatic, regulatory and fiscal responsibilities. Constitutional, political, fiscal, and administrative features and how they have evolved since the 1960s

GOV 405- Policy Process in Local Government

This course introduces students to selected aspects of the academic literature on the making of public policy. Students will learn how to apply theories and concepts from the public policy literature to Canadian local

governments. Using case studies, students will learn how to determine the main factors that cause different kinds of local public policy outcomes in different circumstances.

GOV 480 – Entrepreneurial Project

This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

GOV 498 - Research Project in Local Government Administration

This course is a supervised empirical research course of at least 25 pages. The research topic chosen by each student should be designed to propose practical solutions to business problems in local government administration, with the aim of designing novel and innovative ways of local governance. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and local Government Administration experts at the end to the entire program

CURRICULUM OF LOGISTICS AND SUPPLY CHAIN MANAGEMENT

OVERVIEW

Logistics and Supply Chain Management is the heart of any company. You would normally start in a line associate position reporting up through a supply chain department or a plant manager. You would have specific responsibilities such as monitoring warehouse inventory levels, vendor management or shift supervisor. In time you could rise to be a plant manager or a VP level person overseeing a broad range of operational tasks in a company. Ultimately, an operations manager has the opportunity to rise to become the Chief Operating Officer.

OBJECTIVES

This program involves the essential steps of producing goods, quality control, quality management, managing the supply chain, facilities management, product formulation and design, ordering of goods, warehousing of goods, contacting vendors, purchasing of external products.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Logistics and Supply Chain Management in SMHI must have

9. A pass in the Advanced level examination
10. O/L Mathematics, English and French.

GRADUATION REQUIREMENTS

A student should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%
Examination	70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			
OSC 310	Operations Management	6	C			
OSC 320	Supply Chain Management	6	C			
OSC 410	Transportation Systems	6	C			
OSC 420	Purchasing and Inventory Management	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
OSC 401	Operations and Logistics Management	6	C			
OSC 403	Managing products, services and technology	6	C			
OSC 405	Service management	6	C			
OSC 407	Supply Chain Modelling	6	C			
-	Elective	6	C			
-	Elective	6	C			

Total		36				
	Second semester					
-	Elective	6	C			
-	Elective	6	C			
OSC 330	Logistics and Supply Chain Management internship	12	C			
OSC 480	Entrepreneurial Project	12	C			
OSC 498	Logistics and Supply Chain Management Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN OPERATIONS AND SUPPLY CHAIN MANAGEMENT

Core courses

BUS 301: PRINCIPLES OF ACCOUNTING

Course Description

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- q. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- r. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- s. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- t. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- lxv. Explain what accounting is.
- lxvi. Identify the users and uses of accounting.
- lxvii. Understand why ethics is a fundamental business concept.
- lxviii. Explain what an account is and how it helps in the recording process.
- lxix. Define debits and credits and explain their use in recording business transactions.
- lxx. Identify the basic steps in the recording process.
- lxxi. Explain what a journal is and how it helps in the recording process.
- lxxii. Explain the time period assumption.
- lxxiii. Explain the accrual basis of accounting.
- lxxiv. Explain the reasons for adjusting entries.
- lxxv. Prepare a worksheet.
- lxxvi. Explain the process of closing the books.
- lxxvii. Identify the differences between service and merchandising companies.
- lxxviii. Explain the recording of purchases under a perpetual inventory system.
- lxxix. Explain the recording of sales revenues under a perpetual inventory system.
- lxxx. Explain the steps in the accounting cycle for a merchandising company.

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- i. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- j. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- xlix. describe the nature of economics in dealing with the issue of scarcity,
 - I. perform supply and demand analysis to analyze the impact of economic events on markets,
 - li. analyze the behavior of consumers in terms of the demand for products,
 - lii. evaluate the factors affecting firm behavior, such as production and costs
 - liii. analyze the performance of firms under different market structures,
 - liv. recognize market failure and the role of government in dealing with those failures,
 - lv. explain how input markets work,
 - lvi. use economic analysis to evaluate controversial issues and policies
 - lvii. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
 - lviii. recognize how monetary and fiscal policy can be used to achieve policy goals,
 - lix. evaluate the determinants of international trade and financial flows,
 - lx. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- xiii. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- xiv. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- xv. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- xlix. Compare and contrast the levels, roles, and functions of management
- I. Distinguish between modern theories of management, including quality management and systems management theory
- li. Break down quantitative management and the roles of branches such as operations management
- lii. Illustrate the types of planning and its function in management
- liii. Model different types of organizations, including centralized and decentralized organizations
- liv. Examine leadership and its role in organizations and the difference between a manager and a leader
- Iv. Analyze the role of motivation in the workplace and how managers affect motivation
- Ivi. Illustrate the communication process and the role of organizational communication
- Ivii. Investigate controlling and its function in management
- Iviii. Analyze the decision making process and describe tools used to make informed decisions
- lix. Relate the managerial functions in international organizations and characteristics of an international manager
- Ix. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- m. identify the marketing mix components;
- n. explain the environmental factors which influence consumer and organizational decision-making processes;
- o. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- Ixxiii. Develop customer relationships and value through marketing.
- Ixxiv. Link marketing and corporate strategies.
- Ixxv. Scan the marketing environment.
- Ixxvi. Discuss ethics and social responsibility in marketing.
- Ixxvii. Define consumer behavior.
- Ixxviii. Recognize organizational markets and buyer behavior.
- Ixxix. List ways to reach global markets.
- Ixxx. Turn marketing information into action.
- Ixxxi. Identify market segments and targets.
- Ixxxii. Develop new products and services.
- Ixxxiii. Discuss the management of products, services, and brands.
- Ixxxiv. Formulate pricing strategies for products and services.
- Ixxxv. Create strategies for managing marketing channels and supply chains.
- Ixxxvi. Define retailing and wholesaling.
- Ixxxvii. Integrate marketing communications and direct marketing.
- Ixxxviii. Analyze advertising, sales promotion, and public relations.
- Ixxxix. Define personal selling and sales management.
- xc. Implement interactive and multichannel marketing

BUS 305: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- l. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- k. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- l. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xxi. Have a basic understanding of financial concepts and terms
- xxii. Understand the impact of the time value of money
- xxiii. Be able to identify the different types of financing and how they are used
- xxiv. Be able to compute and analyze financial ratios
- xxv. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- i. The goal of this course is to introduce students to the field of international business.
- j. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- xvii. Describe the foundation of international business.
- xviii. Describe international organizations and multinational corporations.
- xix. Define forms of foreign involvement.
- xx. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In

In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- u. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- v. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- w. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- x. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- y. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- xxix. Identifies the various dimensions of the ethical issue.
- xxx. Makes recommendation based on ethical considerations.
- xxxi. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xxxii. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xxxiii. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xxxiv. Improve ability to support proposals by making the "business case" for value-based decisions.
- xxxv. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

OSC 310 - OPERATIONS MANAGEMENT

Description

This course makes students learn to analyse and improve business processes in services or in manufacturing by learning how to increase productivity and responsiveness, provide more choice to the customer, and deliver higher quality standards. Key concepts include process analysis, bottlenecks, flows rates, and inventory levels, and more. After successfully completing this course, you can apply these skills to a real-world business challenge

Objectives

Our objective by the end of the course is to provide you with the analytical skills and managerial insights necessary to critically analyze a firm's operations decisions and practices. Such knowledge is important for careers in a variety of areas, including general management, entrepreneurship, investment banking (e.g. business restructurings, mergers and acquisitions), venture capital (e.g. evaluating new business plans) and management consulting (business restructuring improvement).

Content

This course has the following four modules, each of which consists of several topics that are connected to some extent and share the common theme of the module.

1. Managing Process and Resource: Process analysis and its applications; optimizing resource allocation and resource portfolio.
2. Managing Service System: Coping with variability of service system; separating vs. pooling servers; simulating service system; quality management using control charts.
3. Matching Supply with Demand: Newsvendor model; quantifying value of centralization, postponement, revenue management.
4. Managing Supply Chain: Supply chain distortion; achieving strategic fit; coordinating supply chains using risk sharing contracts.

Outcomes

After completing this course, students should be able to:

- Develop an understanding of and an appreciation for the production and operations management function in any organization.
- To understand the importance of productivity and competitiveness to both organizations and nations. • To understand the importance of an effective production and operations strategy to an organization.
- To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- To understand the importance of product and service design decisions and its impact other design decisions and operations.
- Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- To understand the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
- To understand the roles of inventories and basics of managing inventories in various demand settings. • To understand contemporary operations and manufacturing organizational approaches and the supply-chain management activities and the renewed importance of this aspect of organizational strategy

OSC 313 - INTERNSHIP ON OPERATIONS & SUPPLY CHAIN MANAGEMENT**Description**

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

- z. to provide advanced student majors and minors with experience working
 - aa. to give students the opportunity to apply classroom learning in an agency setting
 - bb. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

7. Evaluate the organization using the principles learned in school
8. Effectively notice issues in the field.
9. Effectively handle issues in the field.

OSC 320 - SUPPLY CHAIN MANAGEMENT**Description**

A supply chain is comprised of all the parties involved in fulfilling a customer request. The integrated management of this network is a critical determinant of success in today's competitive environment. Companies like Nokia, Toyota, Dell, Procter & Gamble, and a relatively new comer like Tata Motors are proof that excellence in supply chain management is a must for financial strength and industry leadership. With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers.

Objectives

The objective of this course is to introduce you to the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets.

Content

The course has strong emphasis on providing analytical skills, critical thinking, and managerial insights. The topics we will cover in this course could be grouped into four main modules:

- Supply chain strategy: strategic fit, network design, global dual sourcing
- Managing supply chain risks: risk-sharing contracts, risk pooling, risk hedging
- Coordinating supply chain: sales & operations planning, bullwhip effect
- Guest lecture: there will be one or two guest lectures and the topics are to be determined.

Outcomes

At completion of this course,

- you will have the skills to assess supply chain performance
- And make recommendations to increase supply chain competitiveness.

OSC 410 - TRANSPORTATION SYSTEMS

Description

This course will develop your understanding of operational and strategic management issues that affect transport businesses and explores these within their policy context. You will study the legal and operational management of freight transport, review the business structure of freight transport markets and examine why some businesses choose to outsource transport operations.

Objectives

This course presents an overview of the global transportation systems that help integrate our world, including their operation, design, and the economic factors that help drive and influence the supply chains of which they are a part

Content

It integrates the presentation and learning of three elements primary to contemporary transportation: 1) system design, organization, and control; 2) global environments and factors, including culture and ethics, that influence transportation processes and activities; and 3) the economics of transportation, including the effects of demand and supply, private sector costing and pricing strategies, and government regulation at all levels.

Outcomes

Upon successful completion of this course, the student will:

1. Have the perspective, information, tools, and techniques that enable an understanding of transportation in the past, present, and future tenses.
2. be able to use this understanding as the basis to deliver value by suggesting improvements to current and future systems.
3. be able to apply the principles of critical thinking and communicate the results of this analysis.

OSC420 - PURCHASING AND INVENTORY MANAGEMENT

Description

A big trend is for organizations to blend their operational functions under the umbrella known as supply chain management. Often, the first two functions to merge are purchasing and inventory management. So, as a purchasing professional, you must understand inventory management principles to remain valuable. First, you must know how much inventory to have on hand to ensure continuity of supply in the event of an uncharacteristic increase in either demand and/or lead time. This quantity of inventory is called the safety stock. There is no universally used formula for determining safety stock quantity, second, you must know when to reorder materials

for inventory. Generally, this point in time is determined when the quantity of materials in stock decreases to a certain level, called the reorder point.

Objectives

It focuses on the managerial, administrative, strategic and tactical aspects of the purchasing function. Emphasis will be placed on the pertinent issues in purchasing management for both the goods and services business sectors.

Content

The topics to be covered include purchasing management, supply strategy and organization, delivery, cost management, supplier management, and supply function evaluation.

Outcomes

Upon completion of the course you would be able to

- i. Identify all the fundamentals of inventory management and control
- ii. The 6 big inventory risks and how to mitigate them
- iii. Forecast more accurately whether your business is stable, growing, declining or subject to seasonality
- iv. Set up the inventory replenishment cycle, including setting safety stock levels, reorder points and economic order quantities
- v. Measure inventory management performance using metrics such as inventory turnover, fill rate, and various financial ratios
- vi. Integrate desired services levels into inventory management control decisions
- vii. Conduct inventory analysis including applying ABC analysis
- viii. Reduce inventory
- ix. Calculate cost savings related to inventory management and control decisions
- x. Evaluate the effect of lead time including transportation considerations on inventory
- xi. Harness inventory optimization through technology
- xii. Apply postponement to inventory and waste reduction

OSC 401- OPERATIONS AND LOGISTICS MANAGEMENT

Description

This unit provides an overview of the topics that underpin operations management: operations strategy; operations planning and control; operations improvement and risk management. It provides practical examples of operations management in manufacturing and service contexts. As cross-functional team working is vital to successful operations management, you are required to work together to solve problems and to present your findings. The key challenges for operations managers are considered throughout the unit, with particular reference to environmental, regulatory and safety issues

Objectives

1. Accurately define the terms supply chain, logistics, and transportation.
2. Understand the components of the supply chain including, but not necessarily limited to, procurement, customer service, warehousing, inventory management, transportation, order processing, site selection, reverse logistics, and logistics service providers.

Content

This course is an analysis of logistics activities, distribution network alternatives, and customer service aspects; examination of freight traffic functions within the firm's logistics system, analysis of rate and classification systems and carrier selection; evaluation of logistics procedures and strategies and their appropriateness to different industries

Outcomes

Upon completion of the course students should be able to:

- i. Define logistics, supply chain and transportation
- ii. Understand the components of the supply chain

OSC 403 - MANAGING PRODUCTS, SERVICE, AND TECHNOLOGY DEVELOPMENT

Description

This course offers a systematic overview of the management issues that arise during the process of new product development (NPD). The development process requires integration across the traditional management functions. The course introduces tools and concepts for both linking development to strategy, and for managing the development process for speed, efficiency, and market impact.

Objectives

The objective of this course is to familiarize students with applications of relatively recent new product planning techniques. The course will emphasize the use of market research data and marketing models for new product development and management

Content

Through a combination of cases and reading articles, the course covers a wide range of topics. The main topics to be covered in this course are idea generation, concept evaluation, optimal product design, test marketing, product positioning, market segmentation, market share estimation, product packaging, advertising testing, pricing, brand name selection, brand equity, and global product planning

Outcomes

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

- Better understand the issues pertaining to the execution of brand strategies,
- formulate strategies for building, leveraging, and defending brands,
- manage integrated campaigns to influence customer and trade behavior,
- Work with data of the types that are typically available to brand and product managers, and
- draft a marketing plan that reflects these objectives.

OSC 405 - SERVICE OPERATIONS**Description**

This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. Beginning with the service encounter, service managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage. This course will study service management from an integrated viewpoint with a focus on customer satisfaction where the material will integrate operations, marketing, strategy, information technology and organizational issues. Finally, because the service sector is the fastest-growing sector of the economy, this course is intended to help students discover entrepreneurial opportunities.

Objectives

(1) To study "breakthrough" services in order to understand the operations of successful service firms that can be benchmarks for future management practice. (2) To develop an understanding of the "state of the art" of service management thinking. (3) To appreciate the organizational significance of managing the service encounter to achieve internal and external customer satisfaction. (4) To gain an appreciation of the complexities associated with managing quality, risk management, and implementing change in a service business. (5) To develop skills for diagnosing and analyzing problems in a service business using a combination of qualitative and quantitative techniques. (6) To develop an awareness of the opportunities that information technology can provide for enhancing a service firm's competitiveness.

Content

The material will integrate operations, marketing, strategy, information technology, and organizational issues. Specific topics include: (i) Designing a service strategy and delivery system. (ii) Defining and managing service quality which includes achieving consistent quality even with customization, managing service employees and customers (often considered co-producers), and failure recovery from disruptions. (iii) Managing variability and uncertainty including waiting line design, capacity management, and revenue/yield management. We will study examples from healthcare, hospitality/entertainment, retail, insurance, transportation, call center operations, and the public sector

Outcomes

After completing this course, students should be able to:

- Develop an understanding of and an appreciation for the production and operations management function in any organization.
- To understand the importance of productivity and competitiveness to both organizations and nations.
- To understand the importance of an effective production and operations strategy to an organization.
- To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- To understand the importance of product and service design decisions and its impact other design decisions and operations.

- Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- To understand the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.
- To understand the roles of inventories and basics of managing inventories in various demand settings. • To understand contemporary operations and manufacturing organizational approaches and the supply-chain management activities and the renewed importance of this aspect of organizational strategy

OSC 407 - SUPPLY CHAIN MODELING

Description

The objective of the course is to provide students with tools/means for matching supply and demand in the most cost effective way. A mixture of lectures, case discussions and games will be used to provide a better understanding of supply chain issues.

Objectives

The course will focus on solving supply chain and operations issues with models created using an electronic spreadsheet. The focus of the course is on formulating and solving operations and supply chain management decisions.

Content

Topics include Supply Chain Management Problems: Concepts, Literature Review, Trend, Methods and Algorithms A Small-scale Supply Chain Competition Problem: Model and Analysis, A Small-scale Supply Chain Competition Problem: Model and Analysis Continued) Facility Location Problem Branch-Bound Algorithm, Supply Chain Disruption Problem Integrated Supply Chain Design Problem Lagrangian Relaxation, Integrated Production and Distribution Scheduling Problem Network Flow Modeling Heuristic 1, Error Bound and Worst Case Analysis, Container Vessel Scheduling Problem Heuristic 2, Emergency Logistic Heuristics 3, Supply Chain/Marketing/Economics Interface Problem

Outcomes

Students who successfully complete this course will be able to:

1. Formulate spreadsheet models for supply chain inventory and ordering decisions.
2. Formulate and solve linear optimization models related to production planning, resource allocation, and transportation and distribution decisions.
3. Perform sensitivity and what-if analysis for model solutions.
4. Formulate network optimization models to support facility location and capacity allocation decisions.
5. Solve network optimization models to support facility location and capacity allocation decisions.
6. Incorporate "Go- No Go" decisions, "Either-Or" constraints, and other contingent constraints using binary integer programming.
7. Solve binary integer programming models.
8. Formulate decision models, which incorporate demand uncertainty, to determine optimal ordering decisions in a make to stock environment.
9. Understand the relationship between item forecasting and inventory replenishment in a make to stock environment.
10. Formulate and solve models for managing reactive production and supplier capacity.
11. Understand how and under what conditions revenue management can be an effective tool for matching supply and demand in the supply chain.
12. Formulate and solve revenue management models & describe the tradeoffs that must be considered when making revenue management decisions.
13. Develop, run, and analyze spreadsheet simulation models.
14. Prepare reports and summaries for management decision-making

OSC 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by

the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- j. stimulate the work of multifunctional and multi-disciplinary teams,
- k. assure networking and integration of students within the subject matter,
- l. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- xi. Understand the basic methodology of writing an entrepreneurial project
- xii. Write a practical entrepreneurial project
- xiii. Implement the project.

OSC 498: OPERATIONS AND SUPPLY CHAIN MANAGEMENT RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

- 7. It is intended to make students develop a critical mind in approaching the various issues in the field
- 8. Identify and systematically problems in the field
- 9. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- xiv. Defend the findings in the research thesis
- xv. Develop a critical mind and love for issues that deal with issues in the particular field

Electives

MGT 310 - STRATEGIC MANAGEMENT

Description

The final integrative course in the international business program integrates the basic business functions through strategic management principles. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Objectives

Develop capacity to think strategically

- Build skills in conducting strategic analysis in competitive situations
- Strengthen understanding of the competitive challenges in a global market
- Provide hands-on experience in crafting and executing business strategy
- Build confidence in being able to perform the tasks of a strategy-maker and implementer
- Develop powers of managerial judgment and business risk assessment
- Increase awareness of the importance of ethical principles, personal and company values, and socially responsible management practices

Content

This course will focus on the significance of strategic management in the effective execution of activities for firms. The course is designed to allow you (the students) to examine issues of strategic management and their relationship with firm operations and decision choices.

Outcomes

Upon completion of this course, students should be able to

- To develop abilities for assessing competitive environments and identifying value-creating opportunities in the global economy
- To enhance critical thinking that is essential in becoming successful managers in organizations.
- To understand the levels of strategy creation spanning corporate, business and functional levels
- To recognize and appreciate the perspectives and influences from diverse stakeholders during strategy creation
- To acquire skills and knowledge for judging firm performance, identifying industry dynamics, and anticipating competitors' responses that serve as the foundation for developing and formulating strategic plans
- To understand how strategy formulation does not occur in a vacuum but demands simultaneous decision-making

MGT 410 - QUALITY MANAGEMENT**Description**

This course presents quality procedures and concepts for enhancing goods, services and the entire business environment. Students learn various methods of process control and acceptance sampling, including using control charts and sampling plans. Quality planning, assurance and control are covered as parts of a total quality system. Probability and statistical concepts are further explored as related to process control.

Objectives

The main objective is to examine problems in production related to quality

Content

A basic understanding of Quality Management and TQM practices is introduced early in the class. This is followed by a review of quality measures and quality costs. A final section is devoted to technical issues of quality management. Since this is an operations management course, emphasis is placed on technical issues of quality management as well as behavioral TQM practices.

Outcomes

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

- λ Understand conceptual issues of quality management with particular emphasis on common cause and special cause variation
- λ Understand more specific tools, such as statistical quality control and reliability.
- λ Act in a consulting role on the topic of Quality Management by providing knowledgeable analysis of a particular company and by providing excellent oral and written communications of their analysis and recommendations.
- λ Critically evaluate the issue of international quality comparisons and the issue of proper program implementation.
- λ Develop quality management skills through actual practice of a specified project.

PMT 310: INTERNATIONAL SHIPPING AND SUPPLY CHAIN MANAGEMENT.**Description**

A supply chain is comprised of all the parties involved in fulfilling a customer request. The integrated management of this network is a critical determinant of success in today's competitive environment. Companies like Nokia, Toyota, Dell, Procter & Gamble, and a relatively new comer like Tata Motors are proof that excellence in supply chain management is a must for financial strength and industry leadership. With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers.

Objectives

The objective of this course is to introduce you to the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets.

Content

The course has strong emphasis on providing analytical skills, critical thinking, and managerial insights. The topics we will cover in this course could be grouped into four main modules:

- Supply chain strategy: strategic fit, network design, global dual sourcing
- Managing supply chain risks: risk-sharing contracts, risk pooling, risk hedging
- Coordinating supply chain: sales & operations planning, bullwhip effect
- Guest lecture: there will be one or two guest lectures and the topics are to be determined.

Outcomes

At completion of this course,

- you will have the skills to assess supply chain performance
- And make recommendations to increase supply chain competitiveness.

PMT 320: INTERNATIONAL MARITIME TRANSPORT.

Description

The International Maritime Staff Operator Course (I-MSOC) is a twelve week course to provide international naval officers the skills needed to support the planning and execution of maritime operations and integrate with existing operational planning teams.

Objectives

Examines the international business of shipping, commercial processes, maritime-related organizations, shipbuilding and repair, ship types and fleets, and commodity movement

Content

Students will engage in practical exercises, presentations, and written briefs that will help instill the requisite skills to support a multinational maritime component commander in a Maritime Operations Center (MOC).

Outcomes

Upon completion,

- i. Students should be able to define international maritime
- ii. Identify the various maritime routes
- iii. Evaluate which route is the best based on the what is transported

PMT 420: INTERNATIONAL MARITIME AND ADMIRALTY LAW.

Description

This course is of great relevance to those who wish to acquire expertise in international trade and maritime / shipping law. The programme has been specifically designed for students from a wide variety of commercial shipping backgrounds, both legal and non-legal, including existing lawyers; those engaged in the shipping and trading industries; trading brokers; shipping/chartering organisations; salvage organisations; P&I Clubs; insurance; and those engaged in investment, finance and banking

Objectives

The programme develops leading knowledge and awareness of international trade and maritime law, increasing understanding of how commercial trade ventures may give rise to legal issues. With English law recognized internationally as a dominant legal system providing the basis for maritime and trade contracts, and with London as the single most important forum for settling disputes, both through court litigation and arbitration, this course approaches law in relation to how it is applied in practice.

Content

International law of the sea, maritime jurisdiction, regulation of shipping, carriage of goods, marine insurance, salvage, marine environmental law, safety at sea, and the Oil Pollution Act of 1990 are covered, along with other maritime laws. Prerequisites: a basic law course.

Outcomes

Upon completion of this course, students should be able to:

- i. Apply maritime law
- ii. Understand the basics of maritime law
- iii. Understand the various regulations of shipping

CURRICULUM OF MANAGEMENT

OVERVIEW

Management program offers students the opportunity to develop special and practical skills in organizational management. Ask any seasoned executive and they will tell you that, regardless of the industry, the most important skill any professional could possess is the ability effectively manage others. Skilled managers are in high demand. Consequently, management professionals with the right experience and credentials are some of the highest paid professionals in the world. Business-management jobs occur in a variety of organizations: manufacturers, hospitals, charities, hotels, government, and so forth. Individuals may find better or increased job opportunities with a business management degree. According to the U.S. Bureau of Labor Statistics (BLS), the administrative services manager career field is expected to grow as fast as average. The BLS anticipates this growth to be 12 percent between 2008 and 2018, with individuals facing intense competition for higher level management jobs. While lower level management jobs may be less competitive, a business degree can help set individuals apart from other potential employee applicants. Individuals may choose to advance their education beyond their undergraduate degree.

OBJECTIVES

The program covers management issues in relation to small and large scale business ventures. The program involves topics in Strategic Management, Entrepreneurship, Business Communication, Quality Management, Organizational Theory, and Small Business Management. The program is aimed at producing managers who blend the diversity between the demands of stake holders, shareholders, entrepreneurs and employees.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in management in SMHI must have

11. A pass in the Advanced level examination
12. O/L Mathematics, English and French and any other related field will be an additional advantage.

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%
Examination	70%
HRM 450	Staffing, Recruitment and Selection

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			
MGT 310	Strategic Management	6	C			
MGT 320	Small Business Management	6	C			
MGT 410	Quality Management	6	C			
MGT 420	Business Communication	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
MGT 401	Organizational Theory	6	C			

MGT 403	Managing in Creative Industries	6	C			
MGT 405	Strategic Analysis	6	C			
MGT 407	Developing Managerial Skills	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
	Second semester					
-	Elective	6	C			
-	Elective	6	C			
MGT 330	Management internship	12	C			
MGT 480	Entrepreneurial Project	12	C			
MGT 498	Management Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN MANAGEMENT

Core courses

BUS 301: PRINCIPLES OF ACCOUNTING

Course Description

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- u. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- v. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- w. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- x. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- lxxx. Explain what accounting is.
- lxxxii. Identify the users and uses of accounting.
- lxxxiii. Understand why ethics is a fundamental business concept.
- lxxxiv. Explain what an account is and how it helps in the recording process.
- lxxxv. Define debits and credits and explain their use in recording business transactions.
- lxxxvi. Identify the basic steps in the recording process.
- lxxxvii. Explain what a journal is and how it helps in the recording process.
- lxxxviii. Explain the time period assumption.
- lxxxix. Explain the accrual basis of accounting.
- xc. Explain the reasons for adjusting entries.
- xc. Prepare a worksheet.
- xcii. Explain the process of closing the books.
- xciii. Identify the differences between service and merchandising companies.
- xciv. Explain the recording of purchases under a perpetual inventory system.
- xcv. Explain the recording of sales revenues under a perpetual inventory system.
- xcvi. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- m. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- n. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- lxi. describe the nature of economics in dealing with the issue of scarcity,
- lxii. perform supply and demand analysis to analyze the impact of economic events on markets,
- lxiii. analyze the behavior of consumers in terms of the demand for products,
- lxiv. evaluate the factors affecting firm behavior, such as production and costs
- lxv. analyze the performance of firms under different market structures,
- lxvi. recognize market failure and the role of government in dealing with those failures,
- lxvii. explain how input markets work,
- lxviii. use economic analysis to evaluate controversial issues and policies
- lxix. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- lxx. recognize how monetary and fiscal policy can be used to achieve policy goals,
- lxxi. evaluate the determinants of international trade and financial flows,
- lxxii. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- xvi. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- xvii. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- xviii. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- Ixi. Compare and contrast the levels, roles, and functions of management
- Ixii. Distinguish between modern theories of management, including quality management and systems management theory
- Ixiii. Break down quantitative management and the roles of branches such as operations management
- Ixiv. Illustrate the types of planning and its function in management
- Ixv. Model different types of organizations, including centralized and decentralized organizations
- Ixvi. Examine leadership and its role in organizations and the difference between a manager and a leader
- Ixvii. Analyze the role of motivation in the workplace and how managers affect motivation
- Ixviii. Illustrate the communication process and the role of organizational communication
- Ixix. Investigate controlling and its function in management
- Ixx. Analyze the decision making process and describe tools used to make informed decisions
- Ixxi. Relate the managerial functions in international organizations and characteristics of an international manager
- Ixxii. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- p. identify the marketing mix components;
- q. explain the environmental factors which influence consumer and organizational decision-making processes;
- r. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- xc. Develop customer relationships and value through marketing.
- xcii. Link marketing and corporate strategies.
- xciii. Scan the marketing environment.
- xciv. Discuss ethics and social responsibility in marketing.
- xcv. Define consumer behavior.
- xcvi. Recognize organizational markets and buyer behavior.
- xcvii. List ways to reach global markets.
- xcviii. Turn marketing information into action.
- xcix. Identify market segments and targets.
- c. Develop new products and services.
- ci. Discuss the management of products, services, and brands.
- cii. Formulate pricing strategies for products and services.
- ciii. Create strategies for managing marketing channels and supply chains.
- civ. Define retailing and wholesaling.
- cv. Integrate marketing communications and direct marketing.
- cvi. Analyze advertising, sales promotion, and public relations.

- cvii. Define personal selling and sales management.
- cviii. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- o. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- p. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- q. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xxvi. Have a basic understanding of financial concepts and terms
- xxvii. Understand the impact of the time value of money
- xxviii. Be able to identify the different types of financing and how they are used
- xxix. Be able to compute and analyze financial ratios
- xxx. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- k. The goal of this course is to introduce students to the field of international business.
- l. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- xxi. Describe the foundation of international business.
- xxii. Describe international organizations and multinational corporations.
- xxiii. Define forms of foreign involvement.
- xxiv. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision

making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- z. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
 - aa. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
 - bb. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
 - cc. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
 - dd. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- xxxvi. Identifies the various dimensions of the ethical issue.
- xxxvii. Makes recommendation based on ethical considerations.
- xxxviii. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xxxix. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xl. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xli. Improve ability to support proposals by making the "business case" for value-based decisions.
- xlii. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

MGT 310 - STRATEGIC MANAGEMENT

Description

The final integrative course in the international business program integrates the basic business functions through strategic management principles. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Objectives

Develop capacity to think strategically

- Build skills in conducting strategic analysis in competitive situations
- Strengthen understanding of the competitive challenges in a global market
- Provide hands-on experience in crafting and executing business strategy

- Build confidence in being able to perform the tasks of a strategy-maker and implementer
- Develop powers of managerial judgment and business risk assessment
- Increase awareness of the importance of ethical principles, personal and company values, and socially responsible management practices

Content

This course will focus on the significance of strategic management in the effective execution of activities for firms. The course is designed to allow you (the students) to examine issues of strategic management and their relationship with firm operations and decision choices.

Outcomes

Upon completion of this course, students should be able to

- To develop abilities for assessing competitive environments and identifying value-creating opportunities in the global economy
- To enhance critical thinking that is essential in becoming successful managers in organizations.
- To understand the levels of strategy creation spanning corporate, business and functional levels
- To recognize and appreciate the perspectives and influences from diverse stakeholders during strategy creation
- To acquire skills and knowledge for judging firm performance, identifying industry dynamics, and anticipating competitors' responses that serve as the foundation for developing and formulating strategic plans
- To understand how strategy formulation does not occur in a vacuum but demands simultaneous decision-making

MGT 330 - MANAGEMENT INTERNSHIP

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

- cc. to provide advanced student majors and minors with experience working
- dd. to give students the opportunity to apply classroom learning in an agency setting
- ee. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

- 10. Evaluate the organization using the principles learned in school
- 11. Effectively notice issues in the field.
- 12. Effectively handle issues in the field.

MGT 320 - SMALL BUSINESS MANAGEMENT

Description

Introduces the fundamentals of business development and management, including planning, raising capital, using business information, managing employees, and marketing products and services. The course is oriented toward principles needed to operate a small business and is designed for those who may eventually have their own businesses or for those who desire to upgrade their skills in their present businesses.

Objectives

- Assess business ideas from the VCs point of view using the concepts from the chapters.
- Develop a Pitch in a written format.
- Foster Creativity by brainstorming ideas individually, by listening to pitches from an idea tank.

- Compete for the best business idea and select the best one as a group
- Collect information to test the feasibility analysis

Content

it shall cover issues like introduction to entrepreneurship, recognizing opportunities and generating business ideas, feasibility analysis, writing a business plan, industry and competitive analysis, developing an effective business model, preparing the proper ethical and legal foundation, assessing a new venture's financial strength and viability, unique marketing issues, strategies for firm growth.

Outcomes

Students will be able to:

- Analyze the concept of the entrepreneurial mindset and apply it to the execution of a project from the generation of the idea, business model and the feasibility analysis of the project.
- Develop reflective and analytical skills when evaluating a project.
- Experience the seemingly paradoxical and dynamic nature of entrepreneurial process, from the idea generation stage to the collection of information and further refinement of the original idea.
- Determine the feasibility of the business concept through industry, market, trend and economic analysis.
- Prepare a written report with your business idea and the pitching of your project

MGT 410 - QUALITY MANAGEMENT

Description

This course presents quality procedures and concepts for enhancing goods, services and the entire business environment. Students learn various methods of process control and acceptance sampling, including using control charts and sampling plans. Quality planning, assurance and control are covered as parts of a total quality system. Probability and statistical concepts are further explored as related to process control.

Objectives

The main objective is to examine problems in production related to quality

Content

A basic understanding of Quality Management and TQM practices is introduced early in the class. This is followed by a review of quality measures and quality costs. A final section is devoted to technical issues of quality management. Since this is an operations management course, emphasis is placed on technical issues of quality management as well as behavioral TQM practices.

Outcomes

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

- λ Understand conceptual issues of quality management with particular emphasis on common cause and special cause variation
- λ Understand more specific tools, such as statistical quality control and reliability.
- λ Act in a consulting role on the topic of Quality Management by providing knowledgeable analysis of a particular company and by providing excellent oral and written communications of their analysis and recommendations.
- λ Critically evaluate the issue of international quality comparisons and the issue of proper program implementation.
- λ Develop quality management skills through actual practice of a specified project.

MGT 420 - BUSINESS COMMUNICATION

Description

This course covers aspect of contemporary business communications — from determining what information to communicate to processing information and sharing it — depends on technology. Students will learn to compose, format, and manage business letters, memos, reports, email, and resumes. Students will use software to access information and to evaluate the quality of the information they receive. Students will create electronic presentations to communicate information.

Objectives

7. To understand and demonstrate writing and speaking processes through invention, organization, drafting, revision, editing, and presentation.
8. To understand the importance of specifying audience and purpose and to select appropriate communication choices.

9. To understand and appropriately apply modes of expression, i.e., descriptive, expository, narrative, scientific, and self-expressive, in written, visual, and oral communication.
10. To participate effectively in groups with emphasis on listening, critical and reflective thinking, and responding.
11. To understand and apply basic principles of critical thinking, problem solving, and technical proficiency in the development of exposition and argument.
12. To develop the ability to research and write a documented paper and/or to give an oral presentation.

Content

Topics covered include: overview of communication in business, intercultural communication, effective business writing, employment process communication, public presentation, legal and ethical considerations for business communication.

Outcomes

Upon successful completion of this course, the student should be able to:

1. Apply business communication strategies and principles to prepare effective communication for domestic and international business situations.
2. Identify ethical, legal, cultural, and global issues affecting business communication.
3. Utilize analytical and problem solving skills appropriate to business communication.
4. Participate in team activities that lead to the development of collaborative work skills.
5. Select appropriate organizational formats and channels used in developing and presenting business messages.
6. Compose and revise accurate business documents using computer technology.
7. Communicate via electronic mail, Internet, and other technologies.
8. Deliver an effective oral business presentation.

MGT 401- ORGANIZATIONAL THEORY

Description

To provide an overview of topics and concepts in the field of organizational behaviour. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behaviour at work.

Objectives

The purpose of this course is to analyze under a systematic approach how to design and to manage organizations for the purpose of increasing efficiency and effectiveness. Special emphasis is made on internal and external determinants of structure and on the impact of structure on behavior in the organization.

Content

Topics include managerial work and business administration, decision making, planning and controlling, organizing, human resource,

Outcomes

Upon successful completion of the course, the student will be able:

- To analyze the concepts of organization and management.
- To ensure the understanding of different principles, functions and process of management.
- To demonstrate a capacity to apply this knowledge to real cases.
- To think critically and innovatively to identify problems, and propose alternatives to these problems and implement solutions.
- To communicate effectively in written, oral and electronic formats.

MGT 403 - MANAGING IN CREATIVE INDUSTRIES

Description

The purpose of the course is to expose students to the dynamics of cultural industries (e.g., art, theatre, music, film, photography, architecture, and so on), and to train students to think strategically about the nature of cultural products, what drives their supply and demand, the factors that affect the value of cultural products and how firms can profit from them. In order to address these issues, it is important to understand that a key feature of these industries is that symbolic and aesthetic attributes are at the very core of value creation. This implies that the value of cultural products depends largely on third parties, e.g., critics, dealers, foundations, users, etc. Some

of these parties act as powerful intermediaries or gatekeepers as they control critical material and symbolic resources firms need in order to (continue to) produce cultural products.

Objectives

The course seeks to answer the following questions 1. What are the skills gaps and development needs of managers and leaders in the creative industries? 2. What does 'good' look like when it comes to management and leadership in this sector? 3. How do managers and leaders in creative industries learn, and therefore what kind of development interventions would best suit professionals from this sector?

Content

Management systems of their workplace company, assesses its strategic directions, and evaluates its strengths and weaknesses relative to the industrial environment in which it is operating. Course content is designed to facilitate the report by focusing on the organization, operation and strategic planning of creative enterprises and the criteria for appraising their efficacy; applicable consumption dynamics and changing global mechanisms for the promotion and distribution of creative goods.

Outcomes

Upon completion of the course, students should be able to:

- vi. Describe the creative industries management system
- vii. Compare and contrast various creative industries
- viii. Describe the entrepreneurial skills needed in a creative industry
- ix. Understand the human resource requirements in a creative industry.
- x. Understand the specific demands and techniques of marketing media products
- xi.

MGT 405 - STRATEGIC ANALYSIS

Description

We will approach the topic of strategic analysis from the perspective of competitive strategy using an economics framework including basic microeconomics and macroeconomics. In applying the economics framework we will use a top-down approach that follows five basic economic themes: 1. Macroeconomic environment; 2. Industry Challenges and Opportunities; 3. Market structure and rules of engagement; 4. Demand analysis; and 5. Production process and efficiencies. This use of economic tools allows us to formally evaluate how firms implement and execute strategy decisions and explain why certain firms earn positive economic profits while others fail, and why certain firms sustain their profits over long periods of time, while for other firms these profits quickly disappear. Students will learn how to apply basic principles of economics to design and execute effective competitive strategies

Objectives

- Understanding the fundamental concepts of competitive strategy: strategy identification and evaluation, competitive advantage, industry analysis, and competitor analysis.
- Understanding the economic behavior of individuals and firms in order to develop more effective strategies using the economics framework.
- Applying economic concepts and tools to critically analyze complex business issues, and develop/assess sound strategies in local and global environments.
- Developing methods of analytical thinking based on economic principles and skill in reporting conclusions effectively in written and oral form.

Content

We will apply tools from microeconomics and game theory to the analysis of competitive decision making. Specific topics covered include the sources of industry and firm profitability, strategic positioning, the boundaries of the firm, incomplete contracts, strategic commitment, dynamic pricing, entry and exit, vertical integration, network externalities, and auctions

Outcomes

After completing this module, you should be able to:

- Explain how critical points in the industry life cycle can transform the competitive environment of the firm;
- Understand the implications of different stages in the life cycle for competitive strategy;
- Describe the Five Forces Framework and explain its implications for strategy formulation;

- Use the Five Forces to analyze the context in which individual competitive strategies are framed;
- Explain the contribution and limitations of game theory in strategy formulation;
- Describe how strategic moves can help a firm gain an advantage in the competitive battlefield.

MGT 407 - DEVELOPING MANAGERIAL SKILLS

Description

Increasing self-awareness and openness to feedback are important first steps in leading today's business for tomorrow's results. Many companies bestow a management title on key talent and expect appropriate behavior to follow, but that is not the most effective way to develop future business leaders. In this course you will focus primarily on the practical aspects of managing. While based on solid research, the course stresses a hands-on approach to improving students' management skills.

Objectives

1. To help students develop an understanding of important concepts in the social sciences and how they apply to working effectively within organizations.
2. To help students develop the skills necessary to observe, diagnose and manage their behavior and the behavior of others in an organizational context to improve performance.
3. To provide opportunities to practice important management skills.

Content

Each session focuses on developing (1) personal skills: self-awareness, managing stress, solving problems, and creativity; (2) interpersonal skills: coaching, counseling, supportive communication, gaining power and influence, motivating self and others, and managing conflict; and group skills: empowering, delegating, and building effective teams.

Outcomes

Upon completion of this course, students should be able to:

- iv. Work effectively within any organization
- v. Develop essential skills necessary to observe, diagnose and manage their behavior and those of others
- vi. Put management skills into practice.

MGT 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- m. stimulate the work of multifunctional and multi-disciplinary teams,
- n. assure networking and integration of students within the subject matter,
- o. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- xvi. Understand the basic methodology of writing an entrepreneurial project
- xvii. Write a practical entrepreneurial project
- xviii. Implement the project.

MGT 498: MANAGEMENT RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

10. It is intended to make students develop a critical mind in approaching the various issues in the field
11. Identify and systematically problems in the field
12. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- xix. Defend the findings in the research thesis
- xx. Develop a critical mind and love for issues that deal with issues in the particular field

Electives**HRM 320 - HUMAN RESOURCE MANAGEMENT****Description**

Success in today's competitive business environment is increasingly the function of effective management of its resources, particularly, employee. The quality of the organization's employees, their enthusiasm and satisfaction with their jobs, and their sense of fair treatment all impact the firm's productivity, level of customer service, reputation, and survival. The students of human resources management must aware of basic aspects of human resource management to understand the functioning of human resource management in an organizational setting.

Objectives

This introductory course on Human Resource Management is designed with the following objectives.

1. To introduce the basic concepts, functions and processes of human resource management
2. To create an awareness of the role, functions and functioning of human resource department of the organizations

Content

Topics include:

1. Human Resource Management: Concept and Challenges
2. HR Profession, and HR Department
3. Line Management Responsibility in HRM
4. HR Philosophy, Policies, Procedures and Practices
5. Designing HR systems
6. Functional Areas of HRM
7. Human Resource Development: Values and Tools
8. HR as a Factor of Competitive Advantage
9. Accountability in HR

Outcomes

Upon completion of the course, the students should be able to:

- ff. Explain the concept of human resource management and its challenges
- gg. Describe the HR department
- hh. Outline the responsibilities of the HR
- ii. Outline the various procedures and practices of the HR
- jj. Design an HR system
- kk. Describe the functional area of the HR
- ll. Identify the HR values and tools

- mm. Discuss the HR as a factor of competitive advantage
- nn. Explain how an HR can be accountable.

HRM 410 - EMPLOYEE TRAINING & DEVELOPMENT

Description

In the context of global competition, Organisations are committing more resources, in the forms of both time and money towards training that enables employees to continuously update and develop their competencies. The present course is designed to study the concepts and processes of training and development (T&D).

Objectives

- To enable you understand the concepts, principles and process of training and development
- To develop an understanding of how to assess training needs and design training programs in an Organizational setting
- To familiarize you with the levels, tools and techniques involved in evaluation of training effectiveness
- To develop an understanding on various non training solutions to improve employee performance

Content

Topics include the following:

1. Human Resource Development
2. A Systematic Approach to Training
3. Needs Assessment
4. Objective Setting
5. Program Design: Incorporating Learning Principles
6. Instructional Techniques: An Overview
7. Training Evaluation: Evaluation Designs, Reaction, Learning, Job Application, Business Impact and ROI Process Model
8. Training Trends Worldwide
9. Strategy and Training
10. Training Department and Trainers' Roles
11. Moving from Training to Performance

Outcomes

Upon completion of the course, the student should be able to

- v. understand the concepts, principles and process of training and development
- vi. assess training needs and design training programs in an Organizational setting
- vii. know the levels, tools and techniques involved in evaluation of training effectiveness
- viii. understand the various non training solutions to improve employee performance

HRM 420 –INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

Description

This course will provide an Introduction to Industrial and Organizational Psychology, a scientific discipline that studies human behavior in the workplace. Organizational psychologists help institutions hire, manage, develop, support employees and align employee efforts with business needs. Their work contributes to outcomes such as better talent to achieve the strategic goals of the organization, reduced turnover, increased productivity, and improved employee engagement. In February 2014, the U.S. Bureau of Labor Statistics named Industrial and Organizational Psychology as the fastest growing profession with a projected growth of 53% until 2022

Objectives

Industrial & Organizational Psychology is designed to introduce you to major areas relevant to the behavior of people at work from the time they enter the labor force until retirement. This course focuses both on understanding the psychological bases of work behavior and on the organizational practices used to create a good fit between people's characteristics and work's demands.

Content

During this course, we will cover a number of topics including personnel selection, placement, training, work motivation, job satisfaction, leadership, teamwork, and work-family balance.

Outcomes

Upon completion of the course, students should be able to

- understand the origins of I-O Psychology and what I-O Psychologists do
- understand the building blocks of a job and learn a methodology to study jobs
- learn how the science of human behavior is used to select, develop, and manage employees
- learn how organizations can create a supportive work environment
- develop an understanding of how theory and research are applied to work settings
- begin to think and write critically about I-O psychology theory, research, and application
- begin to apply what you've learned about I-O psychology to your own and others' work

HRM 430- LABOR LAW

Description

Focusing basically on Cameroon, this course aims at exposing students to This course is about the fundamental principles of labor law, and the law on recruitment and placement, labor standards, termination of employment, and social legislation

Objectives

To impart knowledge of the contents of the laws relating to Trade Unions, Standing Orders and Industrial Disputes.) To enable the students to interpret and apply these laws.

Content

Topics to be covered include, introduction to labour law, recruitment and placement of workers, human resources development, labour standards , Trade Unions Act, 1926 2. Industrial Employment (Standing Orders) Act, 1946 3. Industrial Disputes Act, 1947

Outcomes

Upon completion of the course, students are expected to be able to do the following

- oo. State the legal bases of labour law and tell where it may be found
- pp. Tell when an employer-employee relationship exists
- qq. Differentiate job contracting from labour-only contracting
- rr. Tell when there is illegal recruitment
- ss. Restate and apply the minimum standards on the hours of work
- tt. Discuss the rights to security tenure
- uu. Discuss the rights and coverage under various social legislations

HRM 440 - EMPLOYEE & LABOR RELATIONS

Descriptions

This course serves as an introduction into the field of industrial relations. Students will learn about the history of the field and of labor unions. In addition, we will review how the industrial relations system in the US works in general, as well as specific areas such as the future of unions in the US, comparisons with the industrial relation systems of other countries, relationships with human resource management models, various models of dispute resolution, issues in labor management cooperation, and differences and similarities between public and private sector industrial relations.

Objectives

- c. To introduce students to the terminology, history, and models of the US industrial relations system.
- d. To provide tools and other resources for students who will be pursuing further instruction and research in industrial relations.

Content

Topics such as handbooks versus contracts, employee discipline versus grievance procedures, and workplace compliance laws, such as ADA, FMLA, sexual harassment, and the Civil Rights Act are discussed.

Outcomes

Upon completion of this course, students should be able to

- vv. Define all the terminologies concerned with industrial relations
- ww. Narrate the history of industrial relations and employees
- xx. Identify the tools needed in the field of industrial relations.

HRM 450- STAFFING, RECRUITMENT AND SELECTION

Description

Organizations serious about obtaining profits through people will expand the effort needed to ensure that they select the right people. The Organization need to be clear about what are the most critical skills and attributes needed in its applicant pool and these skills and attributes must be consistent with the particular job requirements and the Organization's approach to its market. Organizations should screen primarily on important attributes that actually differentiate among those in applicant pool. In this context,

Objectives

it is the objective of the course to:

- e. identify job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned
- f. assess knowledge, skills and abilities required to perform the job assigned
- g. incorporate knowledge, skills and abilities that are required for job performance, in the selection measures
- h. develop some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection

Content

It shall cover issues like:

7. Job Analysis in Human Resource Planning, Recruitment and Selection
8. Application Forms and Reference Checks
9. Selection Interview
10. Other Selection Devices
11. Selection Decision Making
12. Selection in New Type of Organizations

Outcomes

After completion of the course you will be able to understand

- v. The process of identifying job performance dimensions that are the basis for knowledge, skills and abilities required to perform the job assigned
- vi. The process of assessing knowledge, skills and abilities required to perform the job assigned
- vii. The process of incorporating knowledge, skills and abilities that are required for job performance, in the selection measures and
- viii. The process of developing some of the assessment devices those aim at assessing the knowledge, skills and abilities of the applicants in selection.

CURRICULUM OF MARKETING

OVERVIEW

The Marketing Program is geared towards developing high skills of advertisement and communication in students. The marketing major provides a strong educational background for a variety of career options in marketing and in general management. Since customer satisfaction is the lifeblood of an organization, marketing is one of the most sought-after majors in most countries. As a link between the organization and customers, marketing personnel have many fascinating opportunities. A number of specific entry level positions for marketing majors are described below. These call for both creativity and analytical skills. Beyond the above descriptions, it merits note that the marketing major is well prepared for general management possibilities. First, working with employees and others throughout the organization represents marketing activities internal to the organization. Second, the marketing courses build knowledge of management concepts by broadly focusing on "managing" promotion, sales, distribution, etc. Third, marketing positions are highly visible to executives at higher levels in the organization and serve as primary stepping stones to advancement. As a final point, marketing activities can be found in every organization including private, governmental, and not-for-profit. As examples, consider opportunities for marketing positions with museums, hospitals, sports arenas, fine arts groups, chambers of commerce, charitable organizations, universities, political office holders, and others. All provide you the chance to apply your skills in providing customer (buyer, donor, attendee, patient, voter, etc.) satisfaction.

OBJECTIVES

Students will be expected to learn the various techniques of marketing new products through their profound knowledge of consumer behaviour. Important topics include Strategic Marketing, Internet Marketing, Service Marketing, Consumer Behavior, Relationship Marketing, Global Marketing, Advertising & Public Relations and more. Students will be expected to develop high rhetorical skills and the power of persuasion in business promotion and advertisement.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Marketing in SMHI must have

13. A pass in the Advanced level examination
14. O/L Mathematics, English, French, economics; as well as A/L Economics.

GRADUATION REQUIREMENTS

A student should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment	30%
Examination	70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course	Course title	Credit	Status	L	T	P
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code		value				
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		36				
Second semester						
BUS 350	International Business	6	C			
MKT 310	Marketing Management	6	C			
MKT 320	Internet Marketing	6	C			
MKT 410	Advertisement and Public Relations	6	C			
MKT 420	Strategic Marketing	6	C			
Total		36				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
MKT 401	Service Marketing	6	C			
MKT 403	Consumer Behavior	6	C			
MKT 405	Relationship marketing	6	C			
MKT 407	Global marketing	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
Second semester						
-	Elective	6	C			
-	Elective	6	C			
MKT 330	Marketing internship	12	C			
MKT480	Entrepreneurial Project	12	C			
MKT 498	Marketing Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN MARKETING**Core courses****BUS 210: PRINCIPLES OF ACCOUNTING****Course Description**

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- y. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- z. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- aa. Develop a critical approach to analyzing and evaluating accounting policies and practices;

- bb. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- xcvii. Explain what accounting is.
- xcviii. Identify the users and uses of accounting.
- xcix. Understand why ethics is a fundamental business concept.
- c. Explain what an account is and how it helps in the recording process.
- ci. Define debits and credits and explain their use in recording business transactions.
- cii. Identify the basic steps in the recording process.
- ciii. Explain what a journal is and how it helps in the recording process.
- civ. Explain the time period assumption.
- cv. Explain the accrual basis of accounting.
- cvi. Explain the reasons for adjusting entries.
- cvii. Prepare a worksheet.
- cviii. Explain the process of closing the books.
- cix. Identify the differences between service and merchandising companies.
- cx. Explain the recording of purchases under a perpetual inventory system.
- cxi. Explain the recording of sales revenues under a perpetual inventory system.
- cxii. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- r. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- s. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- lxxiii. describe the nature of economics in dealing with the issue of scarcity,
- lxxiv. perform supply and demand analysis to analyze the impact of economic events on markets,
- lxxv. analyze the behavior of consumers in terms of the demand for products,
- lxxvi. evaluate the factors affecting firm behavior, such as production and costs
- lxxvii. analyze the performance of firms under different market structures,
- lxxviii. recognize market failure and the role of government in dealing with those failures,
- lxxix. explain how input markets work,
- lxxx. use economic analysis to evaluate controversial issues and policies

- lxxx. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- lxxxii. recognize how monetary and fiscal policy can be used to achieve policy goals,
- lxxxiii. evaluate the determinants of international trade and financial flows,
- lxxxiv. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- xix. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- xx. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- xxi. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- lxxxiii. Compare and contrast the levels, roles, and functions of management
- lxxxiv. Distinguish between modern theories of management, including quality management and systems management theory
- lxxxv. Break down quantitative management and the roles of branches such as operations management
- lxxxvi. Illustrate the types of planning and its function in management
- lxxxvii. Model different types of organizations, including centralized and decentralized organizations
- lxxxviii. Examine leadership and its role in organizations and the difference between a manager and a leader
- lxxxix. Analyze the role of motivation in the workplace and how managers affect motivation
- lxxx. Illustrate the communication process and the role of organizational communication
- lxxx. Investigate controlling and its function in management
- lxxxii. Analyze the decision making process and describe tools used to make informed decisions
- lxxxiii. Relate the managerial functions in international organizations and characteristics of an international manager
- lxxxiv. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- s. identify the marketing mix components;

- t. explain the environmental factors which influence consumer and organizational decision-making processes;
- u. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- cix. Develop customer relationships and value through marketing.
- cx. Link marketing and corporate strategies.
- cxii. Scan the marketing environment.
- cxiii. Discuss ethics and social responsibility in marketing.
- cxiii. Define consumer behavior.
- cxiv. Recognize organizational markets and buyer behavior.
- cxv. List ways to reach global markets.
- cxvi. Turn marketing information into action.
- cxvii. Identify market segments and targets.
- cxviii. Develop new products and services.
- cxix. Discuss the management of products, services, and brands.
- cxx. Formulate pricing strategies for products and services.
- cxxi. Create strategies for managing marketing channels and supply chains.
- cxxii. Define retailing and wholesaling.
- cxxiii. Integrate marketing communications and direct marketing.
- cxxiv. Analyze advertising, sales promotion, and public relations.
- cxxv. Define personal selling and sales management.
- cxxvi. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- t. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- u. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- v. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xxxi. Have a basic understanding of financial concepts and terms
- xxxii. Understand the impact of the time value of money
- xxxiii. Be able to identify the different types of financing and how they are used
- xxxiv. Be able to compute and analyze financial ratios
- xxxv. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- m. The goal of this course is to introduce students to the field of international business.
- n. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- xxv. Describe the foundation of international business.
- xxvi. Describe international organizations and multinational corporations.
- xxvii. Define forms of foreign involvement.
- xxviii. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- ee. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- ff. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- gg. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- hh. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- ii. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- xl.iii. Identifies the various dimensions of the ethical issue.
- xliv. Makes recommendation based on ethical considerations.
- xlv. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- xlvi. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- xlvii. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- xlviii. Improve ability to support proposals by making the "business case" for value-based decisions.
- xliv. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

MKT 310 - MARKETING MANAGEMENT

Description

This course provides an introduction to all aspects of marketing, including strategic marketing planning, marketing research, product planning and development, promotion planning, distribution and pricing. It provides an understanding of the theories of the marketing mix variables, and a practical application in the context of the marketing management cycle process of research, planning, organization, implementation and control. The latter part of the program examines the process of marketing management in different sectors of Kazakhstan's economy.

Objectives

The primary objectives of the course are to enable you to:

- Gain a solid understanding of key marketing concepts and skills.
- Appreciate how important effective marketing is (and how interesting and fun it can be).
- Apply marketing skills to diverse products, services, and situations.
- Develop strong marketing plans and persuasively communicate your recommendations and rationale.
- Evaluate and develop marketing messages and communications.

Content

Topics covered include strategic planning and marketing planning, market research, buyer behavior, features and benefits, competitive positioning, market segmentation and target marketing, marketing of products, marketing of services, pricing, distribution, and marketing communications, including advertising, public relations, social media, direct marketing, sales promotions, and personal selling.

Outcomes

Upon completion of the course, students should be able to

- i. Understand key marketing concepts and skills
- ii. Appreciate effective marketing
- iii. Apply marketing skills to diverse products
- iv. Develop strong marketing plans
- v. Persuasively communicate recommendations and rationale
- vi. Evaluate marketing messages
- vii. Develop marketing messages.

MKT 320 - INTERNET MARKETING

Description

The internet and other information technologies have created many interesting and innovative ways to provide customer value since its inception in 1969. Web sites for marketing communication and customer support; one-to-one communication to many different receiving devices; consumer behavior insights based on offline and online data combination; inventory optimization through CRM-SCM integration; a single-minded focus on ROI and associated performance metrics are all important strategies. The social media provide perfect platforms for

connecting with today's consumer: High readership blogs, social networks (such as Facebook and LinkedIn), and online communities (such as YouTube, Twitter and Second Life), gave consumers the opportunity to be heard in large numbers, and smart marketers have learned how to tap into these "citizen journalists" for improving products and marketing communication.

Objectives

The overall objectives are to understand internet users and to identify profitable E-Marketing strategies. In addition, this course will help you master the following: 1. Understand the E-Marketing context: e-business models, performance metrics, and role of strategic planning. 2. Describe marketing strategies of segmenting, targeting, positioning, and differentiation. 3. Know how to use marketing functions of product, pricing, distribution, and marketing communication for a firm's E-Marketing strategy. 4. Evaluate several customer relationship management (CRM) strategies using internet technology

Content

Topics include, introduction to E marketing, the E marketing plan, theories of E marketing, the Practices in E marketing, website design and domain name branding, search engine optimization marketing, segmentation and position, E marketing mix, viral marketing and social networking marketing. Customer relationship marketing.

Outcome

Upon completion of this course, students should be able to:

- i. Understand the key principles of E marketing
- ii. Design a marketing website
- iii. Use SEO for marketing purposes
- iv. Develop a strong social network for E marketing.

MKT 410 - ADVERTISING & PUBLIC RELATIONS

Description

This course is intended to provide the student with a working knowledge of the theories, techniques, and processes of public relations including means of influencing methods of building good will, analysis of media, obtaining publicity, and implementation of public relations programs.

Objectives

The purpose of this course is to prepare the student to identify public relations as a critical part of the components of Marketing. It will help students learn how to evaluate public attitudes, identify policies and procedures of an organization with public interests and understand how public relations is a management function. Media consideration is an important aspect of public relations. Today public relations are much broader and more market-oriented than in the past. Students will learn about media consolidation, effects of Internet on reporters and public relations departments. Students will also learn about public attitudes, how to establish and develop public relations plans, and execute the plan. The power of publicity is also an important topic that will be explored. Public Relations are not just about textbook learning; it challenges students to use their critical/creative skills in all aspects of Business and Public Relations, not just those covered in this course.

Content

The main objective of this course is to provide the student with a foundation in public relations by breaking it down into five primary sections: 1) Evolution, 2) Preparation and Process, 3) Publics, 4) Execution, and 5) The Future. Upon completion of the course, business and marketing students should have a solid base for more in-depth studies in their discipline. Students from other departments should be able to apply what they learned to their own field and/or career. All students should be able to converse intelligently about the public relation's functions and understand how they relate to society today

Outcomes

Students will be able to 1. Demonstrate the ability to think critically through the evaluation of public relations and advertising case studies. 2. Demonstrate the ability to plan strategically for various types of campaigns. 3. Develop a budget and timeline for a campaign. 4. Determine an appropriate research strategy for a campaign by outlining the strategy. 5. Write concise critiques of public relations and advertising cases. 6. Understand and utilize the creative process, which includes curiosity, senses, synesthesia, whole-brain thinking, divergent/convergent thinking, flexibility, problem finding, intuition, mindfulness, tolerance for ambiguity, and the willingness to learn from mistakes.

MKT 420- STRATEGIC MARKETING

Description

Overview of marketing or marketing management with an emphasis placed on enabling the marketing manager to create strategies that “fit” the product/service to the organization’s distinctive competencies and its target market. Development of decision-making skills in marketing and provides an overview of the strategic marketing management process. Different methods are used to address and exemplify the many issues and problems that are involved in creating and implementing the marketing strategy.

Objectives

Provide a capstone class for undergraduate students with prior background in marketing to integrate their learning in marketing (“pull it all together”).

Help students learn to think strategically when making and implementing marketing decisions (“strategic decision making”).

Help students learn to apply specific analytical approaches and tools for understanding customers, competition, and markets (“applications of marketing data and information”)

Help students to develop an appreciation for the relationship between marketing and the other functional areas of business.

Content

This course provides both the theoretical study and hands-on practice of marketing strategy. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Outcomes

Upon completion of this course, students should be able to: 1. Define an organization's business, mission, and goals, then identify opportunities and formulate product-market strategies consistent with the organization's business, mission, and goals. 2. Describe basic concepts of managerial accounting and management finance. 3. Develop a systematic process for decision making. 4. Identify domestic and global marketing opportunities, market segments and target markets, and their potential for profitability. 5. Manage the organization's offering by making decisions related to new-offering development, life-cycle stage management, and product positioning, and branding decisions. 6. Evaluate an integrated communication mix. 7. Make decisions concerning channel selection and modification. 8. Illustrate concepts related to price determination and applications related to pricing considerations. 9. Explain the consideration and technologies applicable to strategic and operational controls in a marketing context. 10. Develop an integrated comprehensive marketing strategy for an organization's offering.

MKT 313 - MARKETING INTERNSHIP

Description

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

yy. to provide advanced student majors and minors with experience working

zz. to give students the opportunity to apply classroom learning in an agency setting

aaa. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

13. Evaluate the organization using the principles learned in school

14. Effectively notice issues in the field.

15. Effectively handle issues in the field.

MKT 401- SERVICE MARKETING

Description

The U.S., as well as much of the world economy, is dominated by services. As such, this course is designed for students who may be interested in working in service industries and will address the distinct needs and problems of service firms in the area of marketing. We will examine the fact that service organizations (e.g., banks, educational institutions, hospitals, hotels, professional services, transportation companies) require a distinctive approach to marketing strategy, both in its development and execution. The course will build on marketing concepts from other courses to make them specifically applicable in service industry settings. We will also examine the role of service as a competitive advantage in manufacturing businesses. This course will help students to gain an understanding of services marketing issues and provide a good foundation for other marketing classes and future business endeavors.

Objectives

- Understand the unique challenges involved in marketing and managing services.
- Identify how “service” can be a competitive advantage.
- Identify and analyze the various components of the “services marketing mix” (three additional P’s) as well as key issues required in managing service quality.
- Appreciate the role of employees (and often customers) in service delivery, customer satisfaction, and service recovery.
- Appreciate other key issues in service businesses, such as the overlap in marketing/operations/human resource systems, and relationship management.
- Build on important workplace skills through active learning assignments.

Content

Topics include introduction to service marketing, marketing in a service economy, customer behaviour in service marketing, service quality, service recovery, service guarantees, internal marketing, relationship marketing in services, service products, service processes, balancing demand and supply capacity, service distribution, service pricing, service promotion, service environment.

Outcomes

Upon successful completion of this course, students should be able to:

1. Articulate the role and importance of the service sector in the global economy.
2. Appreciate the differences between services and physical goods and to understand how these differences translate into strategic direction.
3. Understand what quality means in service delivery and how perceptions of service quality are developed by customers.
4. Understand how service customers determine value in a service exchange and how this translates into a satisfied customer base.
5. Discuss the role of physical evidence in service delivery and what constitutes an effective service environment.
6. Appreciate the role of customers, employees, and managers in service delivery, customer satisfaction and service recovery.
7. Appreciate the ramifications of service failure and the benefits of service recovery strategies
8. Identify drivers of competitive advantage in service businesses and understand how "service" can be a competitive advantage in managing organizations.
9. Apply your knowledge of services marketing to become a better consumer.

MKT 403 –CONSUMER BEHAVIOR

Description

The overall aim of this module is to develop an appreciation and understanding of consumer behaviour from both manager’ and consumers’ perspective, building on current research in consumer behaviour and the social sciences generally.

Objectives

1. Understand consumer behavior in an informed systematic way.
2. Understand the processes used when individuals, group or organizations make consumption decisions.
3. Understand how the selection, use and disposal of consumer goods affect almost every aspect of our daily lives.
4. Understand how and why marketers craft particular messages to appeal to consumers and to understand the strategic importance of this process for businesses. Developing the tools needed to analyze this process from a consumer and a business viewpoint.

5. Understand what marketing can and can't do and the ethical restrictions on the marketing profession. 6. Understand the interrelationship with other functional areas of business as part of the management process.

Content

We will focus on the understanding of consumer behavior, how and why consumers make purchase decisions, how they think, feel and act before, during and after the purchase. Also we will examine important concepts underlying consumer behavior and apply principles, and theories from the various social sciences (i.e., marketing, psychology, sociology and anthropology) to marketing problems such as product development, pricing, and positioning. Overall, understanding consumers enables marketers to more effectively meet the needs of buyers in the market, and be more successful in the market

Outcomes

After completing this course, you should be able to:

1. Analyze the meaning and influences guiding the decisions and behaviors of culturally-driven phenomenon.
2. Question the power of individual influences on decision making and consumption.
3. Relate internal dynamics such as personality and motivation to the choices consumers make.
4. Relate group dynamics and the relative influence of various group members to the choices made by groups of people.
5. Evaluate the influence of culture and subculture on consumer consumption preferences.
6. Appraise the applicability of consumer behavior theories to interpreting why consumers behave as they do
7. Assess the components and stages of the individual decision-making process.
8. Assess the components and stage of the group decision-making process.
9. Demonstrate a high proficiency of critical thinking through interpretation, evaluation, and presentation

MKT 405 - RELATIONSHIP MARKETING

Description

Students develop skills in planning, constructing and organizing one-to-one marketing activities. Included in these activities are collaborative relationships between consumers and sellers that can be applied by both small and large organizations. New technologies in interactive marketing and in database creation and implementation will be studied.

Objectives

The objective of the course is to introduce students to the broad concept of relationship marketing and how it contrasts to other forms and practices of marketing, in theory and in practice. During the course emphasis will be placed on understanding main concepts and underpinnings of this perspective on marketing, as well as new research findings indicating consequences of this type of marketing on different of the company's stakeholders. The course will especially look at if and when relationship marketing is an efficient approach and here special attention will be paid to the diverse prerequisites of consumer marketing, service and industrial marketing industries

Content

The first part of the course will focus on the theoretical underpinnings of relationship marketing, including understanding of the concept of relationship and what that entails. This will also include understanding of different theoretical perspective were relationships are an important building block. During the second part, the course will deal with the circumstances under which relationship marketing and relationship building between customer and seller is an, from a marketing perspective, appropriate approach. Here different perspectives and different views on relationship marketing will be introduced, following the latest theoretical and practical developments. The course will include themes such as:

- Relationship marketing versus transaction marketing,
- Relationship as a perspective and relationships as a tool
- Relationships on different levels
- Consumer/customer versus company perspectives
- Customer loyalty and loyalty creating instruments
- Relationship marketing – appropriate in all sectors/industries?
- Relationship marketing in different sectors – what does it mean?

Outcomes

Upon completion of the course, you should be able to:

- i. Make a difference between relationship marketing an transaction marketing
- ii. Discuss relationship as a tool
- iii. Discuss relationship at different levels

- iv. Indicate the main trends of customer loyalty
- v. Identify the appropriate relationship sectors

MKT 407 - GLOBAL MARKETING

Description

Examination of cultural, economic, and political factors that affect marketing of goods and services worldwide. Emphasis is on adapting the marketing strategies of domestic marketers to international operations and the institutional structure that exists in international markets. Marketing strategies of firms operation within these markets are also examined

Objectives

- Introducing you to the institutions, vocabulary, and players in the world of international business. You need to be able to speak the language of international business to operate effectively.
- Providing you with the opportunity to begin to understand different cultures and the implication this has for marketers. Understanding different people and cultures will lead to a greater understanding of ourselves and the culture in which we live.
- Allowing you to gain experience in analyzing the marketing environment and marketing-related decisions for a firm entering non-domestic markets. You should know key sources for researching the cultural, economic, ethical, and political environments and anticipate the influence each will have on marketing strategies and decision-making.

Content

The successful global marketer must broaden his/her knowledge to include the myriad of activities required to select, gain entry and compete outside the "home" country. In addition, the global marketer must also appreciate how crucial culture, environment, government regulation and economic systems are in affecting a firm's competitive advantage and strategic positioning. This course will offer an overview of each of these vital concepts for global marketers.

Outcomes

Upon the successful completion of this course, students will be able to:

1. Explain the basic terms and concepts that are commonly used in the study of Global Marketing.
2. Differentiate a firm with local or domestic marketing operations from a firm that is engaged in Global Marketing.
3. Use the product/market growth matrix to explain the various ways a company can expand globally.
4. Describe how companies in global industries pursue competitive advantage.
5. Compare and contrast single-country marketing strategy with global marketing strategy (GMS).
6. Identify the companies at the top of the Global 500 rankings.
7. Explain the stages a company goes through as its management orientation evolves from domestic and ethnocentric to global and geocentric.
8. Discuss the driving and restraining forces affecting global integration today.
9. Explain the various strategies and organizational structures a firm may implement as it ventures into Global Marketing operations
10. Explain and evaluate the major modes of entry into international markets

MKT 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- p. stimulate the work of multifunctional and multi-disciplinary teams,
- q. assure networking and integration of students within the subject matter,

- r. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- xxi. Understand the basic methodology of writing an entrepreneurial project
- xxii. Write a practical entrepreneurial project
- xxiii. Implement the project.

MKT 498: MARKETING RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

- 13. It is intended to make students develop a critical mind in approaching the various issues in the field
- 14. Identify and systematically problems in the field
- 15. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- xxiv. Defend the findings in the research thesis
- xxv. Develop a critical mind and love for issues that deal with issues in the particular field

ELECTIVES

ECN 415: MONETARY ECONOMICS

Objective: To enable students get knowledge need to conceive and assess the monetary mechanisms of a nation or monetary zone.

Contents: Topics include: Nature and origin of money, functions of money, demand for money, supply of money, money creation by banks, open market operation, theories of money, bank asset structures, monetary policies, etc.

Prerequisite: ECN 202, ECN 304.

Outcome: Students are expected to appreciate the working of monetary policy in the economy.

No prerequisite.

Outcome: Students are expected to acquire knowledge in the functioning and structure of the Cameroonian economy.

ECN 402: THE STRUCTURE OF CAMEROON ECONOMY

Objective: To provide students with the knowledge in the structure and growth of Cameroonian economy

Contents: Topics include: evolution of economic policy in Cameroon, sectorial analysis from the stand point of ownership and control of resources (public sector, parastatal sector, formal and informal private sectors), sectorial analysis according to activities (the agricultural, industrial and tertiary sectors), sectorial linkages, the structural adjustment programmes in Cameroon, economic crises, stabilization and SAP policies, stabilization measures, structural adjustment measures, etc.

ECN 203: MATHEMATICS FOR ECONOMICS I

Objective: To enable students improve understanding of economic theory, make other economics courses much easier through the improvement of elementary mathematical skills.

Contents: Topics include: linear, polynomial, exponential and natural log functions, limits and derivatives, differentiation, integration, unconstrained and constrained optimization (single variable), concavity and convexity of multivariable functions; unconstrained and constrained optimization (multi variable).

No prerequisite 'O' level mathematics.

Outcome: Students are expected to use their mathematical knowledge to get more comfortable in studying economic theory and solving economic problems.

MGT 310 - STRATEGIC MANAGEMENT

Description

The final integrative course in the international business program integrates the basic business functions through strategic management principles. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Objectives

Develop capacity to think strategically

- Build skills in conducting strategic analysis in competitive situations
- Strengthen understanding of the competitive challenges in a global market
- Provide hands-on experience in crafting and executing business strategy
- Build confidence in being able to perform the tasks of a strategy-maker and implementer
- Develop powers of managerial judgment and business risk assessment
- Increase awareness of the importance of ethical principles, personal and company values, and socially responsible management practices

Content

This course will focus on the significance of strategic management in the effective execution of activities for firms. The course is designed to allow you (the students) to examine issues of strategic management and their relationship with firm operations and decision choices.

Outcomes

Upon completion of this course, students should be able to

- To develop abilities for assessing competitive environments and identifying value-creating opportunities in the global economy
- To enhance critical thinking that is essential in becoming successful managers in organizations.
- To understand the levels of strategy creation spanning corporate, business and functional levels
- To recognize and appreciate the perspectives and influences from diverse stakeholders during strategy creation
- To acquire skills and knowledge for judging firm performance, identifying industry dynamics, and anticipating competitors' responses that serve as the foundation for developing and formulating strategic plans
- To understand how strategy formulation does not occur in a vacuum but demands simultaneous decision-making

MGT 320 - SMALL BUSINESS MANAGEMENT

Description

Introduces the fundamentals of business development and management, including planning, raising capital, using business information, managing employees, and marketing products and services. The course is oriented toward principles needed to operate a small business and is designed for those who may eventually have their own businesses or for those who desire to upgrade their skills in their present businesses.

Objectives

- Assess business ideas from the VCs point of view using the concepts from the chapters.
- Develop a Pitch in a written format.
- Foster Creativity by brainstorming ideas individually, by listening to pitches from an idea tank.
- Compete for the best business idea and select the best one as a group

- Collect information to test the feasibility analysis

Content

it shall cover issues like introduction to entrepreneurship, recognizing opportunities and generating business ideas, feasibility analysis, writing a business plan, industry and competitive analysis, developing an effective business model, preparing the proper ethical and legal foundation, assessing a new venture's financial strength and viability, unique marketing issues, strategies for firm growth.

Outcomes

Students will be able to:

- Analyze the concept of the entrepreneurial mindset and apply it to the execution of a project from the generation of the idea, business model and the feasibility analysis of the project.
- Develop reflective and analytical skills when evaluating a project.
- Experience the seemingly paradoxical and dynamic nature of entrepreneurial process, from the idea generation stage to the collection of information and further refinement of the original idea.
- Determine the feasibility of the business concept through industry, market, trend and economic analysis.
- Prepare a written report with your business idea and the pitching of your project

MGT 410 - QUALITY MANAGEMENT

Description

This course presents quality procedures and concepts for enhancing goods, services and the entire business environment. Students learn various methods of process control and acceptance sampling, including using control charts and sampling plans. Quality planning, assurance and control are covered as parts of a total quality system. Probability and statistical concepts are further explored as related to process control.

Objectives

The main objective is to examine problems in production related to quality

Content

A basic understanding of Quality Management and TQM practices is introduced early in the class. This is followed by a review of quality measures and quality costs. A final section is devoted to technical issues of quality management. Since this is an operations management course, emphasis is placed on technical issues of quality management as well as behavioral TQM practices.

Outcomes

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

- λ Understand conceptual issues of quality management with particular emphasis on common cause and special cause variation
- λ Understand more specific tools, such as statistical quality control and reliability.
- λ Act in a consulting role on the topic of Quality Management by providing knowledgeable analysis of a particular company and by providing excellent oral and written communications of their analysis and recommendations.
- λ Critically evaluate the issue of international quality comparisons and the issue of proper program implementation.
- λ Develop quality management skills through actual practice of a specified project.

INS 430- FORECASTING

Description

Forecasting the future is a fundamental aspect of decision making in any business or government. Since economic and business conditions vary over time, business and government leaders must find ways to keep abreast with the effects that such changes will have on their operations. For instance, a business executive is especially concerned with such key decision variables as the future sales, profits, and stock prices; while a government official may worry about the future rates of inflation/unemployment, and the levels and the time paths of the GDP. Thus, a comprehensive knowledge of the forecasting process is necessary and vital to a company's success and to a better economic environment of a country.

Objectives

With an emphasis on applications, the ultimate objective of this course is to help you develop a solid understanding of how to extract information from data.

Content

This course is designed to cover the forecasting process and the techniques in order to prepare you adequately in accordance with the growing need for such skills in real world. We will first start with econometric theories behind the techniques. You will learn how to examine the data and how to prepare data prior to forecasting. Various useful forecasting techniques will be introduced to improve the quality of forecasting.

Outcomes

By successfully completing this course, students will be able to:

- Understand how the tools of economics (theories and methods) can be correctly used to construct forecasting models (with and without historical data) to accurately predict future values (e.g., demand, supply, sales, prices, unemployment, etc) or courses of major economic variables;
- Incorporate economic reasoning in the preparation and interpretation of economic forecasting models and when assessing forecast accuracies of the alternative prediction approaches;
- Gain hands-on experience in the choice of an optimal forecasting model for planning and control
- Write a logically sound research paper, from idea formulation to analysis and conclusion, using 'the economics mindset' (economic theory and methods) and in related fields (e.g., Finance, Marketing, Management, Education, a number of Social Science disciplines, and others) relevant for forecasting;
- Confidently apply economic reasoning to make informed resource allocation decisions, on their jobs and in their personal lives, based on forecasted values of economic activities and variables.

CURRICULUM OF PORTS AND MARITIME MANAGEMENT

OVERVIEW

This program gives an understanding of the processes that underlie port management and maritime logistics from an economics, operations and management perspective. The Port, Shipping/Maritime and Transport Management Program prepares you for a position at supervisory or middle-management or level. Examples of possible future employers include shipping agencies, shipping management companies, logistics companies (including freight forwarding), terminal operators, port authorities and transportation companies. The career prospects for you are very promising. Ports are developing rapidly in the region. Port-related industries, warehousing and transportation companies are similarly growing at a great pace. This rapid growth is happening both inside and outside Oman. So, if you want to be part of the transport logistics chain, this study is the right choice for you.

OBJECTIVES

It explains international and maritime transport, terminal and port management, intermodality and hinterland transport, and the interrelationship between port and region from a multidisciplinary perspective. The lectures explain the functioning and management of International Shipping and Supply Chain Management, Marine Insurance, Port Operations and Management, International Maritime and Admiralty Law, Maritime Security and Risk Analysis, International Maritime Transport and more

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Ports and Maritime Transport Management in SMHI must have

15. A pass in the Advanced level examination
16. O/L Geography and economics. Any other related subject will be an additional advantage.

GRADUATION REQUIREMENTS

A students should graduate if s/he earned a total of 180 credits in three years (each year divided in two semester) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Electives	4	24
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	38	180

ASSESSMENT

Continuous assessment

30%

Examination

70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						
BUS 301	Principles of accounting	6	C			
BUS 201	Principles of Economics	6	C			
BUS 303	Principles of Management	6	C			
BUS 305	Principles of Marketing	6	C			
BUS 307	Principles of Finance	6	C			
Total		30				
Second semester						
BUS 350	International Business	6	C			
PMT 310	International shipping and supply Chain	6	C			
PMT 320	Management	6	C			
PMT 410	International Maritime Transport	6	C			
PMT 420	Ports Operations Management	6	C			
	International Maritime and Admiralty Law	6				
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
PMT 401	Port Planning and Economics	6	C			
PMT 403	Maritime Security and Risk Analysis	6	C			

PMT 405	Transportation Intermediaries	6	C			
PMT 407	Shipbuilding and Ship repair Business Management	6	C			
-	Elective	6	C			
-	Elective	6	C			
Total		36				
Second semester						
-	Elective	6	C			
-	Elective	6	C			
PMT 313	Ports and Maritime Transport Management internship	12	C			
PMT 480	Entrepreneurial Project	12	C			
PMT 498	Ports and Maritime Transport Management Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN PORTS AND MARITIME TRANSPORT MANGEMENT

Core courses

BUS 301: PRINCIPLES OF ACCOUNTING

Course Description

Principles of accounting aims to provide students with a foundation course in accounting at a breadth and depth. It is designed to provide students with a sound understanding of financial and managerial accounting procedures and an appreciation of its role in the society.

Objectives

- cc. Develop an understanding of the concepts, principles and practices of accounting and the ability to apply them in a variety of business and personal situations;
- dd. Develop an understanding of the role of accounting as an information system for monitoring, problem-solving and decision-making in changing economic, social and technological environments;
- ee. Develop a critical approach to analyzing and evaluating accounting policies and practices;
- ff. Develop skills of communication, analysis, interpretation and presentation of both qualitative and quantitative accounting information.

Content

The following topics will be discussed in this course: accounting action, the recording process, adjusting the accounts, completing the accounting cycle, accounting for merchandising operations.

Outcomes

Upon completion of the Accounting Principles, students should be able to:

- cxiii. Explain what accounting is.
- cxiv. Identify the users and uses of accounting.
- cxv. Understand why ethics is a fundamental business concept.
- cxvi. Explain what an account is and how it helps in the recording process.
- cxvii. Define debits and credits and explain their use in recording business transactions.
- cxviii. Identify the basic steps in the recording process.
- cxix. Explain what a journal is and how it helps in the recording process.
- cxx. Explain the time period assumption.
- cxxi. Explain the accrual basis of accounting.
- cxxii. Explain the reasons for adjusting entries.
- cxxiii. Prepare a worksheet.
- cxxiv. Explain the process of closing the books.
- cxxv. Identify the differences between service and merchandising companies.
- cxxvi. Explain the recording of purchases under a perpetual inventory system.
- cxxvii. Explain the recording of sales revenues under a perpetual inventory system.
- cxxviii. Explain the steps in the accounting cycle for a merchandising company

BUS 201: PRINCIPLES OF ECONOMICS

Course Description

Economics can be defined as the study of how society uses its limited resources to produce, trade, and consumer goods and services. This course is an introduction to economic concepts and basic economic theory. The course is split between the study of microeconomics, which focuses on the decision making of individual consumers and firms and macroeconomics with focuses on aggregate level economic questions such as interest rates, government spending, among others. In this course we will develop economic tools to analyze and evaluate public policies, poverty and welfare questions, and other applied topics

Objectives

It is the objective of the course to:

- w. Introduce the basic analytical formwork used by Economist in examining micro and macroeconomic issues.
- x. Provide a guide to students in economic literacy and the global economy in the 21st century.

Content

It considers both microeconomics - the analysis of choices made by individual decision-making units (households and firms) - and macroeconomics - the analysis of the economy as a whole. The use of a market, supply and demand, model will be the fundamental model in which trade-offs and choices will be considered through comparison of costs and benefits of actions. Production and market structure will be analyzed at the firm level. Macroeconomic issues regarding the interaction of goods and services markets, labor and money at an aggregate level will be modelled. The role of government policy to address microeconomic market failures and macroeconomic

Outcomes

Upon completion of the principles of Economics, students should be able to:

- lxxxv. describe the nature of economics in dealing with the issue of scarcity,
- lxxxvi. perform supply and demand analysis to analyze the impact of economic events on markets,
- lxxxvii. analyze the behavior of consumers in terms of the demand for products,
- lxxxviii. evaluate the factors affecting firm behavior, such as production and costs
- lxxxix. analyze the performance of firms under different market structures,
- xc. recognize market failure and the role of government in dealing with those failures,
- xci. explain how input markets work,
- xcii. use economic analysis to evaluate controversial issues and policies
- xciii. compute different measures of macroeconomic activity such as the national income accounts, inflation, and unemployment, and evaluate the shortcomings of traditional economic measures,
- xciv. recognize how monetary and fiscal policy can be used to achieve policy goals,
- xcv. evaluate the determinants of international trade and financial flows,
- xcvi. Identify the social consequences of national and international economic activity.

BUS 303: PRINCIPLES OF MANAGEMENT

Description

Principles of Management, provides the student with a conceptual framework for understanding the basic theories of management. Emphasis is placed on the internal and external environment, ethics, planning, goal setting, decision making, organizational structure, motivation and group dynamics, and effective control mechanisms.

Objectives

- xxii. To Relate, discuss, understand, and present management principles, processes and procedures in consideration of their effort on individual actions.
- xxiii. Aid students to Participate, summarize and/or lead class discussions, case problems and situations from both the text and student experience that relate to the text material.
- xxiv. Make students to know and understand the Principles of Management and gain valuable insight into the workings of business and other organizations

Content

Topics for discussion will include the following: Management and the Functions of Management, Organizational Theories, Operations Management, Human Resource Management Motivating Employees, Human Resource

Management, The Planning Process, Marketing Management, Supply Chain Management, Managing Information, Managing Financial Resources, Managing Businesses Ethically

Outcomes

The student should be able to:

- Ixxxv. Compare and contrast the levels, roles, and functions of management
- Ixxxvi. Distinguish between modern theories of management, including quality management and systems management theory
- Ixxxvii. Break down quantitative management and the roles of branches such as operations management
- Ixxxviii. Illustrate the types of planning and its function in management
- Ixxxix. Model different types of organizations, including centralized and decentralized organizations
- xc. Examine leadership and its role in organizations and the difference between a manager and a leader
- xc. Analyze the role of motivation in the workplace and how managers affect motivation
- xcii. Illustrate the communication process and the role of organizational communication
- xciii. Investigate controlling and its function in management
- xciv. Analyze the decision making process and describe tools used to make informed decisions
- xcv. Relate the managerial functions in international organizations and characteristics of an international manager
- xcvi. Outline the importance of business ethics in contemporary business

BUS 305: PRINCIPLES OF MARKETING

Description

This course studies the interacting business activities designed to plan, price, promote and distribute want-satisfying products and services to present and potential customers. The course incorporates current developments in marketing to acquaint students with the present-day challenges of marketing activities.

Objectives

The purpose of this course is to teach students to:

- v. identify the marketing mix components;
- w. explain the environmental factors which influence consumer and organizational decision-making processes;
- x. outline a marketing plan; and interpret marketing research data to forecast industry trends and meet customer demands

Content

The course will cover the definition and principles of marketing, segmenting, targeting and positioning, customers and marketing research, life cycles, offers, supply chains and pricing, distribution and promotion, launching a marketing campaign and professional development.

Outcomes

Upon completion of principles of marketing, students should be able to:

- cxxvii. Develop customer relationships and value through marketing.
- cxxviii. Link marketing and corporate strategies.
- cxxix. Scan the marketing environment.
- cxx. Discuss ethics and social responsibility in marketing.
- cxxxi. Define consumer behavior.
- cxxxi. Recognize organizational markets and buyer behavior.
- cxxxi. List ways to reach global markets.
- cxxxi. Turn marketing information into action.
- cxxxi. Identify market segments and targets.
- cxxxi. Develop new products and services.
- cxxxi. Discuss the management of products, services, and brands.
- cxxxi. Formulate pricing strategies for products and services.
- cxxxi. Create strategies for managing marketing channels and supply chains.
- cxli. Define retailing and wholesaling.

- cxli. Integrate marketing communications and direct marketing.
- cxlii. Analyze advertising, sales promotion, and public relations.
- cxliii. Define personal selling and sales management.
- cxliv. Implement interactive and multichannel marketing

BUS 307: PRINCIPLES OF FINANCE

Description

Financial accounting, teaches that firms are required to keep detailed financial records so that organized reports can be distributed to managers, shareholders, and government regulators. Principles of Finance will focus on what these managers, investors, and government agencies do with this information. It is an introductory course to various fields of finance and is comparable in content to courses that other institutions label as "corporate finance" or "financial management"

Objectives

It is the objective of principles of finance to:

- y. Challenge all students to use critical thinking in the understanding of financial theories and analysis.
- z. Through discussion of current events, indicated assignments and projects, make students to gain technical and managerial skills that will allow them to succeed in the financial world.
- aa. Challenge students to use their critical/creative skills to apply the knowledge learned in both their personal and professional endeavors.

Content

The topics covered are introduction to finance, financial statements and financial analysis; time value of money, future value, present value and interests; capital budgeting techniques; risk and return; corporate capital structure, cost of capital and taxes

Outcomes

Upon successful completion of the course, students should be able to:

- xxxvi. Have a basic understanding of financial concepts and terms
- xxxvii. Understand the impact of the time value of money
- xxxviii. Be able to identify the different types of financing and how they are used
- xxxix. Be able to compute and analyze financial ratios
- xl. Understand the concepts used in long-term and short term financing

BUS 350: INTERNATIONAL BUSINESS

Course description

International business concerns all the commercial transactions that take place between two or more countries. The best modes of operation in an international context may not be the same as those of the purely domestic business environment. International business involves activities such as exporting and importing, dealing with foreign governments, cultures and regulations, as well as domestic regulations affecting those firms who seek to do business outside their home country.

Objectives

- o. The goal of this course is to introduce students to the field of international business.
- p. Students should become familiar with three basic areas: underlying theories of international business, environmental factors affecting international activities, and the management of business functional operations in an international context.

Content

Topics will include foundational concepts, the environment of international business, strategy and organization in the international firm, entering and operating in international markets, functional area excellence.

Outcomes

Upon completion of the course, students should be able to:

- xxix. Describe the foundation of international business.
- xxx. Describe international organizations and multinational corporations.
- xxxi. Define forms of foreign involvement.
- xxxii. Discuss international trade theory.

BUS 360: BUSINESS LAW, ETHICS & CORPORATE SOCIAL RESPONSIBILITY

Description

This course introduces the concepts of law, ethics and corporate social responsibility to students. This course will provide tools and understanding of these indices and measures to provide knowledge and principles for decision making. The recent crises in the ethical downfall of many companies have increased the spotlight on these matters and the devastating effect they may have on business – both the entity and the people involved. In addition, there also are other increasing pressures on incorporating these metrics into business culture. For instance, corporate social responsibility is becoming more and more expected by business, which translates into prospective customers and potential employee concerns. More employees are concerned with working for and in an ethical environment and the notion that the measures of these indices changes with the times and among cultures and laws are changing and responding to the growing concerns in this area. These areas are becoming more and more important in navigating in the business field and are ever changing.

Objectives

- jj. This course will focus on giving students tools that assist in managing legal, ethical and corporate responsible issues involved in today's business world and in understanding the role that corporations play with regard to these areas.
- kk. The course materials will provide students with a basic understanding of the legal and ethical standards in today's business as well as the differences around the world.
- ll. In addition, we will explore government and political environments involved in the business world and focus on stakeholders and dilemmas posed by outside pressure with the differences in thoughts among groups.
- mm. The goal of the class is to understand and apply the concepts and theories of responsibility decision-making.
- nn. The overall objective is to understand the science, business, community and personal influences on decision-making and learning to navigate among them to create effective decision making.

Content

The four main areas of focus for this class will be: Ethics – Analytical and Applied Legal Environment – Government Application and the Political Process Corporate Social Responsibility – Theoretical and Applied Culture Aspects and Influences on the above

Outcomes

Upon completion of the course, students should be able to:

- I. Identifies the various dimensions of the ethical issue.
- li. Makes recommendation based on ethical considerations.
- lii. Identify a course of action; support that course of action with logical and precise arguments; evaluate the strengths and weaknesses of the recommended course of action.
- liii. Understand and improve recognition of various ethical perspectives, as well as a manager's responsibilities to various stakeholders in business decision-making.
- liv. Increase knowledge of the issues and terminology that form a basis for discussion of ethics, corporate social responsibility, and sustainable business. I
- lv. Improve ability to support proposals by making the "business case" for value-based decisions.
- lvi. Have a general grasp of where legal and ethical considerations intersect, where they complement each other, or where they are in contradiction.

Concentration courses

PMT 310: INTERNATIONAL SHIPPING AND SUPPLY CHAIN MANAGEMENT.

Description

A supply chain is comprised of all the parties involved in fulfilling a customer request. The integrated management of this network is a critical determinant of success in today's competitive environment. Companies like Nokia, Toyota, Dell, Procter & Gamble, and a relatively new comer like Tata Motors are proof that excellence in supply chain management is a must for financial strength and industry leadership. With increasing competition around the globe, supply chain management is both a challenge and an opportunity for companies. Hence a strong understanding of supply chain management concepts and the ability to recommend improvements should be in the toolbox of all managers.

Objectives

The objective of this course is to introduce you to the key concepts and techniques that will allow you to analyze, manage and improve supply chain processes for different industries and markets.

Content

The course has strong emphasis on providing analytical skills, critical thinking, and managerial insights. The topics we will cover in this course could be grouped into four main modules:

- Supply chain strategy: strategic fit, network design, global dual sourcing
- Managing supply chain risks: risk-sharing contracts, risk pooling, risk hedging
- Coordinating supply chain: sales & operations planning, bullwhip effect
- Guest lecture: there will be one or two guest lectures and the topics are to be determined.

Outcomes

At completion of this course,

- you will have the skills to assess supply chain performance
- And make recommendations to increase supply chain competitiveness.

PMT 313: INTERNSHIP IN PORT AND MARITIME TRANSPORTATION**Description**

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement.

Objectives

- bbb. to provide advanced student majors and minors with experience working
- ccc. to give students the opportunity to apply classroom learning in an agency setting
- ddd. Provide students the learning opportunity to deepen their understanding of the material being mastered in class.

Content

The internship shall contain the actual exercise and implementation of various principles learned in an actual organization or forum appropriate. Upon its completion, a report shall be presented to the school authorities in charge by the student.

Outcomes

Upon completion of the internship experience, the student should be able to:

16. Evaluate the organization using the principles learned in school
17. Effectively notice issues in the field.
18. Effectively handle issues in the field.

PMT 320: INTERNATIONAL MARITIME TRANSPORT.**Description**

The International Maritime Staff Operator Course (I-MSOC) is a twelve week course to provide international naval officers the skills needed to support the planning and execution of maritime operations and integrate with existing operational planning teams.

Objectives

Examines the international business of shipping, commercial processes, maritime-related organizations, shipbuilding and repair, ship types and fleets, and commodity movement

Content

Students will engage in practical exercises, presentations, and written briefs that will help instill the requisite skills to support a multinational maritime component commander in a Maritime Operations Center (MOC).

Outcomes

Upon completion,

- iv. Students should be able to define international maritime
- v. Identify the various maritime routes
- vi. Evaluate which route is the best based on the what is transported

PMT 410: PORT OPERATIONS AND MANAGEMENT.

Descriptions

This course is the leading professional development training programme on managing ports in today's global economy. Since 1999 the Diploma has been recognised as a foremost qualification for port managers, as well as being used by many governments, port companies and terminal operators as part of their own internal training programmes. It is available both through this distance learning course, as well as by bespoke course delivery by distance learning and instructor led training for larger groups from companies and organisations

Objectives

To ensure a thorough knowledge and understanding of Port and Terminal Management. 2) To develop relevant communication skills.

Content

Covers role, functions, and types of international terminals and ports, including design and operation of general and specialized cargo handling facilities and offshore systems, port authorities, operational structures, and labor.

Outcomes

Upon completion of this course, students will be able to:

- i. Understand the effect of globalisation on port choice and how changes in logistics and distribution patterns influence the development or decline of ports.
- ii. Be aware of the location of major world ports in liner, dry bulk and liquid trades.
- iii. Understand the purpose and basic design and construction features of decks, holds, hatches, derricks, winches, cranes and other cargo handling gear.
- iv. Understand the basic rationale of port business.
- v. Understand how the activities are organised to interface with one another and typical port organisational structure.
- vi. Understand the nature of port competition, national and international.
- vii. Understand pricing policy specifically 'not for profit', government influenced, fully commercial.

PMT 420: INTERNATIONAL MARITIME AND ADMIRALTY LAW.

Description

This course is of great relevance to those who wish to acquire expertise in international trade and maritime / shipping law. The programme has been specifically designed for students from a wide variety of commercial shipping backgrounds, both legal and non-legal, including existing lawyers; those engaged in the shipping and trading industries; trading brokers; shipping/chartering organisations; salvage organisations; P&I Clubs; insurance; and those engaged in investment, finance and banking

Objectives

The programme develops leading knowledge and awareness of international trade and maritime law, increasing understanding of how commercial trade ventures may give rise to legal issues. With English law recognized internationally as a dominant legal system providing the basis for maritime and trade contracts, and with London as the single most important forum for settling disputes, both through court litigation and arbitration, this course approaches law in relation to how it is applied in practice.

Content

International law of the sea, maritime jurisdiction, regulation of shipping, carriage of goods, marine insurance, salvage, marine environmental law, safety at sea, and the Oil Pollution Act of 1990 are covered, along with other maritime laws. Prerequisites: a basic law course.

Outcomes

Upon completion of this course, students should be able to:

- iv. Apply maritime law
- v. Understand the basics of maritime law
- vi. Understand the various regulations of shipping

PMT 401: Port Planning and Economics.

Descriptions

This course is the leading professional development training programme on managing ports in today's global economy. Since 1999 the Diploma has been recognised as a foremost qualification for port managers, as well as being used by many governments, port companies and terminal operators as part of their own internal training

programmes. It is available both through this distance learning course, as well as by bespoke course delivery by distance learning and instructor led training for larger groups from companies and organisations

Objectives

To ensure a thorough knowledge and understanding of Port and Terminal Management. 2) To develop relevant communication skills.

Content

Covers role, functions, and types of international terminals and ports, including design and operation of general and specialized cargo handling facilities and offshore systems, port authorities, operational structures, and labor.

Outcomes

Upon completion of this course, students will be able to:

- i. Understand the effect of globalisation on port choice and how changes in logistics and distribution patterns influence the development or decline of ports.
- ii. Be aware of the location of major world ports in liner, dry bulk and liquid trades.
- iii. Understand the purpose and basic design and construction features of decks, holds, hatches, derricks, winches, cranes and other cargo handling gear.
- iv. Understand the basic rationale of port business.
- v. Understand how the activities are organised to interface with one another and typical port organisational structure.
- vi. Understand the nature of port competition, national and international.
- vii. Understand pricing policy specifically 'not for profit', government influenced, fully commercial.

PMT 403: MARITIME SECURITY AND RISK ANALYSIS.

Description

Training will inform students threat level notification system, general information on spotting potential security incidents or suspicious behavior, and general information regarding transportation security incidents.

Objectives

An overview of international and U.S initiatives to ensure the security of vessels, cargo, people, and infrastructure within the maritime domain.

Content

In addition to the impacts of regulatory requirements on maritime commerce, the course also addresses maritime threats to the international economy (including maritime piracy and maritime terrorism), maritime coalitions, and state-of-the-art techniques and tools for safeguarding ocean commerce.

Outcomes

Upon completion of training, employees will be knowledgeable of: 1. Marsec Threat Levels 2. How to identify suspicious activity 3. General requirements for incident control

PMT 405: TRANSPORTATION INTERMEDIARIES.

Description

This course will develop your understanding of operational and strategic management issues that affect transport businesses and explores these within their policy context. You will study the legal and operational management of freight transport, review the business structure of freight transport markets and examine why some businesses choose to outsource transport operations.

Objectives

This course presents an overview of the global transportation systems that help integrate our world, including their operation, design, and the economic factors that help drive and influence the supply chains of which they are a part

Content

It integrates the presentation and learning of three elements primary to contemporary transportation: 1) system design, organization, and control; 2) global environments and factors, including culture and ethics, that influence transportation processes and activities; and 3) the economics of transportation, including the effects of demand and supply, private sector costing and pricing strategies, and government regulation at all levels.

Outcomes

Upon successful completion of this course, the student will:

1. Have the perspective, information, tools, and techniques that enable an understanding of transportation in the past, present, and future tenses.

2. be able to use this understanding as the basis to deliver value by suggesting improvements to current and future systems.
3. be able to apply the principles of critical thinking and communicate the results of this analysis.

PMT 407: SHIPBUILDING AND SHIP REPAIR BUSINESS MANAGEMENT.

Description

Examines the shipbuilding and ship repair industry from the perspective of industry economics, industry financial management and repair operations and acquisition processes. Provides industry professionals with business management practices that shape the industry.

Objectives

This unique and exclusive Diploma will develop and deepen your knowledge of the Shipbuilding and Ship Repair sector. With this innovative course, you will gain the essential skills and knowledge required, enabling you to successfully run and manage the building and repair process.

Content

Module subjects include an array of challenging topics such as the docking process, specifications and docking incidents and accidents, alongside other essential subjects such as an introduction to the shipbuilding and ship repair industry, contracts and project management.

Outcomes

Upon completion, you should be able to

- i. Understand the ship repair sector
- ii. Be able to manage the building and repair process

PMT 480: ENTREPRENEURIAL PROJECT

Description

Entrepreneurial projects have been used as an education development tool, in different programs, with a high level of success. The principle behind the concept of an entrepreneurial project is that students with their knowledge and experience related to the specific field of study that they are in, may conceive and develop business solutions that are not only viable but also worth investing in. This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

Objectives

An entrepreneurial project is a tool used in learning that has three main objectives:

- S. stimulate the work of multifunctional and multi-disciplinary teams,
- t. assure networking and integration of students within the subject matter,
- U. And promote a short-term return on the studies made.

Content

The course shall include the life cycle of an entrepreneurial project; identifying and defining the entrepreneurial project; understanding the business need and scope definition; project planning; the development phase of the project; the proposed solution; and conclusion.

Outcomes

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

- xxvi. Understand the basic methodology of writing an entrepreneurial project
- xxvii. Write a practical entrepreneurial project
- xxviii. Implement the project.

PMT 498: PORTS AND MARITIME TRANSPORTATION RESEARCH PROJECT

Description

This course is a supervised empirical research course of at least 25 pages (excluding the preliminary pages and references). The research topic chosen by each student should be designed to propose practical solutions to business problems in Human Resource Management with the aim of designing novel and innovative ways of personnel management. The project must follow the American Psychological Association research format. This

project is defended before an academic panel of research and expert entrepreneurs at the end to the entire program

Objectives

16. It is intended to make students develop a critical mind in approaching the various issues in the field
17. Identify and systematically problems in the field
18. Be versed with scientific research and so develop love for research in the field

Content

It shall be made up of five chapters written in APA style, an introduction, literature review, methodology, results, then the summary, conclusion and recommendations. At the end, there shall be a defense of the project.

Outcomes

Upon completion of the thesis, the student should be able to:

- xxix. Defend the findings in the research thesis
- xxx. Develop a critical mind and love for issues that deal with issues in the particular field

Electives

PMT 470:. MARINE INSURANCE.

Description

Examines the rise of Lloyd's and the London Insurance Market, the current maritime insurance market, principles of insurance and law, Hull Insurance Law, cargo insurance, general average and salvage insurance.

Objectives

Understand the role and function of an insurance broker. Understand the different classes of risk covered by marine insurance namely: Hull & Machinery Freight & Hire War Risk Cargo Liability Employee Liability Protection & Indemnity Third Party (including collision, damage to other property, death & personal injury, pollution liability) Understand the role of the Institute of London Underwriters (ILU) and the Salvage Association.

Content

Topics include the marine insurance market, principles of marine insurance, practice of marine insurance, claims, general average.

Outcomes

Upon completion of this course, the students should be able to:

- i. Discuss the marine insurance market
- ii. Outline the principles of marine insurance
- iii. Practice insurance

PMT 475: MARITIME GEOGRAPHY

Description

This course looks at issues concerning weather conditions, ocean currents sea and ocean shores and how they can affect shipping, navigation, transportation and anchoring procedures.

Objectives

The Global Positioning System (GPS) and the wider Global Navigation Satellite System (GNSS) include constellations of earth-orbiting satellites that broadcast their locations in space and time, a network of ground control stations, and military and civilian receivers that calculate ground positions by trilateration. Geospatial professionals need to possess a working knowledge of current and future GPS and GNSS capabilities because satellite positioning is so prevalent in geographic information systems (GIS) applications in government, industry, and academia.

Content

GPS has always been a dual use system, military and civilian. From the beginning, GPS signals have been available with no direct user fees. GNSS has built on those concepts and added some new ones. GPS and GNSS are used now in all of transportation—aviation, maritime, railroad, highway and mass transit. Satellite positioning also plays critical roles in telecommunications, land surveying, law enforcement, emergency response, precision agriculture, mining, finance, and scientific research. It controls computer networks, air traffic, power grids, and so on. As the scope of satellite positioning has expanded, the systems continue to evolve.

Outcomes

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

- demonstrate a clear understanding of the GPS signal, codes and biases
- discuss the practical applications of GPS and the implications of its modernization
- be aware of some of the opportunities afforded by the coming GNSS systems
- explain the difficulties inherent in determining heights with satellite positioning and how they can be overcome
- describe the differences between relative and autonomous GPS positioning, code phase carrier phase, DGPS and RTK

MGT 310 - STRATEGIC MANAGEMENT**Description**

The final integrative course in the international business program integrates the basic business functions through strategic management principles. Comprehensive cases deal with global competition in complex changing environments within which the organization seeks to achieve a sustainable competitive advantage. Issues of strategy formulation and implementation are addressed.

Objectives

Develop capacity to think strategically

- Build skills in conducting strategic analysis in competitive situations
- Strengthen understanding of the competitive challenges in a global market
- Provide hands-on experience in crafting and executing business strategy
- Build confidence in being able to perform the tasks of a strategy-maker and implementer
- Develop powers of managerial judgment and business risk assessment
- Increase awareness of the importance of ethical principles, personal and company values, and socially responsible management practices

Content

This course will focus on the significance of strategic management in the effective execution of activities for firms. The course is designed to allow you (the students) to examine issues of strategic management and their relationship with firm operations and decision choices.

Outcomes

Upon completion of this course, students should be able to

- To develop abilities for assessing competitive environments and identifying value-creating opportunities in the global economy
- To enhance critical thinking that is essential in becoming successful managers in organizations.
- To understand the levels of strategy creation spanning corporate, business and functional levels
- To recognize and appreciate the perspectives and influences from diverse stakeholders during strategy creation
- To acquire skills and knowledge for judging firm performance, identifying industry dynamics, and anticipating competitors' responses that serve as the foundation for developing and formulating strategic plans

OSC 440 - MANAGING PRODUCTS, SERVICE, AND TECHNOLOGY DEVELOPMENT**Description**

This course offers a systematic overview of the management issues that arise during the process of new product development (NPD). The development process requires integration across the traditional management functions. The course introduces tools and concepts for both linking development to strategy, and for managing the development process for speed, efficiency, and market impact.

Objectives

The objective of this course is to familiarize students with applications of relatively recent new product planning techniques. The course will emphasize the use of market research data and marketing models for new product development and management

Content

Through a combination of cases and reading articles, the course covers a wide range of topics. The main topics to be covered in this course are idea generation, concept evaluation, optimal product design, test marketing, product positioning, market segmentation, market share estimation, product packaging, advertising testing, pricing, brand name selection, brand equity, and global product planning

Outcomes

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

- Better understand the issues pertaining to the execution of brand strategies,
- formulate strategies for building, leveraging, and defending brands,
- manage integrated campaigns to influence customer and trade behavior,
- Work with data of the types that are typically available to brand and product managers, and
- draft a marketing plan that reflects these objectives.

OSC 450 - SERVICE OPERATIONS

Description

This case course explores the dimensions of successful service firms. It prepares students for enlightened management and suggests creative entrepreneurial opportunities. Beginning with the service encounter, service managers must blend marketing, technology, people, and information to achieve a distinctive competitive advantage. This course will study service management from an integrated viewpoint with a focus on customer satisfaction where the material will integrate operations, marketing, strategy, information technology and organizational issues. Finally, because the service sector is the fastest-growing sector of the economy, this course is intended to help students discover entrepreneurial opportunities.

Objectives

(1) To study "breakthrough" services in order to understand the operations of successful service firms that can be benchmarks for future management practice. (2) To develop an understanding of the "state of the art" of service management thinking. (3) To appreciate the organizational significance of managing the service encounter to achieve internal and external customer satisfaction. (4) To gain an appreciation of the complexities associated with managing quality, risk management, and implementing change in a service business. (5) To develop skills for diagnosing and analyzing problems in a service business using a combination of qualitative and quantitative techniques. (6) To develop an awareness of the opportunities that information technology can provide for enhancing a service firm's competitiveness.

Content

The material will integrate operations, marketing, strategy, information technology, and organizational issues. Specific topics include: (i) Designing a service strategy and delivery system. (ii) Defining and managing service quality which includes achieving consistent quality even with customization, managing service employees and customers (often considered co-producers), and failure recovery from disruptions. (iii) Managing variability and uncertainty including waiting line design, capacity management, and revenue/yield management. We will study examples from healthcare, hospitality/entertainment, retail, insurance, transportation, call center operations, and the public sector

Outcomes

After completing this course, students should be able to:

- Develop an understanding of and an appreciation for the production and operations management function in any organization.
- To understand the importance of productivity and competitiveness to both organizations and nations. • To understand the importance of an effective production and operations strategy to an organization.
- To understand the various production and operations design decisions and how they relate to the overall strategies of organizations.
- To understand the importance of product and service design decisions and its impact other design decisions and operations.
- Obtain an understanding of quality management practice in organizations and how total quality management and six-sigma facilitate organizational effectiveness.
- To understand the relationship of the various planning practices of capacity planning, aggregate planning, project planning and scheduling.

- To understand the roles of inventories and basics of managing inventories in various demand settings.
- To understand contemporary operations and manufacturing organizational approaches and the supply-chain management activities and the renewed importance of this aspect of organizational strategy

OSC 460 - SUPPLY CHAIN MODELING

Description

The objective of the course is to provide students with tools/means for matching supply and demand in the most cost effective way. A mixture of lectures, case discussions and games will be used to provide a better understanding of supply chain issues.

Objectives

The course will focus on solving supply chain and operations issues with models created using an electronic spreadsheet. The focus of the course is on formulating and solving operations and supply chain management decisions.

Content

Topics include Supply Chain Management Problems: Concepts, Literature Review, Trend, Methods and Algorithms A Small-scale Supply Chain Competition Problem: Model and Analysis, A Small-scale Supply Chain Competition Problem: Model and Analysis Continued) Facility Location Problem Branch-Bound Algorithm, Supply Chain Disruption Problem Integrated Supply Chain Design Problem Lagrangian Relaxation, Integrated Production and Distribution Scheduling Problem Network Flow Modeling Heuristic 1, Error Bound and Worst Case Analysis, Container Vessel Scheduling Problem Heuristic 2, Emergency Logistic Heuristics 3, Supply Chain/Marketing/Economics Interface Problem

Outcomes

Students who successfully complete this course will be able to:

1. Formulate spreadsheet models for supply chain inventory and ordering decisions.
 2. Formulate and solve linear optimization models related to production planning, resource allocation, and transportation and distribution decisions.
 3. Perform sensitivity and what-if analysis for model solutions.
 4. Formulate network optimization models to support facility location and capacity allocation decisions.
 5. Solve network optimization models to support facility location and capacity allocation decisions.
 6. Incorporate "Go- No Go" decisions, "Either-Or" constraints, and other contingent constraints using binary integer programming.
 7. Solve binary integer programming models.
 8. Formulate decision models, which incorporate demand uncertainty, to determine optimal ordering decisions in a make to stock environment.
 9. Understand the relationship between item forecasting and inventory replenishment in a make to stock environment.
 10. Formulate and solve models for managing reactive production and supplier capacity.
 11. Understand how and under what conditions revenue management can be an effective tool for matching supply and demand in the supply chain.
 12. Formulate and solve revenue management models & describe the tradeoffs that must be considered when making revenue management decisions.
 13. Develop, run, and analyze spreadsheet simulation models.
 14. Prepare reports and summaries for management decision-making.
- To understand how strategy formulation does not occur in a vacuum but demands simultaneous decision-making

CURRICULUM OF PUBLIC ADMINISTRATION

OVERVIEW OF PROGRAM

The course will provide an overview of the field of public administration by focusing on its development and importance in modern government operations at the local, state, and federal levels. You should think of this course as an opportunity to familiarize yourself with the basic principles, concerns, and methods of public administration. These will appear in the other courses you take in public administration, though often in greater depth. Here, your objective should be to take a bird's eye view of the entire terrain of PA: a view to which you will periodically return in order to place your other classes in a broader context.

OBJECTIVES OF THE PROGRAM

A degree in Public Administration prepares students for leadership positions in fields such as state and local government, health care administration, non-profit management, human resource management, urban and regional planner and city manager. Typical places of employment for individuals with this degree include state and local government agencies, federal government agencies, public agencies, non-profit corporations, and many private and publicly held organizations worldwide.

ADMISSION REQUIREMENTS

Students wishing to pursue a BSc in Public Administration in SMHI must have

1. A pass in the Advanced level examination
2. O/L mathematics, History, French and English. Any other relevant subject is an added advantage

GRADUATION REQUIREMENTS

A student should graduate if s/he earned a total of 156 credits in three years (each year divided in two semesters) distributed as follows:

Course title	Number of course	Credits
General courses	12	24
Core courses	8	48
Concentration courses	8	48
Internship	2	12
Entrepreneurial project	2	12
Research project	2	12
Total	34	156

ASSESSMENT

Continuous assessment

30%

Examination

70%

Year 1

Course code	Course title	Credit value	Status	L	T	P
First semester						
ENT 400	Entrepreneurship	3	U			
SET 201	College Algebra	3	U			
ENG 101	Functional English	3	U			
SPT 100	Sports and Physical Education	3	U			
ICT 201	Computer Information Systems	3	U			
FRE 101	Functional French	3	U			
Total		18				
Second semester						
FRE 102	Functional French	3	U			
ENG 102	Functional English	3	U			
BUS 201	Business Statistics	6	C			
BUS 203	Business Law and Ethics	6	C			
BUS 420	Research Methods and Statistical Analysis	6	C			
Total		24				

Year 2

Course code	Course title	Credit value	Status	L	T	P
First semester						

PBP 201	Political Science	6	C			
PBP 203	Political Economy	6	C			
PBP 301	Globalization	6	C			
PBP 303	Public law	6	C			
PBP 305	Public Finance	6	C			
Total		30				
Second semester						
PBP 360	International law	6	C			
PBP 370	Diplomacy	6	C			
ADM 310	Principles of Public Administration	6	C			
ADM 320	Government Budgeting and Government Financial Management	6	C			
PBP 350	International Relations	6	C			
Total		30				

Year 3

Course code	Course title	Credit value	Status	L	T	P
First semester						
ADM 401	Public Policy Development	6	C			
ADM 403	Development and Globalization	6	C			
ADM 405	Intergovernmental Relations and issues	6	C			
ADM 407	Administrative law	6	C			
ADM 409	Public Policy and Administrative Process	6	C			
Total		30				
Second semester						
ADM 460	Public Planning and Growth Management	6	C			
ADM 313	Public Administration internship	6	C			
ADM 480	Entrepreneurial Project	12	C			
ADM 498	Public Administration Research Project	12	C			
Total		48				

COURSE DESCRIPTIONS FOR BSc IN PUBLIC ADMINISTRATION

Core Courses

PBP 201: Political Science

This course addresses the discipline, fields, concepts, and methods of political science, the ideologies that have shaped politics, and the institutions through which politics is conducted. The course examines the various political systems and forms of governance including issues concerning decentralization and the electoral process.

PBP 203: Political Economy

Explores the basic philosophical, psychological, political, and economic underpinnings of contemporary public policy, with an emphasis on the United States. Considers the core philosophical and political theories of conservative, liberal, and radical political economy and examines the economic structures consistent with these competing theories.

PBP 301: Globalization

This course introduces students with the basics of the debate on Globalization. The course is designed to bring the student "up to speed" on the fundamentals of this important topics like The implications of diversity in moral and political systems; Ways in which the world is both unified and divided; Why critics argue that global economic expansion creates poverty in many countries

PBP 303: Public Law

This course is an introductory level consideration of the key features of the law governing public power in countries. It acts as a foundation for later study of constitutional and administrative law. The course stresses theoretical and contextual understanding of contested topics such as constitutionalism, federalism, rights discourse, and the proper roles of constitutional courts, legislature and executive, and mechanisms of executive accountability.

PBP 305: Public Finance

The primary objective is to provide a framework, concepts, and tools for analyzing financial decisions based on fundamental principles of modern financial theory. The approach is rigorous and analytical. Topics covered include discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; and market efficiency. The course will also analyze corporate financial policy, including capital structure, cost of capital, dividend policy, and related issues.

PBP 340: International Relations

The course introduces students to the institutional, structural and political mechanisms that condition relationships between states and between states and non-state actors. The aim of the course is to provide students with a broad overview of the frameworks of analysis, actors, institutions, issues and processes responsible for international relations, the causes of war, inter-state economic competition, and the structural configuration of power in the international system.

PBP 350: International Law

This course provides students with an introduction to law in its global context in this age of trans-national and inter-jurisdictional practice, with particular focus on public international law and its significance to national law. Additionally, private international law and comparative law will be covered and the nature and objectives of these areas highlighted and distinguished. The course commences with an introduction to the development and nature of public international law as well as distinctive elements of international legal reasoning.

PBP 360: Diplomacy

The course is divided into two parts. The first part provides an introduction into diplomacy and the theory of international negotiations. The second part deals with the practice of diplomacy and negotiations. The course provides a discussion of global issues and current world problems, such as peace and security, climate change and international trade. It discusses cases of successful diplomacy and/or failed diplomacy. It also avails a forum in which teams of students speak on behalf of an assigned country on a variety of selected issues to expand their understanding of diplomacy, global geopolitics and international relations.

Concentration Courses

ADM 310 –Principles of Public Administration

An introductory examination of the characteristics of the public organization and its impact on society including analysis of the principles of public administration, personnel issues, budgetary activities, legal dynamics, as well as historical development of the field are included.

ADM 313 –Public Administration Internship

This course provides qualified students with an opportunity to receive academic credit for supervised professional training and experience in an actual work environment. This Internship is an ongoing seminar between the student, the faculty member and the employment supervisor. It involves an Internship Application and Learning Agreement, periodic meetings with the faculty representative, professional experience at a level equivalent to other senior-level courses and submission of material as established in the Internship Application and Learning Agreement. Participation cannot be guaranteed for all applicants.

ADM 320 –Government Budgeting and Government Financial Management

This course is an exploration of current governmental fiscal management techniques and issues. Other course topics include various types of financial and technical assistance as well as quasi-governmental and non-profit management organizations. This module is also a comprehensive, straightforward examination of government budgeting. Topics deal with include the advantages and disadvantages of various approaches to revenue projection, the collection and review of departmental proposals, the development of capital budgeting policy and other budgeting tasks

ADM 401 –Public Policy Development

This capstone course is an examination of influences affecting policy development and decision making in the urban political arena. It also covers policy management, policy execution, establishing and measuring criteria for policy success, and effective communication throughout the public policy process. This course is cumulative in nature, integrating knowledge and information attained while completing the entire MPA curriculum. In addition, this course requires the generation and presentation of an analysis of a community development project.

ADM 403 - Development & Globalization

Addresses international political economy and how we can understand the phenomenon of globalization. Introduces the interaction between international politics and international economics in industrial countries and in developing countries. Covers several theoretical approaches to international political economy. Then analyses some of the classic issue areas of international trade relations; foreign direct investment and outsourcing; the international monetary and financial system and the role of international institutions; debt and financial crises; and poverty and inequality. Concludes with analysis of how international political economy issues relate to governance, development, and the politics of economic reform.

ADM 405 –Intergovernmental Relations and Issues

The theory and practice of intergovernmental relations and the various issues that accompany the daily operations and affect the overall efficiency of our system. This course will address both the legal and political perspectives of the interactions, relationships and public policy considerations throughout the various components and levels of government.

ADM 407 –Administrative Law

A study of the nature and the law of the administrative procedure, of separation and delegation of powers, and of the scope of judicial review and other remedies against administrative actions.

ADM 409 - Public Policy and the Administrative Process

Classic confrontation between "politics" and "administration" will be examined in this course. The historical context of the "Good Government Movement" of the Nineteenth Century; the rise of the professions in public management; the issues of responsiveness and patronage will be taught and application made to current state and local government administrative practice. The political process and public policy making will be examined.

ADM 460 - Public Planning and Growth Management

The classic management function of planning will be reviewed in its state and local government contexts. Emphasis will be placed on planning for change management applications to social equity and on strategic planning in public decision making.

ADM 470 - Leadership in Public Purpose Organizations

Leadership is essential in any organization for it to be effective. This course will review the very special characteristics of leadership in public purpose organizations. Issues such as the impact of the political process on leadership, navigating media storms, leading and empowering employees, and maintaining a focus on public purpose will be addressed.

ADM 480 – Entrepreneurial Project

This entails a practical project written by the student. The project should have practical plans on how a business can be established and sustained in communication. This is geared towards self-employment

ADM 498 - Research Project in Public Administration

This course is a supervised empirical research course of at least 25 pages. The research topic chosen by each student should be designed to propose practical solutions to business problems public administration, with the aim of designing novel and innovative ways in public administration. The project must follow the American Psychological Association research format. This project is defended before an academic panel of research and Public Administrative experts at the end to the entire program

PART TWO: GRADUATE (MASTER) PROGRAMMES

SCHOOL OF BUSINESS AND PUBLIC POLICY

GRADUATE SCHOOL OF BUSINESS AND PUBLIC POLICY (GSBPP)

GSBPP Programs Coordinator

The Graduate School of Business and Public Policy (GSBPP) offers the following degrees: Master of Business Administration (MBA), and Master of Public Administration (MPA).

These degrees are offered under the following departments: Department of Financial Management; Department of Human and Socio-Economic Management Sciences; and Department of Public Policy.

A- MASTERS PROGRAMS

Admission Requirements

Any candidate seeking admission in these programs must have at least a Bachelors degree (in any field) with a minimum of Second Class Honours or an equivalent qualification recognized by the Board of Directors of the University.

Candidates with any other qualification not deemed equivalent may be required to take additional undergraduate and/or postgraduate course(s) deemed relevant by the Department. The admission of such candidates shall depend on their successful completion of the required additional course(s).

Graduation Requirements

In order to graduate with a Master's Degree in the School of Business and Public Policy, a student must earn 120 credits according to the following program structure:

Core Courses	= 4 Courses	= 24 Credits
Concentration Courses	= 6 Courses	= 36 Credits
Research Course	= 2 Courses	= 12 Credits
Internship/Practicum	= 4 Courses	= 24 Credits
Seminar	= 2 Courses	= 12 Credits
Thesis	= 2 Courses	= 12 Credits
Total	= 20 Courses	= 120 Credits

Prerequisites

- All students from other programs than Business and Public Policy have to take prerequisite courses that introduce students into the new program of choice. These courses are given to students upon registration into the program.
- All students from other universities will have to do BUS 601- Seminar on Graduate Studies as prerequisite course.

BUS 601- Seminar on Graduate Studies

Students coming from other universities will need to take a pre-requisite course GEN 510: Seminar on Graduate Studies. This course covers areas that graduates of SMHI are already familiar with. These include an understanding of the American liberal arts and sciences tradition as well as the following courses:

1. Ethics & Christian Studies,
2. US Government, Politics, & Global Issues,
3. Logic, Proofs, & Critical Thinking

This course is a "three-in-one." It is made up of Logic, Proof & Critical thinking; Ethics and Catholic Studies; and US Government, Politics & Global Issues.

Concerning Logic, Proof and Critical thinking, the course is to introduce students to some of the necessary features of sound reasoning through a study of both its formal and informal features. Hence, the course has a strong normative component. Thus, in addition to thinking of logic as the study of entailment, one could think of it as the study of the difference between good and poor reasoning, particularly as these are exemplified in arguments. Topics covered include, but are not limited to, the nature of arguments, deduction and induction, syllogistic logic, propositional logic, quantified predicate logic, fallacious reasoning, and scientific reasoning. It will also cover aesthetic component of logic, the role of logic in critical thinking. Critical thinking like good writing skills is necessary not only to a well-rounded education, but also to getting along well in one's private and professional life.

Ethics and education Offers an interdisciplinary ethics and education course intended for students interested in considering how educators' ethical dispositions, decisions, and behaviors affect and reflect a society's values and ideals. The course first tackles ethics itself—ethics of duty, idealism, utilitarianism, virtue, relativism, pragmatism, pluralism, critical ethics, ethics of care, and ethics of professionalism. The second is these ethical paradigms' import for education, including issues relating to equality, diversity, cultural recognition, competition, dishonesty, privacy, discrimination, reward, and punishment. Third, the course considers particular theories of moral development and their relationship to moral education. It emphasizes the particular types of ethical issues presented in urban education contexts

Lastly, Democracy in the U.S. is evaluated through analyses of the major institutions, processes and policies of the national government. Power, inequality, political culture, social movements, the Constitution, elections, the role of the media, and the parts played by the President, the bureaucracy, the Congress and the courts are all considered.

General Course for GSBPP

The following course is done by all Masters students at SBPP

BUS603: Research Methodology and Statistical Analysis

Description: This course is designed to provide foundation knowledge of research methods commonly used. The course will prepare the student to understand material and issues associated with but not limited to the logic of the scientific method, research designs, as well as the use of statistical packages for descriptive and inferential statistics. This course will cover research processes employing quantitative and qualitative methods. Topics include ethical considerations, observational and survey research techniques, graphing, central tendency and variability, correlation and linear regression, hypothesis testing etc. Students participate in data collection, data analysis and interpretation by means of the microcomputer Statistical Package for the Social Sciences (SPSS) and in the writing of APA-style research reports.

Objective: The goal of the course is to equip graduate students with the tools and skills required to effectively and validly conduct empirical research.

Contents: Reasoning and Semantics; Research Approaches and Ethics; Data Collection in Qualitative Research; Observation, Interviews, and Surveys; Data Coding, and Analysis of Quantitative data; Levels of Measurement; Univariate descriptive statistics; Sampling; Probability theory; Correlation; Regression; Other parametric and non-parametric inferential statistical analyses

Outcome: By the end of the course, the students should be able to effectively, validly and reliably conduct empirical research, along with the concomitant statistical analysis.

BUS630: Research Methods and Reporting Techniques

Description: This course has been structured to prepare students to effectively carry out research and report writing at an early stage of their programs enabling the student to get acquainted with the tools as they progress in their academic career—not just when they are about to write their end of course research report or project. Our approach enables the students to use these tools during normal course work and during research proper.

Objective: To equip the students with the skills and competences required for proper research and reporting of the same.

Contents: Topics include development of inductive and deductive reasoning, problem development, research design, proposal preparation, data gathering, quantitative and qualitative data analysis, interpretation of results, report preparation and presentation of research findings. Students will also learn decision-making tools used to

analyze data under conditions of uncertainty and payoffs based on probabilities to be determined. Sampling, organizing, and analyzing empirical data are covered in this course. Case studies are used to illustrate the uses of data and decision tools.

Outcome: Upon successful completion of the course, the students will be able to reliably and validly carryout academic research and effectively report the findings of the said research.

SEMINARS

The objective of these seminars is to introduce the students to wide reading and research in interdisciplinary topics. It will be organized in such a way that the students can present seminar papers and listen to presentation of seminar papers on various topics and current issues. Topics to be included will be the current issues affecting all sectors of the economy, management and governance, accountability, financial reporting, financial services, etc. Students are expected to interact and exchange knowledge and experience in their areas of specialty.

BUS607: Seminar: Managing Information Technology & Information Systems

Description:

Objective: To provide a clear, complete understanding of how business professionals can use and manage Information Systems and Technologies to achieve business success.

Content: Course overview and foundation concepts; Computer Systems; Data Resource Management; Developing Business Systems; Security, Ethical and Societal Intricacies.

Outcome: By the end of the seminar, the students should be able to demonstrate a clear mastery of how business professionals can use and manage Information Systems and Technologies to achieve business success.

Format: Lecture; guest speakers; group project and presentations

Requirements: Group project; written assignments; class participation

BUS609: Seminar: Innovation, Creativity & Group Dynamics

Description: This seminar course seeks to develop the students' ability to solve problems creatively and generate change – leading to a recognized standard of success, which plays an important role in gaining a competitive advantage in many areas of business management. This course is designed to teach students several creative problem solving methodologies that complement other managerial tools acquired in undergraduate and graduate studies. The course offers students the opportunity to learn how to solve problems, identify opportunities, and generate those elusive ideas that potentially generate enormous benefits to organizations.

Objective: The course enhances the student's creativity, ability to innovate and ability to identify, recruit, develop, manage, retain, and collaborate with creative people.

Content: The course includes: interaction with guest lecturers; a review of the literature on creativity, creative people, innovation, and design as well as the leadership and management of creative people and innovation; hands on learning of approaches for generating creative ideas; applications of creativity to selected management domains; and integration via individual assignments and a group project in which interdisciplinary teams of students generate a creative product, service, customer experience, business or strategy.

Outcome: By the end of the seminar, the students should be able to present a group project that shows their improved creativity, innovation and ability to identify, recruit, develop, manage, retain and collaborate with creative people.

Format: Lecture; guest speakers; group project and presentations

Requirements: Group project; written assignments; class participation

SECTION ONE: MASTER OF BUSINESS ADMINISTRATION (MBA)

Upon completion of studies at the MBA level, a student is expected to have had at least 120 credits. These are divided into core courses (24 credits), concentration courses (36 credits), research courses (12 credits), internship (18 credits), Seminar (12 credits) and thesis (18 credits).

MBA programs are offered under the Department of Financial Management and the Department of Human and Socio-Economic Management Sciences. But the following core courses must be taken by all MBA students irrespective of their departmental concentrations.

GENERAL TABLE OF MBA COURSES YEAR ONE: FIRST SEMESTER

Codes	TITLES	Credit value	Status	L	T	P	L+T+P	COURSE MASTER
University Requirement								
BUS 603	Seminar on Graduate Courses							
Core Courses								
BUS 600	Management, Organizational Behavior & Entrepreneurship	6	C	35	25		60	
BUS 603	Marketing in the Global Economy	6	C	35	25		60	
Concentration Courses								
ACC 601	Accounting Ethics & Professional Responsibilities	6	E	35	25		60	
ACC 603	Fraud Examination	6	E	35	25		60	
ACC 605	Auditing	6	E	35	25		60	
FIN 601	Microfinance Studies	6	E	35	25		60	
FIN 603	Bank Management	6	E	35	25		60	
FIN 605	International Trade & Financial Management	6	E	35	25		60	
ENT 601	Business Planning	6	E	35	25		60	
ENT 603	Social Entrepreneurship	6	E	35	25		60	
ENT 605	E-Business	6	E	35	25		60	
HRM 601	Strategic Workforce Dynamics	6	E	35	25		60	
HRM 603	Strategic Human Resources Management	6	E	35	25		60	
HRM 605	Training & Development	6	E	35	25		60	
INS 601	Credit & Risk Management	6	E	35	25		60	
INS 603	Life & Health Insurance	6	E	35	25		60	

INS 605	Commercial Property & Liability Insurance	6	E	35	25		60	
MGT 601	Strategic Management	6	E	35	25		60	
MGT 603	Business Communication	6	E	35	25		60	
MGT 605	Quality Management	6	E	35	25		60	
MKT 601	Strategic Marketing	6	E	35	25		60	
MKT 603	Digital Marketing	6	E	35	25		60	
MKT 605	Advertising & Public Relations	6	E	35	25		60	
OSC 601	Operations Management	6	E	35	25		60	
OSC 603	Supply Chain Management	6	E	35	25		60	
OSC 605	Transportation	6	E	35	25		60	
PRM 601	Project Management	6	E	35	25		60	
PRM 603	Contracts & Procurement	6	E	35	25		60	
PRM 605	Managing Project Risks & Teams	6	E	35	25		60	
DEV 601	Fundamentals of Environmental Pollution & Control	6	E	35	25		60	
DEV 603	Conflict Management & Natural Resources	6	E	35	25		60	
DEV 605	Natural Resources & Sustainable Development	6	E	35	25		60	
	Total Credits	30		175	125		300	

C= Compulsory, E= Elective, U=University Requirement

YEAR ONE: SECOND SEMESTER

Code	TITLE	Credit value	Status	L	T	P	L+T+P	COURSE MASTER
Core Courses								
BUS 600	Business Law, Ethics & Corporate Social Responsibility	6	C	35	25		60	
BUS 640	Managerial Economics	6	C	35	25		60	
Concentration Courses								
ACC 640	Taxation	6	E	35	25		60	

Total credits (per Program)	30		175	125		300	
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YEAR TWO: FIRST SEMESTER

Codes	TITLES	Credit Value	Status	L	T	P	L+T+P	COURSE MASTER
BUS603	Research Methodology & Statistical Analysis	6	C	35	25		60	
	Internship	12	C			120	120	
BUS607	Seminar: Managing Information Technology & Information Systems	6	C	10	10	40	60	
BUS609	Seminar: Innovation, Creativity & Group Dynamics	6	C	10	10	40	60	
Total credits		30						

YEAR TWO: SECOND SEMESTER

CORE COURSES								
Codes	TITLE	Credit Value	Status	L	T	P	L+T+P	COURSE MASTER
BUS630	Research Methods & Reporting Techniques	6	C	25	35		60	
	Internship	6	C			60	60	
	Thesis	18	C			180	180	
Total credits		30		25	35	240	300	

DETAILED COURSE OUTLINE FOR MBA

Core Courses

BUS 610: Management, Organizational Behavior, & Entrepreneurship

BUS 620: Marketing in the Global Economy

BUS 630- Business Law, Ethics, & Corporate Social Responsibility

BUS 640- Managerial Economics

Course Descriptions

BUS 610- Management, Organizational Behavior, & Entrepreneurship 6 Credits (35:25:0)

Description: This MBA course covers important areas of management such as Strategic Management, Organizational Behavior, Entrepreneurship and Ethical Success. It's a compulsory course for all MBA students and may be taken by other master degree students. The course will cover design, creativity and entrepreneurship, the characteristics of and types of entrepreneurs, pathways to entrepreneurs and requirements for success.

Objectives: The purpose of this course is to help students to develop the cognitive skills they need to understand the principles and mechanics that regulate everyday business life, to prepare them to deal effectively with the challenges of contemporary life, including issues in the business-society relationship, its history, world

events, economic issues, and future expectations. It also examines the factors that lead towards entrepreneurial success, and the skills and behaviors necessary to be a successful entrepreneur.

Content: Overview of course; Issues in Strategic Management; Theory & Skills in Entrepreneurship; Ethical Considerations and Challenges in business; Leadership in the context of the global economy; Developing and sustaining a strategic organizational culture; Other contemporary concerns in business management.

Outcome: By the end of the course the students will be able to:

1. Understand the fundamental concepts, analysis, and activities that comprise business within society and within an economic system.
2. Understand and be able to apply theory and skills of entrepreneurship.
3. Understand how ethics foster success in business.
4. Understand the need for integration of finance, human resources, accounting, marketing, organizational development, ethics, strategic management, leadership, and global diversity.
5. Understand the language and vocabulary of business/terminology.
6. Understand exposure to risk in varied business operations.
7. Examine various business markets and learn about international trade and globalization.
8. Cultivate and develop leadership skills to compete in a global economy.
9. Understand diversity and the role it plays in business.
10. Recognise how Organizational Development impacts an organization.
11. Understand and develop a business plan as an entrepreneur.
12. Examine the role and impact technology plays in business operations.
13. Learn the importance role finance plays in a corporation.
14. Understand the basic financial statements and importance of accurate accounting records used in business.
15. Uncover effective marketing practices to gain market-share.
16. Understand strategic planning for an organization and some of the components and goals to be addressed.

BUS 620- Marketing in the Global Economy

6 Credits (35:25:0)

Description: Engaging the reality of the 'Global Economy' poses peculiar opportunities and threats. These opportunities can be properly grasped and the threats mitigate with the right marketing strategy. Unfortunately, marketing in this context also has its unique challenges. The fact is that the reality of the 'global economy' cannot be avoided by any firm that seeks real sustainable growth; as such, these unique challenges need to be studied and dealt with decisively.

Objective: This course deals in depth with the environment and challenges of doing business abroad; especially affording the students the competences required to deal with these challenges.

Content: Topics include country-market differences, trade and investment patterns, the international financial environment, issues in business government relations and strategies for international business.

Outcome: At the end of the course, the students should be able to build proper and resilient market penetration strategies for businesses seeking a presence abroad.

BUS 630- Business Law, Ethics, & Corporate Social Responsibility

6 Credits (35:25:0)

Description: Corporate Social Responsibility (CSR) is becoming an expected element of business strategy.

Objective: This course critically evaluates CSR from a number of perspectives, drawing on material from a variety of different disciplines.

Content: Introduction; Emergence of CSR; CSR theoretical framework; The business case for adoption of CSR programs; Social impact of CSR

Outcome: At the end of the course, students should be able to analyze the emergence of CSR, its theoretical basis, the business case for the adoption of CSR programs, as well as the social impacts of such policies.

BUS 640- Managerial Economics

6 Credits (35:25:0)

Description: There are several severe challenges to the global business environment. Among these, three seem to naturally rise to the top: growing complexity of business decision-making processes; increasing need for the use of economic logic, concept, theories, and tools of economic analysis in the process of decision-making; rapid increases in the demand for professionally trained managerial power. These developments make the need for

effective resource management urgent and essential. Equipping actual and aspiring managers with the economic principles and analytical tools for effective organizational leadership will go a long way to attain the desired objectives. Unfortunately, this gap is yet to be bridged.

Objective: This course targets the following objectives:

1. Analyze the relative importance of Managerial Economics
2. Examine how economic analysis can enhance the achievement of organizational objectives
3. Discuss the modern rules and optimization techniques of managerial decision-making
4. Identify and equip the students with the tools necessary in the analysis of consumer behavior as well as in forecasting product demand.
5. Analyze production and costs, as well as apply latest pricing strategies

Content: The following shall constitute the content of the course:

1. Basic principles in the application of managerial economics
2. Decision Making in the Household: Consumer choice; Demand (determination, estimation and forecasting)
3. Decision Making in the Firm: Production, Cost and Supply (determination and derivation)
4. Equilibrium in Different Market Structures: Comparative markets – equilibrium in the short run and long run; monopoly equilibrium; oligopoly (strategic interactions and Game theory)
5. Markets for Factor inputs
6. The economics of information
7. Market Failure: externalities; public goods

Outcome: At the end of the course, the students should be able to do the following:

1. Understand the relative importance of Managerial Economics
2. Demonstrate the relevance of the application of the principles of managerial economics in the achievement of business objectives
3. Explain the modern managerial decision rules and optimization techniques
4. Evidence a mastery of the tools necessary in the analysis of consumer behaviors, forecasting product demand, production and costs
5. Apply latest pricing strategies

Concentration Courses:

All courses at Graduate level are weighted 6 credits each. Each student is required to do 6 concentration courses in an area of specialty to make up a credit value of 36. The student will also be required to do the following: two research courses (12 credits), internship worth three courses (18 credits), two seminars (12 credits) and a Master's Thesis (18 credits). The fervent and urgent call to professionalize education is what inspires the credits values assigned to the internship, seminars and the thesis; these are the very occasion of the professional dimension of the MBA program of the GSBPP of SMHI.

ACCOUNTING CONCENTRATION COURSES

Program Objective

This program is designed with professional certification as the primary goal. It goes beyond the undergraduate level to focus on a synthesis of theory and practice in accounting. The program prepares accounting professionals who must demonstrate knowledge and skills in ethical standards in accountings, fraud examination and accounting information systems. The intensive graduate program culminates with an accounting Thesis, which students must demonstrate high skills of innovation and career orientation strategies.

Career Prospects

Career opportunities in accounting are endless, but when you acquire an MBA in accounting you are better placed to occupy the top positions in relation to actuaries, auditing, banking, chartered accounting, corporate finance, corporate recovery, stock broking and taxation management. With proliferation of business companies, you are sure to be a top ranking accountant in companies you table your application. Reports show that employments prospects for these professionals are quite high over the past 5 years and this is expected to

continue until after 2010. You will also be handsomely rewarded with a good salary and if you want more, there are always opportunities to study at the PhD level, while maintaining for Job.

Course Structure (32 Credits)

ACC 610 - Accounting Ethics & Professional Responsibilities

ACC 620 –Fraud Examination

ACC 630 - Auditing

ACC 640 - Taxation

ACC 650 - Accounting Information Systems

ACC 660 - Forensic Accounting

ACC 610 - Accounting Ethics & Professional Responsibilities

6 Credits (35:25:0)

Description: It is important for accountants to understand the enormous breadth and depth of laws, ethical norms and other principles that regulate their practice and form the basis of their professional responsibilities. It might prove instructive to examine the professional codes of conduct and ethics adopted by professional associations and state licensing boards for accountants, auditors and fraud examiners

Objective: The course addresses the moral and legal implications of misconduct by managers, accountants, and other fiduciaries, and the usefulness of regulation and standard-setting as tools to address such misconduct. Of particular interest is the effectiveness of professional codes of ethics like those ascribed to by self-regulatory organizations. In particular, we will consider the strengths, weaknesses, and implications of various moral arguments that impact the business community and the greater society.

Content: Introduction; Ethical reasoning/behavior in accounting; Contextualization of code of professional conduct of various international accounting associations; Professional responsibilities viz-a-viz contemporary challenges.

Outcome: Upon completing this course, the student will be able to:

1. Appreciate the relationship between personal ethics and professional ethics
2. Explore the importance of the corporate ethical environment
3. Demonstrate a commendable commitment to best ethical practices in accounting

ACC 620 –Fraud Examination

6 Credits (35:25:0)

Description: This course highlights issues of Fraud in business organization and how it is investigated. The course links accounting, auditing and the curves of corruption and anti-corruption issues. The course identifies possible areas where fraud can be perpetuated and this can affect the financial state of the company, if not detected and eliminated.

Objectives: The course targets various objectives: Expose the students to the seriousness of fraud in the accounting profession; give the students hand-on experience with investigating fraud using auditing, accounting systems and web-based investigative exercises; and give them some investigation experience.

Content: The course shall contain the following: The contemporary nature of fraud; Elements, Categories, definitions and schemes of fraud; Fraud Symptoms and general detection; Contemporary tools in Fraud examination.

Outcome: By the end of the course, the students should be able to demonstrate a commendable understanding of the contemporary phenomenology of fraud and fraud examination; and also show some proficiency in investigating and reporting fraud.

ACC 630 – Auditing

6 Credits (35:25:0)

Description: This is basically a study of auditing issues from case studies and application of data mining techniques in solving audit issues. Key area of concentration with case studies include client acceptance, understanding client business, audit risk assessment, materiality, fraud considerations, internal control objectives and deficiencies, auditing business processes and related accounts, and professional and ethical responsibilities.

Objectives: This course aims to provide an in-depth professional exposure to the principles and practices of auditing. In this context, it will also outline and critically examine contemporary audit issues and challenges.

Content: Key areas of focus with data mining techniques include application with ACL software tables, filters, and commands; audit planning; test of transactions and test of balances. Students will also explore the use of ACL software for forensic auditing and management reports.

Outcome: At the end of the course, the students should be able to: apply critical thinking skills and solve contemporary auditing problems through the use of case studies; demonstrate the ability to undertake research on significant auditing issues and to keep up-to-date with developments in auditing theory and practice.

ACC 640 - Taxation

6 Credits (35:25:0)

Description: Business decisions require consideration of the taxation implications. This course is designed to provide the students the ability to interpret and apply taxation legislation, judicial interpretations and policy, and taxation practice. This is a key course for those who wish to pursue a career in professional accounting.

Objectives: This course provides a comprehensive overview of the fundamental tax principles and consequences of corporate formation, operation, and liquidation to both corporations and their shareholders; as well as other relevant contemporary issues related to taxation.

Content: Overview of Taxation Systems and Ethics; Taxation philosophy and policies; the tax treatment of distributions or other payments to shareholders and/or corporate officers; stock redemptions; and corporate liquidations and corporate reorganizations, including mergers, acquisitions, and divisive reorganizations; Taxation administration, Tax Avoidance and Rulings;

Outcome: At the end of the course, the students should be able to: properly appreciate the concepts and principles underlying the various aspects of a tax system; and demonstrate a good mastery of contemporary issues in taxation, especially as these affect corporate decision-making.

ACC 650 - Accounting Information Systems

6 Credits (35:25:0)

Description: The rise of the digital economy has seen the need for knowledge and skills in relation to IT and IS becoming crucial, central and critical components of any business studies degree program. Today business (and other) students need to be able to demonstrate their understanding of IT and IS and their application in a business environment; they need to understand the roles that different types of information systems play in supporting the decision making processes of the different level of organizational management. This is an even more urgent need when it comes to accounting.

Objectives: The aim of this course is to provide a foundation to the fundamentals of Managing Information Systems with a particular emphasis on the accountant's perspective.

Content: Overview of AIS; Business processes/transaction cycles & internal controls; systems documentation techniques; use of big data, data analytics and cloud solutions in accounting profession; database concepts; revenue/expenditure cycle and controls; Fraud, ethics and Cybercrime.

Outcome: Upon completion of the course, the students will be able to:

1. Describe the role of AIS in today's competitive business environment and how internet technology can facilitate management and coordination of internal and inter-organisational business processes in this new digital economy
2. Explain the roles that different types of AIS play in supporting the decision making process of the different levels of the organisational management
3. Demonstrate a mastery of IS as a tool in professional accounting practice.

ACC 660 - Forensic Accounting

6 Credits (35:25:0)

Description: This course is a study of the investigative and analytical skills used in preventing, discovering, and resolving financial irregularities in a manner that meets the standards required by applicable laws and/or regulations. The course begins with an examination of the legal fundamentals of forensic accounting followed by an analysis of the key tools and techniques used by forensic accountants. This foundational background is then used in the analysis of common forensic accounting applications. Case analysis is emphasized.

Objectives: This course explores the Professional forensic accountant's role in today's economy.

Content: Overview of contemporary issues in Forensic accounting; Forensic Accounting legal environment; Issues in Evidence Collection; Report, Litigation and Recovery.

Outcome: By the end of the course, the students should be able to understand both the pervasiveness and the causes of fraud and white-collar crimes in our society, examine the types of fraud and fraud schemes that affect business enterprises, explore methods of fraud detection and prevention and increase their ability to recognize potential fraudulent situations.

BANKING AND FINANCE CONCENTRATION COURSES

Program Objective

A main objective of the MBA Banking and Finance is to develop experts' executives to proceed quickly to key positions in the financial services sector. The program provides effective training in microfinance, bank management, global and corporate finance. The program intends to graduate students who transcend pure theory to exhibit practical and professional skills in places where they will eventually gain employment.

Career Prospects

Because of the fierce competition in this domain, a student with an MBA is most likely to eliminate all rivalries with only a BS degree. Investors are more willing to pay qualified professionals to guide them. There are equally employment opportunities in multiple and ever growing microfinance and banks and with an MBA degree, you are most likely to occupy a top lucrative position with an enjoyable salary.

Course Structure (32 Credits)

FIN 610 – Microfinance Studies

FIN 620 - Bank Management

FIN 630 – International Trade & Financial Management

FIN 640 - Global Finance

FIN 650- Corporate Finance

FIN 660 - Portfolio Theory& Investment Analysis

FIN 610 – Microfinance Studies

Description: The course examines the traditional and innovative financial strategies that poor families use to protect their assets, manage risk, and grow their incomes. It explores how the combination of age old social constructs and the latest technologies is revolutionizing the way poor people are accessing and leveraging financial services. In addition to introducing the basic principles of microfinance, the class presents an opportunity to discuss the vigorous debates currently taking place in the field (including the growing role of savings and insurance), evidence of impact, the role of the state, and appropriateness of profit-making in the industry.

Objectives: To study the contemporary financial challenges and prospects for poor families

Content: Evolution of (Traditional) financial strategies for poor families; Latest technological innovations in accessing and leveraging financial services by poor families; Debates on the growing role of savings and insurance; Role of various national and international stakeholders; Prospects for revolutionizing strategy in the sector.

Outcome: At the end of the course, the students should be able to identify the contemporary financial challenges and prospects for poor families, in a bid to develop strategies for revolutionizing.

FIN 620 - Bank Management

Description: This course is designed to provide you with a thorough understanding of the importance of money, banking, and financial markets of a developed economy. Money, financial institutions, and financial markets have emerged as instruments of payments for the services of factors of production, such as labor and capital. The use of money facilitates business in a market by acting as a common medium of exchange. Of course, as that market expands and develops on a national and international level, the importance of money, banking, and other financial markets expands to accommodate innumerable exchanges.

Objective: To facilitate understanding of the principles, planning and processes of Bank Management

Content: Organization and regulation of Banking and financial institutions; banking trends and competition; analyzing bank performance; Bank strategic planning, budgeting, and marketing; managing liabilities; managing capital risk; managing assets; global banking activities.

Outcomes: It is expected that the students acquire techniques and skills required to face the contemporary challenges of managing banks and other financial services.

FIN 630 – International Trade & Financial Management

Description: This course focuses on international financial management and international trade. This covers issues in financial management viewed from the perspectives of managers doing business overseas. It also explores the current government fiscal management techniques, issues and prospects.

Objectives: To examine intricacies and prospects of managing business overseas.

Content: Overview of Multinational Financial Management; International Trade flows; Trading Foreign exchange; international money, credit, bond, stocks markets; Exchange rate issues; Parity issues; Transaction and Economic Exposure;

Outcome: By the end of the course, the students will be able to identify and critically examine the current issues plaguing managers who engage in business overseas.

FIN 640 - Global Finance

Description: This course deals with the analysis of three important and related macroeconomic issues in economies: Exchange rates, capital flows and financial crises.

This course presents a detailed analysis of tools and techniques for international financial management. The course raises global debates in relation to foreign exchange markets and international capital and money markets, international portfolio diversification, multinational capital budgeting, import-export financing, direct foreign investment, and international banking.

Objectives: The objectives of the course are two-fold: to introduce and critically evaluate the main relevant economic theories, models and empirical works in these three areas of Global/International finance; and to apply these analytical tools to build an understanding of relevant economic developments and policy issues in the global markets.

Outcome: At the end of the course, the students will be able to:

1. Explain the organization and institutional details of foreign exchange and international money markets
2. Explain and apply orthodox theories of exchange rates and open economy macroeconomics, up to and including Dornbusch overshooting model,
3. Explain and to give examples of modern central bank practice of monetary and exchange policy implementation
4. Explain and apply insights provided by behavioral economics into expectations formation and decision making on the foreign exchange market,
5. Analyze the causes of historical exchange rate movements, and some of the contributory factors to a variety of financial crises, with reference to the models covered.
6. Apply the theories and models covered to the issue of optimal currency areas with specific reference to the design and operation of the hedged currency.

FIN 650- Corporate Finance

Description: This course serves as a detailed analysis of key issues in relation to corporate finance, such as discounted cash flow techniques; corporate capital budgeting and valuation; investment decisions under uncertainty; capital asset pricing; and market.

Objective: The primary objective is to examine how these affect firms within a particular industry.

Content: Overview of Contemporary issues in Corporate Finance; Time value of money; Value and Price; Asset with infinite life; Basics of risks; Dividend Policy; Alternative ways of returning cash to stockholders; Corporate finance in international context.

Outcome: By the end of the course, the students should be able to properly evaluate firm and equity value and use the relevant analyses to make informed decisions.

FIN 660 - Portfolio Theory & Investment Analysis

Description: The central focus of this course is to develop an understanding of how security markets function, factors that influence security valuation, differentiating between various investment types and understanding investment risk and return principles.

Objective: To familiarize the students with the aspects of risk associated with bank portfolio and investment.

Content: This course covers security markets operations, investment information, portfolio asset allocation; financial environment analysis; and evaluation of equity and fixed income securities

Outcome: The students, by the end of the course, should be able to pre-empt or mitigate the risks associated with bank portfolio and investment.

ENTREPRENEURSHIP CONCENTRATION COURSES

Program Objective

This MBA program is designed to instill in graduates advanced entrepreneurial professional skills and vision. The program enables young entrepreneurs to identify new business proposals through invention and creative thinking. Hence students are trained to self-sufficient. A student can graduate from this professional program if and only if he or she is able to conceive at least two business plans with clear methodologies of funding sources and sustainability.

Career Prospects

The greatest advantage of MBA in Entrepreneurship is the ability, capacity, skills, techniques and qualities to set up a private business and make it survive. Thus, one is self-employed, just in case the job market is full. Other job opportunities include teaching and consultancy establishments. During the next few years, the biggest economic growth is expected to come from small business and there is a growing need for entrepreneurs to develop and manage this business. The practical experience and students gain is also valuable training for many careers in business.

Courses

ENT 610 - Business Planning

ENT 620 - Social Entrepreneurship

ENT 630 - E-Business

ENT 640 - Integrated Marketing

ENT 650 - Funding Sources for Entrepreneurs

ENT 660- Small Business Development

Course Description

ENT 610 - Business Planning

Description: Focusing on the strategies and planning policies of small business enterprises, the course is designed for individuals who are considering entrepreneurial careers either as owners or managers. It provides a practical approach to the many planning related problems likely to be encountered in the creation and management of a micro, small or medium enterprise.

Objectives: To enable students develop and properly implement a business plan.

Contents: Preliminary issues; Vision Realization; Role of a Consultant; Budget Process; New Product Development; Required Management Skills; The Business Plan.

Outline: At the end of the course, the students will be able to develop and properly implement a business plan.

ENT 620 - Social Entrepreneurship

Description: Social entrepreneurship is a rapidly developing and changing business field in which business and non-profit leaders design, grow, and lead mission-driven enterprises. As the traditional lines blur between non-profit enterprises, government, and business, it is critical that business students understand the opportunities and challenges in this new landscape. Through guest speakers, case discussion, lecture, and student presentations this course will explore this emerging field. Students will be expected to develop a business plan for a social enterprise.

Objectives: The course has a three-fold objective:

1. To enable the students gain an understanding of the field of social entrepreneurship and understand many of the opportunities, challenges and issues facing social entrepreneurs,
2. To help the students meet and have meaningful exchanges with leading social entrepreneurs who are using business skills to address complex social problems,
3. To help students develop a business plan for a social venture

Content: Introduction and dynamics of Social Entrepreneurship; Social Entrepreneurship and the for-profit setting; Philanthropy and Hybrid Ventures; Nonprofits, Governments and Social Entrepreneurship; Measuring and Managing Performance; Capital/Funding/Financing; Marketing in social ventures; Tensions/Challenges; Scaling, Legal Issues and Change

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

1. Demonstrate an understanding of the field of social entrepreneurship as well as the many opportunities, challenges and issues facing social entrepreneurs;

2. Have met and had meaningful exchanges with leading social entrepreneurs who are using business skills to address complex social problems;
3. Develop a business plan for a social venture

ENT 630 - E-Business

Description: This course covers the fundamental concepts used in e-business and e-commerce. This course identifies and describes the wide range of applications in business. It explains what the Internet is and how it can be used for business applications in a competitive environment. Through Internet labs, this course will compare various Web strategies of current businesses. Students need to be proficient in using the Internet to find information

Objectives: To enable the students better appreciate and harness the myriad issues a business must address when venturing into e-business.

Content: Introduction to e-business; E-business planning; the economics and justification of e-business; Business models and applications; Marketing strategies for e-business; infrastructure for e-business; security issues in e-business; electronic payments in e-business; legal and ethical issues in e-business; Mobile Commerce.

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

1. Understand and apply the knowledge gained throughout the course to analyze and evaluate various e-business options
2. Critique the main components of an e-business platform
3. Compare the various e-business models including B2B and B2C
4. Evaluate the main infrastructure components employed in e-business
5. Assess the security implications and appropriate risk reduction measures for e-business
6. Analyze the different types of electronic payment methods
7. Evaluate the suitability of various business models used in e-business
8. Assess the different types of electronic marketplaces and apply them to existing business models
9. Analyze the privacy and copyright issues surrounding e-business
10. Analyze the technical issues related to deploying an e-business system from a manager's perspective
11. Understand the impact of cultural issues on e-business transactions and design.

ENT 640 - Integrated Marketing

Description: This course covers an in-depth knowledge of the use of the internet and social media applications as part of an integrated marketing strategy. Students will be exposed to a variety of alternative media as well as other online marketing tools and strategies. The course will also evaluate how these tools fit into the marketing theoretical framework.

Objectives: To help students understand the principles and current practices of integrated marketing, involving tools used by marketers to inform consumers and to provide a managerial framework for integrated marketing planning.

Content: Role of integrated marketing; organizing for advertising and promotion; consumer behavior perspective; promotional objectives and budgets; creative strategy; media planning and strategy; PR and publicity; international promotion; compliance issues

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

1. Quickly understand a company and its marketing communications activities
2. Make a brief verbal presentation (tutorial discussion)
3. Thoroughly describe a range of media and methods available to marketers
4. Develop a clearly thought out Communications Audit
5. Clearly argue a point of view regarding marketing communications
6. Demonstrate a comprehensive understanding of Marketing Communications theories and concepts
7. Show that you're thinking like a marketer
8. Prepare a Marketing Communication Brief for creative

ENT 650 - Funding Sources for Entrepreneurs

Description: This course highlights the various avenues where entrepreneurs can secure funding for their business. Students are drilled on various methods of grant writing for non-profit organizations. The course unveils the capital structure of new ventures and many financial options of how to get new ventures funded.

Objectives: To identify and highlight issues concerning short term and long term financing options for entrepreneurs.

Content: Overview of issues concerning entrepreneurial finance; sources of entrepreneurial finance; lobbying and fundraising; Reporting and dealing with donors.

Outcome: By the end of the course, the students should be able to identify and make use of the short term and long term financial options available to them.

ENT 660 Small Business Development

Description: The proliferation of Small Businesses demands our attention in this study. It is not about small business or life style businesses but instead the development of growth oriented businesses – whether for-profit or not-for-profit. Entrepreneurship is both a way of thinking and of doing. It involves "building something from nothing" and successful entrepreneurs know how to manage and mitigate uncertainty and risk.

Objectives: This course has to do with the survival of small firms and techniques of staying in the job market for entrepreneurs involved in developing small business. The course aims to provide students with an understanding of the nature of enterprise and entrepreneurship and the role of the entrepreneur, innovation and technology in the entrepreneurial process.

Content: Entrepreneurial mindset and behavior; Theoretical and practical perspectives of innovation; Value management; Implementation of entrepreneurial activities; Contemporary debates

Outcomes: On completion of the course, the students will be able to:

1. Discuss the attitudes, values, characteristics, behavior, and processes associated with possessing an entrepreneurial mindset and engaging in successful appropriate entrepreneurial behavior.
2. Discuss the theoretical and perspectives of entrepreneurship and innovation as well as the role of the entrepreneur in the new enterprise creation process.
3. Describe the ways in which entrepreneurs perceive opportunity, manage risk, organize resources and add value,
4. Develop and critique a plan for implementing entrepreneurial activities in a globalised and competitive environment being responsible for the social, ethical and cultural issues,

HUMAN RESOURCE MANAGEMENT CONCENTRATION COURSES

Program Objective

This program goes beyond the objective of simple staffing, recruitment, selection and compensation of employees by Human Resource Officers, to developing strategic management skills in issues concerning motivation and sustainability of workers. Of prime importance to this program is Industrial and organisational psychology, which gives all graduate students the ability to understand and diagnose the complex problems that may affect the work-life relationship. SMHI trains Human Resource experts that will sustain and keep your staff in your company against your multiple competitors.

Career Prospects

The field of human resources is one of the most popular of all Business concentrations. While there are many job opportunities, there are equally many graduates with qualifications. Hence, MBA increases your chances of working as top human resource officer in any company you wish to apply for work. Possible job descriptions include: Human Resources Clerk; HR Assistant; Recruiter; Training and Development Coordinator; Payroll Specialist; HR Generalist A recent graduate with a human resource bachelor's degree may anticipate being placed in the following positions: Human Resources Manager; Employee Relations Manager; Compensation or Benefit Analyst/Manager; HR Information Systems Manager; Training and Development Manager; Labor Relations Manager

Courses

HRM 610 - Strategic Workforce Dynamics

HRM 620 - Strategic Human Resource Management

HRM 630 - Training & Development

HRM 640 - Employee & Labor Relations

HRM 650 – Staffing, recruitment and selection

HRM 660 - Compensation & Benefits

HRM 610 – Strategic Workforce Dynamics

Description: This course will explore the psychological influences on the development and behavior of managers and organizational leaders. This course seeks to discuss how these difficult times require organizations to take a closer look at the current composition and capabilities of their workforce, determine their short and long-term workforce needs and make more informed decisions about the talents they need to survive on and, eventually thrive. Organizations will need to take an integrated approach to their talent management activities and more tightly link their planning, recruitment, development, motivation and retention processes to best motivate themselves for future opportunities.

Objectives: To equip the students with the psychological, theoretical and practical competences required to better diagnose and manage the usually complex workforce dynamics for better productivity.

Content: Making resourcing decisions based on capabilities and gaps; Focusing attention on core versus non-core work activities; Differentiate high (and low) performers across the organization; Transferring critical knowledge and stimulate social network development; Considering the use of more flexible work environments; Identifying opportunities to improve HR and learning efficiency; Enabling leadership to guide individuals through change processes; Strategies involved in carrying out training needs and sectorial research survey; quality assurance and competence assessment techniques.

Outcome: By the end of the course, the students should be able to better diagnose and manage the usually complex workforce dynamics for better productivity.

HRM 620 - Strategic Human Resource Management

Description: Globalization is a given; with it has come an unprecedented level of competition. The critical source of competitive advantage for corporations is not their physical assets, but their people. It is people, not companies, who innovate, create new products, make decisions, develop and implement business plans, penetrate new markets, and serve clients and customers. While developing effective business strategy is important to organizational success, the capacity to implement any given business strategy is completely dependent on a corporation's people. This course provides a framework for an in-depth understanding of day-to-day, practical approaches/aspects of problems/challenges that impact the human resource management field in contemporary society.

Objectives: To equip the students with the skills and competencies required to enable them better identify, appreciate and harness the uniquely important contribution of human resources in contemporary corporations.

Contents: Strategic HR – Beginning with strategy; Legal perspectives of employment relationships; sourcing talent and selecting for high performance; how to define and organization's culture and hire for it; Performance Management – manager as coach.

Outcome: At the end of the course, the students will be able to better identify, appreciate and harness the uniquely important contribution of human resources in contemporary enterprises.

HRM 630 - Training & Development

Description: This course provides in-depth knowledge of training and performance development concepts essential for line managers or human resource specialists. Beginning with fundamental principles of performance, the course focus is on identifying critical factors in workplace performance and in determining how to analyze the causes of performance problems. Additionally, this course distinguishes between training and development and addresses their complementary functions in the modern organization.

Objectives: To equip the students with best practice skills in the diagnosing, training and development of strategic human resources.

Content: Overview of Integrated HR-Function, HR-Issues, Corporate and HR-Environment, Strategy environment, Strategic management; HR Instruments, HRM and Diversity Issues, HR Planning at Enterprise Level, Need for Systematic planning, Planning Process, Operating Environment – Internal and External, The manpower plan, Job Description; Recruitment and selection, Strategic selection, Interpretation and evaluation of interview data, Employee induction programmes; Performance appraisal, Measures of appraisal, System components appraisal methods, Ethics of appraisal, Problems and issues; Employee training, training needs and objectives setting, Methods of training, Development needs, Human resource development, Development process, Change management.

Outcome: At the end of the course, the students should be able to develop a training and development strategy that is consistent with best practices in the field.

HRM 640 - Employee & Labor Relations

Description: This course focuses on the contemporary issues regarding the management of employee relations.

Objectives: To enable the students develop a mastery of the theoretical and practical issues driving the dynamics of employee and labor relations.

Content: Overview of Strategic Employee Relations Management (ERM); Organizational aspects in ERM; Behavioral aspects in ERM; Organizational discipline; Grievance handling; Industrial relations; Trade unions; Collective bargaining and negotiations; Laws related to employee relations; Other contemporary issues.

Outcome: At the end of the course, the students should be able to deal with the intricacies and dynamics of managing employee relations

HRM 650 – Staffing, recruitment and selection

Description: This course provides a conceptual and operational understanding of all the key aspects of human resources staffing functions, including job analyzing, recruitment, assessment, selection and performance evaluation. This will make the students able to evaluate existing staffing programs for efficaciousness and legal compliance; in a bid to better equip them to face related contemporary challenges.

Objective: To equip students with the competencies required to design and implement an effective and legally defensible staffing system tailored to organizations requirements.

Content: Overview of related contemporary issues; Legal issues; measurement, reliability and validity of staffing programs; Strategies and validity of selection measures; Job analysis and competency models; recruitment; applicant screening; Ability tests and personality assessment; performance tests, assessment centers, integrity testing, drug testing, graphology; Beyond Staffing.

Outcome: Upon completion of this course, the students should be able to demonstrate proficiency in the following areas:

1. Conducting a job analysis for identifying the key knowledge, skill, ability and other requirements (KSAOs) for a job;
2. Preparing a job description and specification reflecting KSAOs;
3. Building a recruitment plan for the target job;
4. Identifying assessment tools that effectively measure the KSAO requirement for the job;
5. Developing a structured employment interview and interview scoring system;
6. Evaluating existing staffing programs for effectiveness and legal compliance;
7. Creating an effective performance evaluation system;

HRM 660 - Compensation & Benefits

Description: Compensation management is key to the whole HRM system. It plays an important role to obtain, retain and motivate people. A good compensation management system adds value to the competitiveness of the company by helping companies to attract good talent, retain and motivate them to work towards the goals of the company. It's necessary for managers and HR professionals to understand what compensation is about and how to design an effective compensation system.

Objectives: To discuss basic concepts and models of compensation as well as contemporary challenges; to identify links between compensation objectives and business strategy; To develop competencies required for the development and management of compensation.

Content: Overview of Compensation and contemporary issues; Wage theories; Mandated and non-mandated benefits; Developing and managing Compensation systems and strategy; Special issues in compensation.

Outcome: At the end of the course, the students will be able to:

1. Demonstrate a firm grasp of the basic concepts and models of compensation system and recent theoretical and practical developments in the area of compensation and benefits;
2. Identify and harness links between compensation objectives and business strategy and how compensation management can become a competitive advantage;
3. Develop the basic competencies required for the development and management of compensation strategies and systems.

INSURANCE AND RISK MANAGEMENT CONCENTRATION COURSES

Program Objective

This program is designed to handle advanced issues in Insurance and Risk Management from four interrelated dimensions. Students must demonstrate solid skills in identifying and synthesizing international and local issues in insurance and risk management. Furthermore, graduates will be experts in handling both personal and company insurance and risk management policies and procedures. Hence graduates are well qualified to work in international as well as local organisations; they can work for individuals or companies at the same time.

Career Opportunities and Development

Earning potential for this role depends on education, experience, and geographic region. Much weight is given to those with specialized experience either in fire, health and safety, liability, or law. Many companies offer performance-linked bonuses. Employment opportunities for risk managers are expected to increase. The increase will be largely due to the need for organizations to develop disaster recovery plans and pandemic response plans. Risk management will also need to replace retiring workers and meet the needs of an increasing population. This will create a substantial number of job openings and opportunities. Risk managers have a lot of choice when it comes to choosing an employer. Risk managers are hired by oil and gas companies, rental car companies, schools, insurance companies, construction companies and much more. Other roles within this field are: Risk Analysts, Risk Advisors, Safety Consultant, Loss Control Specialist, Workers' Compensation Claims & Insurance Manager, Risk Consultants, Environmental Risk Assessment Specialist, Risk Analyst Engineer, Director of Corporate Risk, Nuclear Safety Advisor, Credit Risk Analyst, Chief Risk Officer, And much more.

Course Structure

INS 610 –Credit and Risk Management
 INS 620 - Life & Health Insurance
 INS 630 –Commercial Property & Liability Insurance
 INS 640 –Business Forecasting
 INS 650 –Actuarial Science
 INS 660 –Managing & Marketing Insurance

Course Description

INS 610 –Credit and Risk Management

Description: A correct understanding of credit risk and the ability to manage it are fundamental in today's rapidly changing financial services industry. Mitigating the losses issuing from a borrower's failure to make payments on any debt, by understanding the adequacy of both a financial institution's capital and loan loss reserves at any given time, is crucially desired in today's business world.

Objective: To equip students with the competences relevant to mitigating credit risks in the contemporary business world.

Content: Overview; Analysis of financial statements; unveiling window-dressing techniques; forecasting and cash budget applications; decision making in credit; assessment of credit; operational market and country risks; trade finance model; retail credit, priority sector lending and project finance; situation analysis

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

1. Assess credit risk in a range of different scenarios;
2. Evaluate credit derivatives instruments and how they are used in a range of different scenarios;
3. Analyse the regulatory framework for credit risk;
4. Mitigate and/or manage credit risk

INS 620 – Life & Health Insurance

Description: A study of the various types of life insurance and annuity contracts and their uses; regulation of life and health insurers; development of financial plans utilizing life insurance products; Social Security, group and individual health insurance products including major medical, disability income, and long-term care policies, and an analysis of the marketplace. Other topics include a review of contractual provisions, determination of human life values, and an introduction to the mathematics of life contingencies and pricing. The focus of the course is on sensitizing healthcare administrators to the clinical, financial, and administrative implications of various approaches to health plans and insurance, as they function to both enable and manage access to healthcare.

Objective: This course provides an in-depth appreciation of contemporary issues in life and health insurance from the perspectives of key stakeholders.

Content: Overview of contemporary issues; terminology and history of the industry; "visioning" of the future of health insurance; contemporary intricacies and perspectives.

Outcome: By the end of the course, the students should be able to identify and decisively handle the contemporary issues with life and health insurance.

INS 630 –Commercial Property & Liability Insurance

Description: The course encompasses all aspects of property and liability insurance, including policies, premium structure, constitution of insurable risks, underwriting, reinsurance, claims, and the regulatory environment.

Objective: The course is structured towards a comprehensive understanding of the commercial property and liability industry.

Content: Overview; Commercial property insurance issues; Contemporary issues with commercial liability insurance; Social insurance and worker's compensation; crime insurance and surety bonds; other contemporary issues.

Outcome: By the end of the course, the students should be able to evidence a comprehensive mastery of the contemporary issues in the commercial property and liability insurance industry.

INS 640 –Business Forecasting

Description: This course will cover a variety of statistical forecasting methods that are applicable in many functional areas of business, including simple and multiple regression, exponential smoothing, seasonal decomposition, and ARIMA models. The emphasis will be on learning to apply these methods to real data using a full-featured microcomputer statistics package (Statgraphics) and a spreadsheet package (Excel).

Objective: The course objective is for you to gain competence in using these forecasting methods as well as in general statistical data analysis and computer modeling.

Content: Overview of forecasting; Trend analysis; Regression procedures and analysis; Advanced forecasting techniques; Situation analysis

Outcome: By the end of the course, the students should be able properly avail themselves of the various forecasting methods, as strategic tools in their managerial decision making and risk mitigation.

INS 650 –Actuarial Science

The course emphasizes on the mathematical and statistical analysis of risk and their application to insurance and other business management problems. It resolves economic risks in the insurance and investment sectors using mathematical and statistical methods

INS 660 –Managing & Marketing Insurance

Description:

MANAGEMENT CONCENTRATION COURSES

Program Objective

This program offers a broad but advanced amalgamation of different management courses that will qualify students to effectively handle management problems organisations. While focusing on Strategic and quality management, the program inculcates aspects of management that flow from human resource, entrepreneurship, marketing, sustainable development, operations management and more. The goal is to produce top managers who possess management skills and knowledge of different departments of an organisation or company.

Career Prospects

A master's in business administration can help individuals deepen their understanding of business management theory and other similar topics. Higher education can also lead individuals to obtain professional certification, such as the certified manager (CM) or professional of human resource license. Professional certification often increases an employee's job prospects and wage earning opportunities in a variety of organizations: manufacturers, hospitals, charities, hotels, government, and so forth.

Course Structure

MGT 610 - Strategic Management
 MGT 620 - Business Communication
 MGT 630 - Quality Management
 MGT 640 - Small Business Management
 MGT 650- Organizational Theory
 MGT 660 –Management of Cost & Control System

Course Description

MGT 610 - Strategic Management

Description: One of the keys to success for today's organizations is their ability to develop, implement, and accurately evaluate effective business strategies. In this course, the student will integrate knowledge gained from prior MBA courses to develop and sharpen the skills for formulating, deploying, and assessing an organization's strategy for achieving competitive advantage in the marketplace. The course targets the competitive strategy of the firm, examining issues central to its long- and short-term competitive position.

Objective: The goal of the course is for students to develop an analytical tool kit for understanding strategic issues and to enrich their appreciation for the thought processes essential to incisive strategic analysis of contemporary managerial issues.

Content: Strategic framework for identifying and analyzing the firm's competitive advantage; Economic logic and administrative challenges; Conflict management; Recent Advances

Outcome: By the end of the course, the students should be able to develop an analytical tool kit for understanding strategic issues and to evidence a mature appreciation of the thought processes essential to incisive strategic analysis of contemporary managerial issues.

MGT 620 - Business Communication

Description: Every aspect of contemporary business communications — from determining what information to communicate to processing information and sharing it — depends on technology. Students will learn to compose, format, and manage business letters, memos, reports, email, and resumes. Students will use software to access information and to evaluate the quality of the information they receive. Students will create electronic presentations to communicate information.

Objectives: The course has the following objectives:

1. To enable the students become aware of the importance of business communication and the need to master it in order to successfully function in their day-to-day work;
2. To introduce them formally and systematically, to some of the current practices in industry;
3. To enable them to acquire some of the skills that are routinely needed;
4. To build up their self-confidence by giving them a true picture of themselves as well as of their organization, so that they learn to project their image in all their understandings.

Content: Context overview; effective reading; nonverbal communication; managerial clothing and image; nature and scope of managerial speeches and presentations; business letters and reports; appropriate business and social etiquette; other issues.

Outcome: Upon completion of the course, the students should be able to:

1. Demonstrate an appropriate awareness of the importance of business communication and its mastery as a tool for effective management;
2. Evidence a proper knowledge of the current practices in the industry;
3. Manifest the routinely needed skills

MGT 630 - Quality Management

Description: This course presents quality procedures and concepts for enhancing goods, services and the entire business environment. Students learn various methods of process control and acceptance sampling, including using control charts and sampling plans. Quality planning, assurance and control are covered as parts of a total quality system. Probability and statistical concepts are further explored as related to process control. The ultimate focus here is Total Quality Management (TQM).

Objective: To introduce the students to the basic concepts of total quality management and how the focus of TQM has become so important for all companies in recent times.

Content: Overview of TQM; Foundations and Principles of Six Sigma, DMAIC and DFSS methodology; Tools of quality control; cost quality; value stream mapping; various quality standards and awards; business process reengineering, reliability, world class benchmarking; Quality control in supply chain and service sector.

Outcome: By the end of the course, the students should be able to demonstrate mastery of the basic concepts and standards of TQM and its importance in contemporary business.

MGT 640 - Small Business Management

This course explores the strategic planning, operating, financing, legal, career and other business issues found in launching a small business or operating family-owned and managed companies or privately-held firms. Other course topics include the challenge of identifying viable business opportunities, gaining the appropriate business skills and tools to be successful, and defining the capital requirements to operate the business.

MGT 650- Organizational Theory

Description: This course focuses on organizational change and development. Emphasis is on developing a theoretical grasp of issues and problems and an understanding of practical implications of various theories of human behaviour at work.

Objective: The purpose of this course is to learn to plan and implement change at the individual, group and organisational level. The course is designed to help students develop as potential change agents and OD professionals.

Content: Overview; Planned organisational change; Organisational diagnosis; feedback and OD; OD interventions; Organisational transformation; the role, skills and dilemmas of OD consultant; success and failure of OD; Future of OD and new perspectives.

Outcome: After completing the course, the students should be able to:

1. Understand the theory and practice relating to the processes of organisation development and change;
2. Develop insight and competence in diagnostic and intervention processes and skills for initiating and facilitating change in organisations;
3. Gain necessary self insight, skills and techniques to become effective change agents and internal OD consultants

MGT 660 – Management of Cost and Control System

Description: The course builds from the idea that proper management of cost and control systems or lack thereof, is crucial to the survival or mortality of most businesses. This course serves to close the gap.

Objective: To familiarise the student with the fundamental concepts of managing cost and institutionalizing cost control systems

Content: Cost Analysis and Management Decision; Cost Management; Activity Based Costing and Management; Cost Behaviour; Management Control System; Emerging Concepts in Cost Management.

Outcome: By the end of the course, the students should be able to evidence a mastery of the fundamentals of managing cost and institutionalizing cost control systems.

MARKETING CONCENTRATION COURSES

Program Objective

With multiplicity of both local and international business organizations, there is bound to be competition for the market. The marketing program is designed to graduate expert who possess the practical skills to change unpopular businesses to popular ones. Marketing directors from SMHI will be able develop strategies that are analytical of consumer behaviour, in a bid to persuade consumers to love a particular brand. Students must be able to identify two companies with marketing problems and propose solutions before they are due graduation.

Career Prospects

The marketing MBA provides increases one's chances in marketing and in general management jobs. One is most likely to hold marketing positions that are highly visible to executives at higher levels in the organization and serve as primary stepping stones to advancement. Marketing activities can be found in every organization including private, governmental, and not-for-profit, hence, with an MBA in marketing one is almost sure of employment as top ranking official in business companies such as, hospitals, sports arenas, fine arts groups, chambers of commerce, charitable organizations, universities, political office holders, and others.

Course Structure

MKT 610 - Strategic Marketing

MKT 620 - Digital Marketing

MKT 630 - Advertising & Public Relations

MKT 640 - Market Research

MKT 650 – Network Marketing

MKT 660- Global Marketing

Course Description

MKT 610 - Strategic Marketing

Description: In today's business world, success can often be attributed more to the genius of a company's marketing efforts than to the genius of its products or services. A clear understanding of the importance of marketing, as well as a grasp of effective marketing practices, is essential for anyone who wishes to achieve a position of leadership. You will gain a working knowledge of both marketing theory and the practical application of innovative marketing strategies. You will come to understand how product, price, place, and promotion contribute to the marketing mix as you explore research-based insights into consumer behavior. As your final course assignment, you will prepare and present a marketing plan of your own.

Objective: The course sets out to enable the students develop and implement a Market-Driven strategy to enhance the competitiveness of the organization.

Content: Overview; Market-Driven Strategy; Corporate, Business and Marketing strategy; Markets and Competitive space; strategic market segmentation; market targeting and strategic positioning; Market-Driven program development; Market Strategy implementation and control.

Outcome: At the end of the course, the students should be able to develop and implement a market-driven strategy as a tool to achieving and sustaining the competitiveness of the organization.

MKT 620 - Digital Marketing

Description: With the rapid shift of advertising money away from traditional media to online platforms, it is becoming increasingly important for marketing graduates to be well-versed in digital marketing and analytics fundamentals. As such, this course discusses the elements of a marketing plan as they are applied in an internet marketing situation.

Objective: To enable students develop and manage effective digital marketing campaigns

Content: Design thinking for a digital world; Search Engine Optimization; Social Media Marketing; E-Commerce Online advertising; Ad Effectiveness Measurement; Web Analytics; Data Visualization; Ethical Issues

Outcome: Upon completion of the course, the students will be able to develop and manage effective digital marketing campaigns

MKT 630 - Advertising & Public Relations

Description: This course explores practical ways to develop organizational communication plans that integrate marketing, advertising and public relations strategies. Emphasis is given to the dynamic process of managerial decision-making required to implement an integrated communication plan effectively in order to achieve organizational goals.

Objective: The aim of the course is to acquaint the students with concepts, techniques and give experience in the application of concepts for developing an effective advertisement and PR program

Content: Advertising and the marketing process; Creative strategy and process, implementation and evaluation; Media strategy; Measuring effectiveness of Promotional and PR program.

Outcome: By the end of the course, the student should be able to develop an effective advertisement and PR program.

MKT 640 - Market Research

Description: Marketing research is undergoing technological revolution. While the 1970s and 1980s saw advances and improvements in research methods, the phenomenal growth of electronic technologies beginning in the late 1980s did more than just change methods; these technologies revolutionized the whole field of marketing. New methods allow researcher not only to find out more about consumer attitudes, behavior, and desires today, but to predict who tomorrow's consumers will be, what goods and services they will want, and how they will want to buy them. This is crucial to business survival.

Objective: The course intends to enable students develop an understanding of the evolving theories and techniques of planning, conducting, analyzing and presenting market studies.

Content: Overview; Proposal and Report writing; Designing study materials; presentation of findings; moderation of FDGs/IDIs; Prospecting; Briefing of projects; Fieldwork; Quality control; back checks and editing; Data processing – scripting, spec writing, coding of open end questions, data entry, data editing and validation, and methods/techniques of data analysis.

Outcome: By the end of the course, students should be able to manifest an understanding of the evolving theories and techniques of planning, conducting, analyzing and presenting market studies.

MKT 650 – Network Marketing

Description: Network Marketing describes a compensation or pay system in which the sales force is compensated not only for sales they personally generate, but also for the sales of the other salespeople that are on their team or “downline”. This recruited sales force is referred to as the participant’s “downline”, and can provide multiple levels of compensation. Other terms used for network marketing include multi-level marketing (MLM), and referral marketing. Network marketing is a business model in which salespeople directly sell products to consumers, who are typically personal contacts of the seller or who are reached by word-of-mouth. Current applications of this sort of marketing include: Crypto currency, and the marketing of some major food supplements

Objective: To enable the student develop and/or manage MLM businesses and/or platforms

Content: E-commerce; Selling and Distribution; Advertising; Referral Marketing; Personal Sales Organisations; Legal Environment; Social Media; Compensation Plans; Platform Development

Outcome: Upon completion of the course, the students should be able to develop and/or manage MLM businesses and/or platforms

MKT 660 – Global Marketing

Description: This course builds on the leadership, business, and management concepts while integrating a comprehensive look at strategic planning and management in a global environment. The course is designed to employ case analyses, critical assessments, global market evaluations, and a comprehensive strategic planning project to lead the student to fluency in the global strategic planning process.

Objectives: The major objective of the course is to provide an exposure to the intricacies of marketing in the international perspective.

Content: Overview of international trade; Trade and related issues; Global market segmentation and positioning; Global market penetration strategy; Management of risks in international marketing; Other issues.

Outcome: By the end of the course, the students should be able to evidence an acute mastery of the intricacies of marketing in the global space.

OPERATIONS AND SUPPLY CHAIN MANAGEMENT CONCENTRATION COURSES

Program Objective

This program is designed to train professional who are able to practically handle business operations such as manufacturing, service production and delivery, distribution and supply. Graduate will possess high analytical skills in optimization plans for operations decisions such as a new product development, supply chain capacity planning, process technology planning, factory automation, and production systems planning.

Career Prospects

There are millions of good jobs available in operations management and these positions offer substantial upward promotion potential. With an MBA degree you would occupy a top position and bypass some of the steps normally followed by BS graduates. You may enter the job market as a plant manager or a VP level person overseeing a broad range of operational tasks in a company. Ultimately, an operations manager has the opportunity to rise to become the Chief Operating Officer.

Course Structure

OSC 610 - Operations Management
 OSC 620 - Supply Chain Management
 OSC 630 - Transportation
 OSC 640 - Purchasing and Inventory Management
 OSC 650 - Logistics Management
 OSC 660 – Value Chain Analysis

Course Description

OSC 610 - Operations Management

Description: In today's business environment, the success of organizations depends on the effective and efficient management of operations. Methods to select, plan, and improve organizational processes will be examined. The application of optimal capacity decisions in supply chains, development production, and inventory plans and schedules will be performed. The student will learn quality management and improvement process to increase the efficiency of a process. A systemized phased approach to defining, planning, monitoring, and controlling projects will be investigated.

Objective: To acquaint the students with the fundamentals of management of operations and its role in achieving competitive advantage for the organization.

Content: Overview; Technology and process quality; Forecasting demand; capacity planning; managing process and facility; Ethical issues in operations

Outcome: By the end of the course, the students should be able to evidence a mastery of the fundamentals of management of operations and its role in achieving competitive advantage for the organization

OSC 620 - Supply Chain Management

Description: This course unit aims to provide a global understanding of strategic and operational techniques in international logistics and supply chain management contexts. The approach is the theoretical and more practical in style drawing on a multi-disciplinary approach that is grounded in political economy, finance, law, politics, economics, strategic management, operations and logistics.

Objective: The aim is to develop an understanding of sector-specific and emerging multidisciplinary and multiple stakeholder perspectives, as they relate to global supply chain management (SCM). As well as developing knowledge of how to tackle supply chain and logistical problems, a unique feature of the unit is its aim to improve the speed of problem solving.

Content: Concept and philosophy of SCM; Key contemporary issues in SCM; Purchase and vendor management; Recent issues in SCM

Outcome: Upon completion of the course, the students should be able to understand and manage the contemporary intricacies of SCM

OSC 630 - Transportation

Description: This course will develop your understanding of operational and strategic management issues that affect transport businesses; and explores these within their policy context. You will study the legal and operational management of freight transport, review the business structure of freight transport markets and examine why some businesses choose to outsource transport operations.

Objective: This course intends to expose the students to the intricacies of transportation and packaging.

Content: Course overview; Transport system – Evolution, Infrastructure and Networks; Freight Management; Modal Characteristics, Inter-modal Operators and Transport Economies; Packaging – Design considerations, Material and cost; Packaging as Unitisation; Consumer and Industrial Packaging; Legal and Ethical issues

Outcome: By the end of the course, the students should be able to manage the intricacies of transportation and packaging in the contemporary operations and supply chain industry.

OSC 640 - Purchasing and Inventory Management

Description: A big trend is for organizations to blend their operational functions under the umbrella known as supply chain management. Often, the first two functions to merge are purchasing and inventory management. So, as a purchasing professional, you must understand inventory management principles to remain valuable.

Objective: To enable the students manage purchasing and inventory profitably.

Content: Overview; Purchase specifications; selecting suppliers; price determination; buying strategy; price forecasting; Uncertainty issues; purchasing of capital equipment; international purchasing; Policy decisions; control; Discounting models; EOQ and EBQ; Probabilistic inventory models

Outcome: Upon completion of the course, the students should be able to manage purchasing and inventory profitably.

OSC 650 - Logistics Management

Description: The module investigates the tactical planning models needed to support corporate logistics goals. It outlines the principles underpinning effective production, inventory and distribution management. Coursework assessment is by means of a case study which enables you to relate your understanding of logistics processes to a real company. This is worth 40% of the module mark with the remaining 60% being assessed through an end of year exam.

Objective: This course aims familiarising students with the contemporary practice of logistics management.

Content: Overview; Infrastructure flows; Inventory management; Purchasing and vendor management; Cost, models and systems of logistics; Recent issues in logistics management

Outcome: Upon completion of the course, the students should be able to understand and management contemporary intricacies of logistics management.

PROJECT MANAGEMENT CONCENTRATION COURSES

Program Objective

A graduate program in project management entails that graduates are able to conceive, design, implement, and sustain projects as soon as they go out to the job market. The program schools students through the intense process of grant writing which forms one of the primary sources of project funding and sustainability. The program is geared towards creation of professionals with sound knowledge of Project Monitoring & Evaluation, Managing Project Risks & Teams, Contracts & Procurement and more.

Career Prospects

As might be expected, project management opportunities depend on the number of projects taking place. When the economy is booming, demand for PMs is usually high. When the economy is slow, look for opportunities in hot industry sectors, where a lot of projects are taking place. The advantage with an MBA degree is that you increase your chances whenever the demand is slow or limited. Very few people start in the field as full-fledged project managers. Most are offered an assistant position on a project management team and are assigned responsibility for one aspect of the work. As you gain experience, you may be assigned more and more tasks to manage, until you're ready to lead others in completing an entire project. Other newcomers start out with primarily technical jobs, creating, tracking, and updating the schedule using a software program; reviewing documents, and writing reports.

Course Structure (32 Credits)

PRM 610 - Project Management

PRM 620 - Contracts & Procurement

PRM 630 - Managing Project Risks & Teams

PRM 640 – Software Project Management

PRM 650 - Project Monitoring & Evaluation

PRM 660 - Project & Grant Writing

COURSE DESCRIPTION

PRM 610 - Project Management

Description: This course guides students through fundamental project management concepts and behavioral skills needed to success-fully launch, lead, and realize benefits from projects in profit and nonprofit organizations. Successful project managers skillfully manage their resources, schedules, risks, and scope to produce a desired outcome. In this course, students explore project management with a practical, hands-on approach through case studies and class exercises. A key and often overlooked challenge for project managers is the ability to manage without influence—to gain the support of stakeholders and access to resources not directly under their control. Special attention is given to critical success factors required to overcome resistance to change. We will review causes of project failure and how to mitigate risks through proper planning in the early phases of a new initiative.

Objective: This course focuses on project management methodology that will allow you to initiate and manage projects efficiently and effectively. You will learn key project management skills and strategies, and you will have the opportunity to apply this knowledge through assignments.

Content: Facing the challenge of change; Strategic Excellence in Project Management (Project Activation Management System – PAMS); Project Start-up; Preparation for Launch; Implementation; Monitoring and Evaluation.

Outcome: Upon completion of the course, participants should be able to:

1. Understand project management design, development, and deployment
2. Use project management tools, techniques, and skills
3. Employ strategies to address the ubiquitous issue of resistance to change
4. Align critical resources for effective project implementation
5. Understand the implications, challenges, and opportunities of organizational dynamics in project management
6. Identify and use key performance metrics for project success
7. Understand how to manage project cost, quality, and delivery
8. Engage and lead effective project management teams in your organization
9. Impart project management knowledge, tools, and processes to your colleagues
10. Recognize and mitigate the early seeds of failure in the project life cycle

PRM 620 - Contracts & Procurement

Description: This course will explore Procurement Management and its relationship with the *PMBOK® Guide*, the knowledge areas and process group. Participants will appreciate contract and procurement management and its fit into the project life cycle. They will understand the various types of contracts, and the components of a contract, learn of the different methods and processes for resolving disputes and requirements of adequately closing a project.

Objective: To enable the students properly deal with the contemporary issues related to contracts and procurement.

Content: Overview; Procurement documentation; Bidding; Contract Administration; Key Contract Clauses, Bonds and Dispute Resolution; Contract Closure

Outcome: By the end of the course, the students should be able to effectively deal with issues related to contracts and procurement.

PRM 630 - Managing Project Risks & Teams

Description: Project risk management is the process of identifying, analyzing and then responding to any risk that arises over the life cycle of a project to help the project remain on track and meet its goal. Managing risk isn't reactive only, it should be part of the planning process to figure out risk that might happen in the project and how to control that risk if it in fact occurs. This is crucial in contemporary project management.

Objective: To identify how business regularly uses project management to accomplish unique outcomes with limited resources under critical constraints; and equally explores various ways to identify, analyse and mitigate the full range of project risks.

Content: Overview of project management; Functional manager versus project manager; the project team; Drivers of project success; Project planning and coordination; Risk assessment matrixes and project control; Project risk mitigation.

Outcome: Upon completion of the course, the students should be able to identify, analyse, and mitigate the full range of project risks.

PRM 640 - Project Management Software

Description: Review software project management and discuss the latest approaches, methodologies and standards of software development. You learn to evaluate initial development costs and schedules; define test and prototype activities; determine risk management approaches; and manage the full software life cycle from the proposal stage to the retirement stage. This course is intended for software managers and principal computer scientists.

Objective: To zoom in on the issues crucial to the development of good quality software.

Content: Overview of software development; life cycle models; requirements analysis and specification; testing; software size and cost estimation; software quality assurance; software configuration management; software risk management; modern software development; global software development.

Outcome: By the completion of the course, the students should be able to deal with the intricacies of managing the development of good quality software.

PRM 650 - Project Monitoring & Evaluation

Description: This course introduces students to the terminology, critical issues, and current debates in the field of M&E. In this course, the student will gain the skills necessary to design M&E plans that reflect the circumstances and parameters related to different social impact and development projects. Working with an M&E professional, students will learn how to develop Log Frames and Performance Monitoring Plans (PMPs), the major documents that funders and implementers use to monitor and evaluate projects. Participants will follow the development of Log Frames and PMPs through the input, process, outcome and impact phases of projects. Guest lecturer practitioners will appear in the course to give advice on working in developing country and post conflict environments.

Objective: To equip the students with the skills necessary to design M&E plans that reflect the circumstances and parameters related to different social impact and development projects

Content: Essentials of M&E; Indicators and Outcome Monitoring; Monitoring Tools; Getting partners involved; Project review; Compliance and Evaluation Planning; Managing M&E Feedback

Outcome: Upon completion of the course, the students should be able to design and implement M&E plans that reflect the circumstances and parameters related to different social impact and development projects.

PRM 660 - Project & Grant Writing

Description: Developing effective grant writing skills are essential to acquire competitive funding from government agencies and private foundations. Writing a successful grant proposal is a blend of art and science. It requires basic knowhow, content knowledge, writing proficiency, strong research skills, creativity, organizational ability, patience, and a great deal of luck. This course will provide students with the background necessary to develop a competitive funding proposal; to evidence their skills in "Grantsmanship".

Objectives: To provide the basic skills, principles and techniques of successful grant writing.

Content: Components of an application; Helpful tools and resources; Strategies for proposal development; Identifying potential funding sources; Interpreting grant guidelines, RFP, RFA; Budgeting; Grant Review Process; Ancillaries

Outcome: Students completing the course will be able to:

1. Demonstrate a commendable understanding of the fundamental components of a grant proposal such as the abstract or summary, background and significance, specific aims/goals and objectives, project design and methods, sustainability, assessment, broader impacts, dissemination, budget, budget justification, and cover letter as well as the overall grant submission process.
2. To locate available funding opportunities.
3. Develop the skills needed to develop competitive grant proposals.
4. Prepare a complete grant proposal to an agency of their choice.

SUSTAINABLE DEVELOPMENT CONCENTRATION COURSES

Program Objective

This program graduates experts that will manage businesses that maximize profits but minimize harm to the society and the environment. Professional graduates will be able to transform environmental challenges to business opportunities that are helpful to both shareholders, stake holders and consumers. Hence, the course is geared to the optimal realization of the profits in organizations, while societal and environmental values remain uncompromised.

Career Prospects

MBA in SD equips you with some very specific skills according to your particular wide range of transferable skills. Typical employers for SD graduates, at postgraduate level, include local authorities, the Environment Agency (EA) and the Department for Environment, Food & Rural Affairs (DEFRA), environmental monitoring organizations, environmental consultancies, and charitable trusts such as National Trust and The Wildlife Trusts.

Environmental scientists working in sustainable development use their knowledge of ecology, chemistry and microbiology to research and promote regulations that prevent health and environmental hazards. Typical duties include data collection and analysis, as well as environmental policy review and implementation. Often, conservation scientists will work with various levels of government, as well as property owners like farmers and ranchers, in order to coordinate improved land usage for recreational and agricultural purposes alike. Landscape architects design areas, such as gardens, playgrounds, parks and campuses with an eye towards not only beauty and functionality, but also being environmentally friendly as well. This entails coordinating with other architects, engineers and surveyors to plan out the best possible placement of roads, walkways, plants and buildings. Therefore, landscape architects may also be involved in the process of securing funding and dealing with clients.

Course Structure

DEV 610 - Fundamentals of Environmental Pollution & Control

DEV 620 - Conflict Management & Natural Resources

DEV 630 - Natural Resources & Sustainable Development

DEV 640 - Environment & Development

DEV 650 - Comparative Environmental Law

DEV 660 - Political Economy

COURSE DESCRIPTION

DEV 610 - Fundamentals of Environmental Pollution & Control

Description: The course has been designed to improve the understanding of the students about different pollution control strategies and the skills of application of remediation techniques to combat pollution in three environmental compartments i.e. air, water and soil. The course will also be dealing about the sources of pollution in air, soil, water, solid-waste and noise and the impacts these sources on the environment and health. In addition, the students will be given the training to develop the particular skills required in pollution related structured research.

Objectives: To enable the students assess air, water and soil pollution

Content: Environmental management and pollution control strategies; Air pollution and control; Methods of waste reduction; Soil pollution and control; Noise pollution;

Outcome: Upon completion of the course, the students will be able to:

1. Distinguish between various methods of air pollution analysis;
2. Understand air pollution sampling and measurement;
3. Perform water quality analysis and measurement of soil contamination.

DEV 620 - Conflict Management & Natural Resources

Description: Conflicts over natural resources and the environment are ubiquitous. The purpose of this course is to examine the causes, dynamics and consequences of natural resource conflicts, as well as the range of possible approaches to prevent and resolve such conflicts. The course will consider the merits of conventional approaches to manage natural resources conflict, and emphasize the theory and methods of collaboration. It will conclude by considering innovations in the theory and practice of natural resources conflict resolution.

Objective: To critically examine the established theory and methods as well as cutting-edge ideas, methods and practices in Natural Resources Conflict Management.

Content: Causes, dynamics and consequences of natural resource and environmental conflicts; Prevention and management approaches; Prospects for public engagement, dialogue, and conflict resolution; Process management; Current trends

Outcome: By the end of the course, students will be able to:

1. Understand the causes, dynamics, and consequences of natural resource and environmental conflicts;
2. Understand the range of possible approaches to prevent and manage such conflicts;
3. Gather appropriate information and assess the need for public engagement, dialogue, and conflict resolution;
4. Design public processes that are inclusive, informed, and deliberative;
5. Adapt these principles to public participation, community-based collaboration, administrative rulemaking, environmental impact assessment, land-use and resource planning, and legislative policymaking;

6. Participate effectively in multi-party public processes;
7. Understand the role and value of process managers (facilitators and mediators);
8. Adapt the principles and strategies to science-intensive public issues; intractable public disputes; regional, trans-boundary issues; and dispute systems design;
9. Understand the implications of current trends in citizen participation, deliberative democracy, and the governance of natural resources.

DEV 630 - Natural Resources & Sustainable Development

Description: The main objective is to see natural resource use and management in developing countries from a socio-ecological perspective. The main focus is on land, water and biological resources in the light of climate change and variability. Through individual and group work, students will be able to critically examine the current use/misuse of natural resources in relation to development. Students will acquire the necessary knowledge and concrete skills to understand physical processes and to analyse interactions between human agency and natural systems. The course will introduce the idea in ecological economics of provisioning, regulating and cultural ecosystem services (such as biodiversity, carbon storage, pollination and water purification.) as well as theories and concepts in political ecology and critical human approaches. The course will prepare the student to use this knowledge for promoting sustainable use and management of natural resources in a professional role, such as that of policymakers, trainers or practitioners in government agencies, private firms or NGOs.

Objective: To equip the students with the skills and abilities necessary to effectively employ the concepts, theories and methods of natural resource use and management

Content: Use and Management of Land, water and biological resources; environmental concerns; climate change and methods of assessing and handling data related to natural resources in a development context

Outcome: By the end of the course, the students should have developed the skills and abilities necessary to effectively employ the concepts, theories and methods of natural resource use and management

DEV 640 - Environment & Development

Description: This course explores environment – development relationships. What are the environmental “services” upon which development is dependent? In what respects has development resulted in the degradation of environmental resources? What are common-property resources? Is population growth the main cause of environmental decline? What sorts of politics have environmental issues generated? What are some of the instruments proposed for pursuing environmental policy goals? Do international environmental accords bring results? Is sustainable development a reasonable goal or a contradiction in terms? These are some of the questions the course will consider. The readings will provide students with an introductory level of understanding of basic principles that inform the analysis of environment -development relationships and basic principles for understanding the complexity of biophysical and socio-political interactions from a specifically developmental perspective.

Objective: To develop a critical appreciation of the intricacies of the environment-development dynamics.

Content: Management of the commons; Land use and forests; Water; Biodiversity; agriculture and the environment; Mining and the environment; Energy and the environment; Ecotourism; Sustainable development; Population, consumption and the environment; Global Eco-Politics

Outcome: At the successful completion of this course students will be able to:

1. Comprehend the complexity and various forms and dimensions of development and environmental issues;
2. Understand how global capitalism and economic processes shape environmental change and policies;
3. Critically assess the politics of sustainability;

DEV 650 - Comparative Environmental Law

Description: This course focuses on federal and state environmental laws. Topics include pollution control, waste management, and cleanup of contaminated land and water. The course explores legislative policy and regulatory decisions as well as enforcement issues. We will give attention to questions of environmental justice and to the strategic use of legal tools in working to ensure safe and healthy surroundings for diverse groups of people.

Objective: The objective of the course is for students to develop a solid understanding of the major features of environmental law and the role of different actors in it through a study of it from a comparative perspective.

Content: Theoretical bases for environmental protection; air Pollution regulation; water pollution regulation; Solid waste regulation; Hazardous and toxic waste regulation; cross-cutting environmental regulatory issues

Outcome: On the completion of this course students should be able to demonstrate a mature understanding of the basic features and complexities of environmental law and how to approach a comparative study of the same.

DEV 660-Political Economy

Description: Addresses international political economy and how we can understand the phenomenon of globalization. Introduces the interaction between international politics and international economics in industrial countries and in developing countries. Covers several theoretical approaches to international political economy.

Objective: To expose the students to the contemporary issues in political economy

Content: Then analysis some of the classic issue areas of international trade relations; foreign direct investment and outsourcing; the international monetary and financial system and the role of international institutions; debt and financial crises; and poverty and inequality. Concludes with analysis of how international political economy issues relate to governance, development, and the politics of economic reform.

Outcome: Upon completion of the course, the students will be able to demonstrate a firm grasp of the contemporary intricacies of the political economy

MASTER OF PUBLIC ADMINISTRATION

Upon completion of studies at the MPA level, a student is expected to have had at least 48 credits. These are divided into general course (4 credits), core courses (16 credits) and concentration courses including Internship and a Master's Thesis (28 credits).

DEPARTMENT OF PUBLIC ADMINISTRATION

The Department of Public Policy offers MPA concentrations such as Criminal Justice Administration, Human Rights, Peace & Conflict Studies and Public Security Administration. But all students in this department must take the following concentration courses irrespective of their of their concentrations.

Core Courses

Everyone studying for the MPA at SMHI must take the following 4 core courses to make up 16 credits. All courses carry four credits. The courses include:

COURSE STRUCTURE

PAD 610: Political Philosophy

PAD 620: Political Economy, Development & Globalization

PAD 630: Public Law & Ethics, & Corporate Social Responsibility

PAD 640: Political Science

PAD 610: Political Philosophy

Apart from introducing the student to philosophical questions, making them aware of how some of history's greatest philosophers have approached those questions and what they have had to say about them, it concentrates on political philosophy. Here, various political philosophers will be studied and their theories of the state analysed.

PAD 620: Political Economy, Development & Globalization

Explores the basic philosophical, psychological, political, and economic underpinnings of contemporary public policy, with an emphasis on the United States. Considers the core philosophical and political theories of conservative, liberal, and radical political economy and examines the economic structures consistent with these competing theories.

PAD 630: Public Law & Ethics, & Corporate Social Responsibility

Corporate Social Responsibility (CSR) is becoming an expected element of business strategy. This course critically evaluates CSR from a number of perspectives, drawing on material from a variety of different

disciplines. Students analyze the emergence of CSR, its theoretical basis, the business case for the adoption of CSR programs, as well as the social impacts of such policies. The opening lectures of the course focus on globalization and international labor standards, and provide an understanding of how CSR relates to international regulatory institutions such as the International Labor Organization. Subsequent lectures focus on the different aspects of CSR mentioned above, as well as topics such as comparative CSR. In terms of the impact and design of CSR policies, the course mainly focuses on issues relating to labor standards, but supplementary material on sustainability is also included. As well as traditional academic readings and case studies, students will critically examine publically available material such as corporate policies and reports. Seminars will follow a mixture of formats including group activities and presentations. The course will include one lecture from a CSR professional

PAD 640: Political Science

This introduction addresses the discipline, fields, concepts, and methods of political science, the ideologies that have shaped politics, and the institutions through which politics is conducted. The course does a comparative study of the various forms of government in Presidential and Parliamentary regimes.

CONCENTRATION COURSES:

Each student is required to choose at least 6 concentration courses in area of specialty including an Internship and a Master's Thesis.

CRIMINAL JUSTICE ADMINISTRATION CONCENTRATION COURSES

Program Objective

This MPA program deals with a general overview of the criminal justice system including a description of the major agencies: police, prosecution, courts, and corrections, and an analysis of their interdependence in the criminal justice process. The program develops high critical skills in Policing, Courts and Criminal Procedure, Terrorism, Juvenile Justice and Delinquency

Career Prospects

Individuals interested in the criminal justice administration field will find several job options available, such as police officer, detective and lawyer. Most law enforcement officers are employed in criminal justice departments at the local, state and federal levels; however, options are also available in the private sector or with security companies. Lawyers may be employed with county, state and federal governments as prosecutors or defense attorneys or as staff attorneys. There are many career paths that a person with a Criminal Justice Degree can choose from. Here are some job titles that former graduates with Criminal Justice Degrees hold. Use this as an ideas list, remember that it represents some, but certainly not all of the careers you might consider. Some careers may take additional schooling. Airport Security Officer, FBI Agent, Bailiff, Social Worker, Secret Service Agent, Detective, Criminologist are some examples.

Course Structure

CRI 610 - Juvenile Justice and Delinquency
 CRI 620 - Courts and Criminal Procedure
 CRI 630 - Terrorism
 CRI 640 - Policing
 CRI 650 - Criminology
 CRI 660 - Topics in Criminal Justice Administration
 CRI 670 – Elective***
 CRI 680 – Elective***
 CRI 693 – Criminal Justice Administration Internship
 CRI 660 - Master's Thesis in Criminal Justice (8)

CRI 610 - Juvenile Justice and Delinquency

Introduces students to the history, structure, processes, and philosophies of juvenile justice systems in the United States. Responses to juvenile offenders-ranging from prevention and diversion to institutional corrections and aftercare-are explored in the context of youth policy generally. Focuses on contemporary issues and controversies (system fragmentation, changing conceptions of juvenile offenders, lack of a coherent justice

system rationale, racial and gender bias in processing and confinement, and proposals to abolish the juvenile court).

CRI 620 - Courts and Criminal Procedure

One of the main components in the administration of criminal justice is criminal procedure. In this module we will look at the key players, namely the State and its agents, the police and the prosecutors, the suspect or the accused, the court system, etc. Main principles such as presumption of innocence, proper arrest, obtention of evidence, accessibility of court and trial, etc. will be discussed here. You will be able to define all concepts used in this course as well as to apply them to legal situations. You will be expected to submit at least one assignment and write two tests (minimum) during this second semester

CRI 630 - Terrorism

This course helps the student in understanding terrorism as a political crime. The focus includes an examination of the social, political, and psychological aspects of terrorist behavior.

CRI 640 - Policing

This course will provide the student with an overview of the philosophy and history of policing in America. Students will learn about personnel and management issues related to policing. Students will also be exposed to topics including police discretion, police use of force, civil liability, police culture, and the impact of the war on terrorism on police operations and practices.

CRI 650 - Criminology

The course examines the nature, structure and administrative processes of criminal justice organizations, as well as the individuals and groups in the police, courts, and corrections fields. Through readings, the students will apply their knowledge from previous criminal justice classes to analyze personnel roles and functions, principles of organizations and administration and special challenges and issues spanning the justice system.

CRI 660 - Topics in Criminal Justice Administration

A variable content classroom course in Criminal Justice Administration in which students pursue topics or subjects of current interest that are not part of the regular curriculum. A specific course description will be published online in the Course Schedule for the trimester the course is offered.

CRI 693 – Criminal Justice Administration Internship

The internship is the culminating exercise required of all pre-service MPA students. Four credit hours will be awarded for this course upon completion of a minimum of 12 weeks (20 hours per week) at an approved location. Completion of the internship includes a final paper that summarizes how the internship objectives were met and an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional. Emphasis will be placed on actual issues and problems faced by practicing administrators

CRI 660 - Master's Thesis in Criminal Justice

Directed research allows the students an opportunity to conduct an independent research project or examine a specific area of interest under the mentorship of a professor. This course also equips students to conduct the types of research and information-gathering in Criminal Justice. Students will submit a proposal to formulate and develop a project. Students are expected to defend a master's thesis before graduation of not less than 50 pages.

HUMAN RIGHTS, PEACE & CONFLICT STUDIES CONCENTRATION COURSES

Program Objective

This program provides a graduate-level introduction to the interdisciplinary field of peace and conflict studies, its relationship with other academic disciplines, and careers in the field of conflict resolution. It draws upon a variety of disciplines, especially in the social sciences, to examine the interrelationship between personal, collective, national and global levels of violence and war and efforts to reduce it. Course objectives include familiarity with the causes, symptoms and dynamics of conflict, violence, and war (from interpersonal to global) and conflict resolution

Career Prospects

Since the end of the cold war, there has been growing demand for experts in Human Rights, Peace and Conflict resolution. a degree in this field offers employment in both the public, business, non-governmental and international organizations. A growing number of bodies are addressing issues concerning conflict management, rehabilitation, human rights and security from an analytical and field study operations. these agencies offer a variety of specialized employment opportunities. The use of English as a working language in this sector is of added advantage.

Course Structure

HPC 610 - Ethics & Human Rights
 HPC 620 - Justice & Peace Studies
 HPC 630 - Global Politics & Human Rights
 HPC 640 - Religion, Culture & Society
 HPC 650 - Funding of Human Rights Activities
 HPC 660 - International Law
 HPC 670 – Elective***
 HPC 680 – Elective***
 HPC 693 - Human Rights, Peace & Conflict Studies Internship
 HPC 698 - Master's Thesis in Human Rights, Peace, & Conflict (8)

Course Description

HPC 610 - Ethics & Human Rights

This course will address the topics of ethical and moral values as they pertain to the criminal justice system. Topics covered will include ethics and the police, racial discrimination in the criminal justice system, the purpose of punishment, ethics in corrections, and the ethics of criminal justice policy making. This course presents ethical issues that arise in the three major areas of criminal justice- police, courts, and corrections. General philosophical theories of ethics as well as Codes of Ethics that operate to control the institutional and personal behavior of police, courts and correctional systems.

HPC 620 - Justice & Peace Studies

This course is a survey of major theories of peace and justice from an interdisciplinary. Topics include: violence, refugees, peace-building, theology, sociology, and politics. Emphasis may include ancient Greek philosophy, biblical, liberation theories, contemporary theories justice, Catholic social tradition and others.

HPC 630 - Global Politics & Human Rights

This course will investigate the role of human rights in global politics today. The course will partially be framed by the debate over the balance between human rights and state sovereignty. It will address both empirical and normative concerns—both the is and the ought. It will examine a variety of issues related to human rights, such as universality, genocide, and armed conflict, and how the international community responds to them. The course concludes by reflecting on how states and the international community can protect human rights and punish those who violate human rights.

HPC 640 - Religion, Culture & Society

Religion, culture and society have long had far-reaching influence on educational, political and social issues. On this course, you'll stretch your intellect and defy your prejudices as you explore the conflicting relationships between religion, culture and society - how relevant are the fundamental principles of many belief systems when applied to modern-day life? You'll graduate with an understanding of religious culture and traditions from major UK faiths and how they interact with each other - and because you'll study several subject disciplines, you'll have a deep knowledge base to draw on in your future career.

HPC 650 - Funding of Human Rights Activities

The course identifies and highlights on possible avenues of funding human rights activities. The examines the general principles of grant writing. The course highlights possible areas of human rights violation and how funds can be secured to enhance the respect of human rights.

HPC 660 - International Law

This course aims at doing a detailed analysis of law governing public power in countries. The course stresses theoretical and contextual critical analysis of contested topics such as constitutionalism, federalism, rights discourse, the proper roles of constitutional courts, legislature and executive, and mechanisms of executive accountability.

HPC 693 - Human Rights, Peace & Conflict Studies Internship

The internship is the culminating exercise required of all pre-service MPA students. Four credit hours will be awarded for this course upon completion of a minimum of 12 weeks (20 hours per week) at an approved location. Completion of the internship includes a final paper that summarizes how the internship objectives were met and an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional. Emphasis will be placed on actual issues and problems faced by practicing administrators

HPC 660 - Master's Thesis in Human Rights, Peace, & Conflict

Directed research allows the students an opportunity to conduct an independent research project or examine a specific area of interest under the mentorship of a professor. This course also equips students to conduct the types of research and information-gathering in Human Rights, peace and Conflict studies. Students will submit a proposal to formulate and develop a project. Students are expected to defend a master's thesis before graduation of not less than 50 pages.

PUBLIC SECURITY ADMINISTRATION CONCENTRATION COURSES**Program Objective**

This advanced MPA program is designed to train professionals on issues relating of public security, in terms of homeland security and terrorism. The program seeks to blend theory and practice and to produce graduates with a sound theoretical base to handle today's complex public security issues. Practical examples are drawn from current national and international disputes.

Career Prospects

With increase threats in terrorism and information technology leakages, the field of Public Security Administration is rapidly growing as government offices at all levels are now focusing on safety issues. There are a wide range of employment opportunities available for Public Security Administration. You can work as security personnel, law enforcement and public safety administrator, private security guard, private investigator. there are job opportunities in both governmental and international organizations that deal with general security.

Course Structure

SEC 610 - Public Security
 SEC 620 - Principles of Information Security
 SEC 630 - Terrorism & Policing
 SEC 640 - Ethics in the Criminal Justice System
 SEC 650 - Emergency Management and Homeland Security
 SEC 660 - Security Operations Theory and Practice
 SEC 670 - Topics in Public Security Administration
 SEC 693 - Public Security Administration Internship
 SEC 698 - Master's Thesis in Public Security Administration (8)

Course Description**SEC 610 - Public Security**

Introduces the fundamental principles of designing and implementing secure programs and systems. Presents and analyzes prevalent classes of attacks against systems. Discusses techniques for identifying the presence of

vulnerabilities in system design and implementation, preventing the introduction of or successful completion of attacks, limiting the damage incurred by attacks, and strategies for recovering from system compromises. Offers opportunities for hands-on practice of real-world attack and defense in several domains, including systems administration, the Web, and mobile devices. Presents the ethical considerations of security research and practice.

SEC 620 - Principles of Information Security

Examines the field of information security to prepare information systems students for their future roles as business decision-makers. The course presents a balance of the managerial and the technical aspects information security. The concepts covered in this course should be helpful for students working towards the Certified Information Systems Security Professional (CISSP) certification.

SEC 630 - Terrorism & Policing

This course provides an overview of modern terrorism and its evolution, focusing on terrorist movements, groups and incidents in many parts of the world over time. The readings will provide a framework for understanding the theory behind terrorism, its roots, goals, and ideologies, as well as its relation to governments, the media and the public.

SEC 640 - Ethics in the Criminal Justice System

Examines the various dynamics of ethical behavior. Focuses on ethics in justice policy, administration, and research and the impact on individuals and society. The course examines the respect of individual rights in all criminal proceedings and judgements.

SEC 650 - Emergency Management and Homeland Security

The course provides a detail examination of threats to homeland security from terrorism, weapons of mass destruction and other related risks and vulnerabilities. it examines private and public strategies in responding to these threats. the course examines some cases studies in relation to homeland security.

SEC 660 - Security Operations Theory and Practice

This course seeks to bring a blend between theory and practice in security operations. the course highlights the discrepancies and paradoxes that arise from theoretical positions and what actually takes place in the field of security operations.

SEC 670 - Topics in Public Security Administration

This course offers a critical reflection and analysis of major topics in public security administration. Comparative analysis are made on how these issues are handled on the international scene. Topics are highlighted from the political, economic, religious and cultural threats to public security.

SEC 693 - Public Security Administration Internship

The internship is the culminating exercise required of all pre-service MPA students. Four credit hours will be awarded for this course upon completion of a minimum of 12 weeks (20 hours per week) at an approved location. Completion of the internship includes a final paper that summarizes how the internship objectives were met and an oral presentation that demonstrates how the candidate's internship has developed him/her as a public service professional. Emphasis will be placed on actual issues and problems faced by practicing administrators

SEC 670 - Master's Thesis in Public Security Administration

You must complete a satisfactory thesis to be awarded a Master's degree. This piece of work, undertaken in the last semester gives you the opportunity to apply the techniques and theories you have learned during the taught modules. Thesis topics reflect the expertise of your lecturers and you may be asked to choose from a list of options. Supervision often starts with small groups of students studying similar topics meeting with their supervisors, who then guide students in deciding on the focus for their individual Thesis. The Thesis itself normally consists of a literature review followed by a piece of empirical work, involving either qualitative or quantitative research.

MPA ELECTIVE COURSES DESCRIPTION

Students reading Public Administration may choose elective courses out of the major area of concentration but within the entire Public Policy program. Elective Selection provides an organizational framework to help students explore areas of professional interest which are secondary but most important to their major areas of concentration. Hence elective courses are chosen in consultation with faculty, students, recruiters and alumni. Designed to provide clearer direction in course selection, career tracks allow students to choose electives that best match their secondary career goals. Note should be taken that the choice of the secondary concentration for elective courses is not done by chance. As already mentioned this depends on some factors such as relationship with the first and major concentration, student's career goals, faculty, employers and alumni consultations