

HARVEST UNIVERSITY, ZAMBIA



Curriculum and Syllabus

for

Bachelor of Business Administration (B.B.A)

For HARVEST UNIVERSITY

Main Campus

P. O. Box 37866, Buluwe Road, Woodlands, Zambia.

Contacts: +260 232650/51; +260 979341219; +260 955231149

E-Mail: info@harvestuniversity.edu.zm

THE POWER, THE KINGDOM, THE GLORY.



MINISTRY OF HIGHER EDUCATION
HIGHER EDUCATION AUTHORITY

The Higher Education Act No. 4 of 2013

**APPLICATION FOR ACCREDITATION OF HIGHER EDUCATION
 LEARNING PROGRAMMES IN ALL PUBLIC AND PRIVATE
 HIGHER EDUCATION INSTITUTIONS**

(Part IV, Section 20 (h), Statutory Instrument No. 25 of 2016)

A. INSTRUCTIONS

A Higher Education institution applying for Accreditation of Higher Education Learning Programmes should send this Application Form to:

The Director General,
 Higher Education Authority,
 P.O. Box 50795, Ridgeway

Dedan Kimathi Road, Mukuba Pension House **LUSAKA.**

Each application must be accompanied by proof of payment of the fees for Accreditation of a Learning Programme of **K5,000 per programme.**

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B. ADMINISTRATIVE DATA

Name of Higher Education Institution	HARVEST UNIVERSITY
Contact details for the Higher Education Institution Physical Address	HARVEST UNIVERSITY LUSAKA
Postal Address	Plot No 9027, Buluwe Road, Woodlands Lusaka.
Telephone Numbers	0975759463
Fax Number	-
E-mail Address	Insingo@harvest.edu.zm
Contact Person	Mr. Lloyd Nsingo
Designation of Contact Person	REGISTRAR

ABBREVIATION & ACRONYMS

CA	:	Continuous Assessment
CGPA	:	Cumulative Grade Point Average
COE	:	Controller of Examinations
DVC	:	Deputy Vice-Chancellor
GPA	:	Grade Point Average
HOD	:	Head of Department
IPT	:	Industrial Practical Training
TP	:	Teaching Practice
ZQF	:	Zambia Qualification Framework

Assessment : The sum of methods and processes used to evaluate the attainments of (Knowledge, Know-how, Skills and Competencies) of an individual leading to a Certification.

Certificate : A document stating that a learner has earned a qualification from an accredited institution or an awarding body.

Competence	: Proven ability to use knowledge, skills, personal, social and methodological abilities in work or study situations and in professional and/or personal development. Competence include: <ul style="list-style-type: none"> i. Foundational competence involving the use of theory and concepts, as well as informal tacit knowledge gained through experience; ii. Practical competence representing those things that a person should be able to do when they are functioning in a given area of work, learning or social activity; iii. Reflexive competence involving the possession of certain personal and professional values.
Continuing Professional Development	: The means, by which persons at work maintain, improve and broaden their knowledge and skills and develop personal qualities required in their professional lives.
Curriculum	: A comprehensive description of a study programme, which includes learning objectives or intended learning outcomes, contents and assessment procedures, as well as arrangements for training teachers and trainers.
Degree	: A qualification from an accredited institution, at level 7, 9, and 10 of the Zambia Qualifications Framework.
Descriptors	: A set of criteria defining the knowledge, skills and competencies required.
Level Descriptors	: Specifications of generic standards or intended learning outcomes with regard to a certain level of the Zambia Qualifications Framework.
Diploma	: A qualification from an accredited institution, at level 6 of the Zambia Qualifications Framework.
Discipline	: A particular area or subject of study provided by a training provider.
Entrepreneurship	: The ability of setting up business and business deals.
Formal Learning	: Learning that occurs in an organized or structured environment and is explicitly designated as learning in terms of objective, time and resources and leading to certification.
Informal Learning	: Learning resulting from daily activities related to work. It is not organized or structured in terms of objectives, time or learning support.
Innovation	: The implementation of creative ideas or new products.
Knowledge	: The outcome of assimilation of information through learning. It is the body of facts, principles, theories and practices that is related to a field of study or work.
Learning	: A cumulative process where individuals gradually assimilate increasingly complex and abstract entities and/or acquire skills and wider competencies. This take place in both formal and informal learning settings.

- Learning Outcome : The set of knowledge, skills and competencies that an individual has acquired and is able to demonstrate after completion of a learning process.
- Level : A threshold standard of achievement in a Qualifications Framework.
- National Qualifications Framework : A national system for the classification of qualifications according to set of criteria and levels of learning achieved.
- Qualification : An award granted for successful completion of a programme of study and is the formal outcome of an assessment and validation process which is obtained when a competent body determines that an individual has achieved pre-determined learning outcomes to pre-determined standards.
- Quality : Inherent or distinctive characteristics or properties of a process denoting of achievement or excellence.
- Quality Assurance : the process by which an institution maintains the quality of its provision through planned and systematic methods and actions.
- Recognition : The process of granting official status to skills and competencies either through the award of certificates or through the grant of equivalencies, including the acknowledgement of the value of skills and competencies by economic or social stakeholders.
- Skill : The knowledge and experience needed to perform a specific task or job.
- Stakeholder : A person or organization that has legitimate interest in a concept, programme, project or entity.
- Training : Systematic instruction and programmes of activities and learning for the purpose of acquiring skills for particular occupations.

C2. Details of Higher Education Learning Programmes

Programme Reference Number	200
Name of Learning Programme	BACHELOR OF BUSINESS ADMINISTRATION

C2.1 Programme Aims and Objective

C2.1.1 Introduction

Harvest University is a private Christian university established in July, 2014 by Rev. Dr. Kenneth J. Banda, initially as a School of Theology & Missions, under the name Harvest Institute of Missions University (HIMU). The primary focus then was on training Pastors and conducting Research and Consultancy in Cross-Cultural Missions and African Traditional Religions. Harvest University is committed to creating and disseminating knowledge leading to academic and research excellence.

Harvest University is a Zambian higher education institution of learning having its principal place of business at Plot No. 9027, Buluwe Road, Woodlands, P.O. Box 37866, Lusaka. It is a

private university registered with the Higher Education Authority (HEA) in accordance with the Higher Education Act No.4 of 2013. The University has since evolved and expanded its scope of programmes aiming at achieving recognition not only as a leading higher education institution, but also as a university of excellence and research prepared to adequately serve the society and the region through the provision of quality and relevant demand driven programmes. Harvest University is currently enrolling the students in School of Business Studies, School of Theological Studies & Missions, School of Health Sciences and School of Education.

MISSION STATEMENT

Harvest University is committed to creating and disseminating knowledge leading to academic and research excellence.

VISION

A University that thrives on Christian Values and fosters life-long academic excellence.

OUR VALUES

- Quality and Excellence
- Trust and Respect
- Academic freedom
- Research, Innovation and Creativity
- Academic integrity
- Freedom of Expression and Stewardship
- Moral and spiritual development
- Produce a well-rounded and ethical citizen of Zambia
- Accountability

C2.1.2 Rationale

The recent trends of globalization and liberalization of local and international economies have had a profound effect on both public and private sector organizations. In order to respond to these changes, organizations require professionals with appropriate knowledge and skills necessary for efficient and effective planning, development and management in the competitive changing economic environments. The Bachelor of Business Administration addresses the need to develop individuals with essential knowledge, skills, techniques and understanding for the business managerial careers. The program is designed to meet the educational and technical needs of business professionals.

The Bachelor of Business Administration programme is unique because its contents translate into the making of men and women who are able to analyze and provide solutions to business problems facing local and international context. In this vein, the programme instructs students on how they can analyze, understand, plan and implement effective changes to business operations and organizational design to ensure business success in a competitive and demanding business environment.

It is the principal academic degree in business and the only undergraduate degree recognized for providing in-depth and up to date information on the key trends, changes of the global business environment. By focusing on core disciplines in the field, the program enables the

obtaining of a comprehensive overview on developing oneself professionally for careers in international business.

To ensure success of the programme, emphasis will be on capacity building. The Bachelor of Business Administration Programme will be supported by various departments through integration of basic concepts in various programmes that complement each other. Because of the complexity in Business this integration will help students to understand business administration and other general management issues in a holistic manner.

The programme is designed to provide students with knowledge of the theoretical issues involved in the field of business whilst helping them to develop a range of practical knowledge that will enable students to develop distinctive capabilities in the dynamic business environment.

Harvest University is therefore, intends to complement government's efforts in providing an opportunity to potential students in accessing higher education, in general, and Bachelor of Business Administration (BBA), in specific.

C2.1.3 Aims of the programme

The aim of this programme is to produce business graduates for the public and private sectors who will push organisations to greater heights with modern business strategies. The programme also seeks to contribute to the development of competent technocrats who will contribute to national development.

C2.1.4 Objectives of the programme

By the end of the program learners should be able to;

1. Explain the role of management functions and roles in general business enterprise management.
2. Apply the three steps of target marketing: market segmentation, target marketing, and market positioning;
3. Different situations in the competitive environment how they affect choices in competitive and scarce resources;
4. Describe the entrepreneurial and innovative practices that can lead to business growth and sustenance.
5. Describe the steps in the new-product development (NPD) process;
6. Describe the roles of advertising, sales promotion, public relations, personal selling, and direct marketing in the promotion mix;
7. Compare and contrast integrated marketing communications with a non-integrated approach to the promotional mix.

8. Illustrate how the international trade system, the economic, political-legal, and cultural environments in a foreign country affect a company's international marketing decisions.
9. Demonstrate competence in conducting business research and publish the findings.
10. Demonstrate competence in strategic management and in corporate and governance ethics.

C2.2 Curriculum

C2.2.1 Programme Learning Outcomes

The key learning outcomes of this programme are:

- a) Develop an applied knowledge base of the financial and managerial accounting tools and techniques as well as a working ability to demonstrate the value of such to the business world at large.
- b) Have a working knowledge of the principle concepts and analytical tools used in finance and understand the role of finance across the functional areas of business.
- c) Integrate marketing concepts in business operations and incorporate effective marketing strategies in making sound business decisions.
- d) Students will be able to implement a proactive sales process with identifiable steps leading to long-term buying relationships.
- e) Students will form constructive leadership skills for the purpose of acquiring, developing, and managing an organization's human and capital resources in order to achieve sustained growth and to serve multiple stakeholders.
- f) Develop a broad perspective of the integration of information technology in all functional areas of business in order to use information technology as a tactical and strategic resource.
- g) Students will be able to understand and apply the choices that individuals and business make and the way these choices interact and are influenced by governmental institutions.
- h) Students will be able to apply to business decision making, the aggregate effects on the national economy and the global economy of the choices that individuals, businesses, and governments make.
- i) Obtain a pragmatic working knowledge of the Zambian legal system and the basic laws governing business ownership and commerce.
- j) Understand the basic theory supporting and tools utilized by financial accountants, to report the financial results of business for primarily external stakeholders.

- k) Utilize the conceptual foundation supporting and tools utilized by managerial accountants, to report the financial results of business for primarily internal stakeholders.
- l) Students will develop an understanding of the principles of management as it applies to leading and motivating employees and coordinating production in order to meet strategic goals.
- m) Develop marketing strategic principles centered on the concepts surrounding successful marketing, pricing, distribution, promotion and customer satisfaction of products and services in the current business environment.
- n) Students will develop an understanding of the principles of international business and cultural necessary for them to be culturally effective business professionals.
- o) Understand, research, and plan for the use of current and emerging information technologies.
- p) Obtain a strong framework of the principle concepts and practical tools used in finance as well as an understanding of how finance is integrated with the other functional areas of business.
- q) Synthesize the totality of their business education by analysing and formulating business strategies, business position and its long-term direction, resources and competitive capabilities for implementing strategies formulated, and measuring the success of implemented strategies.
- r) Apply information technology and use information to support business processes and make decisions.
- s) Identify the theories and practices of business ethics and corporate social responsibility.
- t) Apply quantitative skills to analyze and solve business problems and discover opportunities.

C2.2.2 Level of Qualification and Articulation in the Zambia Qualifications Framework

ZQF level: 7

- a) Knowledge and critical understanding of well-established principles of and emerging issues in the area of study, and of the way in which those principles have developed.
- b) Underlying concepts and principles outside the context in which they were first studied, including, where appropriate, the application of those principles in varied contexts.
- c) Possession of a systematic, extensive and comparative knowledge and understanding of the subject(s) as a whole and its links to related subject(s).
- d) Knowledge of the main areas of enquiry in the field of study and ability to critically evaluate the appropriateness of different approaches to solving problems.

- e) Understanding of the limits of their knowledge, and how this influences analyses and interpretations based on that knowledge
- f) Apply a range of established techniques to initiate and undertake critical analysis of information, and to propose solutions to problems.
- g) Effectively communicate information, arguments, and analysis, in a variety of forms, to various audiences.
- h) Present information and transfer knowledge, skills and values to others through delegation and practice.
- i) Acquire skills needed to study further with a high level of autonomy.
- j) Systematically establish and address personal learning needs.
- k) Develop existing skills and acquire new competencies to enable assumption of significant responsibility within organizations.
- l) Exercise personal responsibility, initiative and decision-making in complex and unpredictable contexts.
- m) Autonomy well developed judgment, adaptability and responsibility as a practitioner or learner.
- n) Demonstrate some originality and creativity in formulating, evaluating and applying evidence-based solutions and arguments.

**Table 1. Teaching and Learning Plan
First Year Courses**

CODE	COURSE TITLE	HOURS OF LEARNING (IN WEEKS)												CREDIT POINTS	
		Lectures		Tutorials		Laboratory		Seminars		Fieldwork		Assessments and Self Study			Total Notional Hours
		Hrs/ wk	No. of wks	Hrs/ wk	No. of wks	Hrs/ wk	No. of wks	Hrs/ wk	No. of wks	Hrs/ wk	No. of wks	Hrs/ wk	No. of wks		
BBA 112	Business Communication Skills	3	15	2	15			2	-15	-	-	3	15	150	15
BBA 112	Fundamentals of Accounting	3	15	2	15			-	-	-	-	5	15	150	15
BBA 113	Business Mathematics and Statistic	3	15	2	15			2	15	-	-	3	15	150	15
BBA 114	Management and Organizational Behaviour I	3	15	2	15			2	15	-	-	3	15	150	15
BBA 115	Principles of Marketing	3	15	2	15			2	15	-	-	3	15	150	15
BBA 116	Office Management and Organizational	3	15	2	15			-	-	-	-	5	15	150	15
BBA 114	Management and Organizational Behaviour II	3	15	2	15			2	-15	-	-	3	15	150	15
BBA 115	Principles of Marketing II	3	15	2	15			2	15	-	-	3	15	150	15
Total														1200	120

Second Year Courses

COURSE CODE	COURSE TITLE	HOURS OF LEARNING												CREDIT POINTS	
		Lectures		Tutorials		Laboratory		Seminars		Fieldwork		Assessments and Self Study			Total Notional Hours
		Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks		
BBA 211	Management of Information Systems I	3	15	2	15	2	15	2	15	-	-	3	15	150	15
BBA 212	Financial Accounting I	3	15	2	15			2	15	-	-	3	15	150	15
BBA 213	Entrepreneurship and Innovation I	3	15	1	15			1	10	-	-	1	10	80	8
BBA 214	Business Environment	3	15	1	15	-	-	1	10	2	10	1	10	100	10
BBA 215	Principles of Economics I	3	15	2	15	-	-	2	15	-	-	1	15	120	12
BBA 213	Entrepreneurship and Innovation II	3	15	1	15	-	-	1	10	-	-	2	10	80	8
BBA 211	Management of Information System II	3	15	1	15	-	-	3	10	-	-	2	15	120	12
BBA 215	Principles of Economics II	3	15	2	15	-	-	2	15	2	10	2	15	150	15
BBA 216	Cost and Management Accounting	3	15	1	15	-	-	2	10	2	10	1	15	150	15
EHS 217	Human Resources Management	3	15	2	15	-	-	2	15	-	-	3	15	100	10
Total														1200	120

Third Year Courses

COURSE CODE	COURSE TITLE	HOURS OF LEARNING													CREDIT POINTS
		Lectures		Tutorials		Laboratory		Seminars		Fieldwork		Assessments and Self Study		Total Notional Hours	
		Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks		
BBA 311	Financial Management I	3	15	1	15	-	-	-	-	3	10	2	15	120	12
BBA 312	Operations Management I	3	15	2	15	-	-	-	-	3	10	3	15	150	15
BBA 313	Business and Company Law I	3	15	1	15			1	10	-	-	1	10	80	8
BBA 314	Business Research Methods I	3	15	1	15	-	-	1	10	-	-	3	10	100	10
BBA 325	Services Marketing I	-	-	1	5	-	-	1	5	10	6	2	5	80	8
BBA 326	Work Experience(Industrial Attachment)	3	15	1	15	-	-	1	15	3	10	3	15	150	15
BBA 311	Financial Management II	3	15	2	15	-	-	2	15	-	-	3	15	150	15
BBA 312	Operations Management II	3	15	2	15	-	-	-	-	2	15	3	15	150	15
BBA 325	Services Marketing II	3	15	-	-	-	-	-	-	1	15	1	10	70	7
EHS 313	Business and Company II	3	15	1	15	-	-	-	-	3	15	3	15	150	15
Total														1200	120

Fourth Year Courses

COURSE CODE	COURSE TITLE	HOURS OF LEARNING													CREDIT POINTS
		Lectures		Tutorials		Laboratory		Seminars		Fieldwork		Assessments and Self Study		Total Notional Hours	
		Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks	Hrs/wk	No. of wks		
BBA 411	Corporate Governance and Business Ethics I	3	15	1	15			1	15	3	10	3	15	150	15
BBA 412	Strategic Management I	3	15	1	15	-	-	-	-	-	-	1	10	70	7
BBA 413	Research Project I	3	15	2	15	-	-	2	15	-	-	3	15	150	15
BBA 414	International Business Strategies I	3	15	1	15	-	-	1	10	2	10	1	10	100	10
BBA 415	Product Planning and Brandy Strategy	3	15	2	15	-	-	1	10	-	-	3	15	120	12
BBA 426	Managerial Economics I	-	-	1	5			1	5	10	6	2	5	80	8
BBA 411	Corporate Governance and Business Ethics II	3	15	1	15	-	-	1	15	3	10	3	15	150	15
BBA 412	Strategic Management II	3	15	1	15	-	-	-	-	-	-	2	10	80	8
BBA 413	Research Project II	3	15	1	15	-	-	1	-15	3	10	3	15	150	15
BBA 414	International Business Strategies II	3	15	1	15	-	-	-	-			2	15	80	8
BBA 426	Managerial Economics II	3	15	1	5	-	2	5	-	-	-	2	5	70	7
Total														1200	120

ELECTIVE COURSES

COURSE CODE	COURSE TITLE
SEMESTER	VII
200 EE 001	Advertising & Sales Promotion
200 EE 002	Retail Management
200 EE 003	Operational Planning & Control
SEMESTER	VIII
200 EE 004	Employee Welfare & Social Security
200 EE 005	Customer Relationship Management
200 EE 006	Logistics & Supply Chain Management

C2.3 Assessment

C2.3.1. Assessment Criteria for Various Components of Examinations

The students on this program will be assessed through formative and summative assessments. The formative assessment will be based on the following methods: practicum, essays, class presentations, reading reports, portfolios, online activities, quizzes, role plays, case studies, report writing an assessment of students' professional experience.

The pass mark shall be 40% for practical and 40% for theory separately. There shall be no compensation of marks scored in one paper for another paper. The assessment criteria will be as follows;

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

C2.3.2. Assessment of courses which have no practical components (Theory Modules) shall be done as follows:

- Take-home essays and/or assignments shall account for 20% of the end of semester marks for the course.
- Tests/quizzes during the semester shall account for 20% of the marks or 30% of the marks for courses without assessed seminar reports and/or presentations, with weightage of each test/quiz being proportional to time allocated for the test/quiz.
- Seminar reports and presentations where applicable shall account for 10% of the end of semester marks for the course
- The final written paper shall account for 60% of the end of semester final mark for the course.

C2.3.3. Assessment of courses that have also practical components (Theory cum Practical module) during the course but no end of practical examination shall be done as follows:

- Students' reports on practical conducted and practical work shall carry 10% of the assessment
- Take-home essays and assignments that will be given at appropriate stages during the semester session will carry 10% of the assessment.
- Tests and quizzes which will be given at appropriate stages during the semester session will carry 20% of the assessment and the weightage of individual assessment tool will be proportional to time allocated to it.

The final written paper shall account for 60% of the end of semester final mark for the course. **C2.3.4.**

Assessment of courses that have practical components (Practical Module) only during the course and end of practical examination shall be done as follows:

- Students' reports on practical work shall carry 20% of the assessment
- Practical test[s] conducted in each semester shall carry 20% of assessment
- The end of semester practical examination account for 40% of the semester final mark for the subject.
- The end of semester oral examination account for 20% of the semester final mark for the subject.

C2.3.5. Assessment of Research Project (Project Work Module) course shall be done as follows:

- Student's research project work Report shall carry 40% of the assessment.

- The end of semester student oral examination on research project work by student's oral presentation shall carry 20% of the assessment.
- The end of semester student research project work evaluation examination on research project work by student's oral presentation and demonstration shall carry 40% of the assessment. **C2.3.6. Assessment of Field Practical Training (Industrial Internship Practical Training) course shall be done as follows:**
- Student's industrial practical training work Report and Diary (Form E) shall carry 20% of the assessment. • Student's industrial practical training Report by the visiting Staff Advisor shall carry 10% of the assessment.
- Student's industrial practical training Report by the Industrial training officer shall carry 10% of the assessment.
- The end semester Evaluation of the Field Practical Training (Industrial Practical Training Module) work shall carry 40% of the assessment.
- The end of semester student oral examination on industrial practical training by student's oral presentation in review work shall carry 20% of the assessment.

C2.3.7. Notwithstanding the above-mentioned apportionment of marks, there may be course- dependent variation that shall be clearly spelt out in the approved course curriculum.

C2.3.8. At the designated semester for each degree or non-degree programme, each candidate will present a research project proposal to constitute examinable subject "Project work Phase I" which must be passed.

C2.3.9. Each finalist candidate shall be required to undertake a Research Project (to constitute the examinable subject "Project Work & Viva Voce") being the execution of research project proposal developed in Research Project Work and shall, before the start of the end- of- semester study break, be required to submit a report (in printed and electronic form) to the Head of Department in which the Research Project was conducted.

C2.3.10. The Research Project report shall be evaluated. Passing in Research Project report is a requirement for the award of a degree or non-degree.

C2.3.11. A candidate who will not have submitted the Research Project report in time and without compelling reasons will be deemed to have failed in Research Project (hence awarded zero mark).

C2.3.12. In deciding whether or not to accept a Research Project report that has been submitted late, circumstances leading to late submission of the Research Project report would have to be taken into consideration by the respective Department.

C2.3.13. A candidate who fails in Research Project will be allowed to re-submit the report within six months from the date of the release of examination results or within such period as shall be recommended to Senate, by the board of the relevant Faculty/Institute/Directorate/Centre.

C2.3.14. Field practical training is an essential requirement of all programmes and shall be conducted and assessed as spelt out in the respective curriculum. A pass grade in the field practical training / Teaching practice shall be required before a candidate is allowed to proceed to the next academic unit of study or to graduate in the case of a final year candidate.

C2.3.15. The candidates who do not meet the minimum required marks in the internal / course work in any module will not be permitted to appear for its end semester examination of that module, and such module is declared as "**INELIGIBLE COURSE**". The candidates who have ineligible module(s) shall redo the internal / course work process in the next higher semester so as to make the modules eligible.

Marks Allotment – Degree Programmes:

S.No	Modules	Assessment Type		Max Marks	Min Marks	Min Total	Max Total
1	Theory	Internal	CA	20	8	40	100
			Assignment	20	8		
		External	End exam	60	24		
2	Theory cum Practical	Internal	CA	20	8	40	100
			Assignment	10	4		
			Practical	10	4		
		External	End Exam	60	24		
3	Practical	Internal	Record work	40	16	40	100
		External	Demonstration	40	16		
			Viva voce	20	8		
4	Project Work	Internal	Project Report	40	16	40	100
		External	Evaluation	40	16		
			Viva voce	20	8		
5	IPTR/ Teaching Practice	Internal	Performance Report	40	16	40	100
		External	Evaluation	40	16		
			Viva voce	20	8		
6	Seminar Comprehensive Viva	Internal	Performance Report	40	16	40	100

C2.4 Staff

C2.4.1 Staff qualification

The minimum qualification for one to teach on the programme shall be a master's degree in a relevant field or equivalent.

C2.4.2 Staff development programme

The university will sponsor members of staff on full time/part time studies for Doctoral studies depending on the financial capacity and programme needs.

The university will co-opt students who perform exceptionally well at undergraduate as Staff Development Fellows (SDF).

C2.4.3 Staff workloads

The allocation of work must recognize the position of the employee within a research - teaching group. It must take into consideration employees' administration, research, service to their professional discipline and service to the wider community. It must consider all aspects of teaching including: □ Course co-ordination;

- Lectures;
- Tutorials;
- Supervision of instruction in laboratories and studio work;
- Organization and teaching of performances and workshops;
- Industrial / Field Visits;
- The organization of internships and practicums;
- Marking loads at the undergraduate and graduate levels;
- The development of new courses;
- Graduate and postgraduate student supervision etc,

Each member of staff is expected to have a maximum of 40 hours per week of contact with students in the university. The rest of the time lecturers are expected to conduct research and add to the body of knowledge.

The workload for teaching staff based on the 40 hours per week as follows:

S. No	Work Assignment	Hours per Week
1.	Teaching or Instruction	16
2.	Skills Development	8
3.	Public Service	4
3.	Student Consultation	8
4.	Self-Study and Research Writing	4
TOTAL		40

C2.4.4 Programme Coordinator: Dr. Evans Lombe

Table 2: Staff

(a) Academic Staff

Title	Surname	Other names	Gender	Highest Qualification	Teaching experience in higher education (Yrs)	Professional and work-place experience (Yrs)	Rank	Fulltime (FT) Part-time (PT) Honorary (H) Temporary (T)
Dr.	Lombe	Evans	M	Ph.D.	12 years	15 years	Lecturer	Full-time
Dr.	Chalwe	Moses	M	Ph.D.	12 years	15 years	Lecturer	Full-time
Mr.	Osman	Muzumbwe	M	MBA	38 years	19 years	Lecturer	Full-time
Mr.	Cleopas	Moono	M	MBA	4 years	8 years	Lecturer	Full-time
Ms.	Sakala	Ruvimbo	F	MBA	3 years	3 years	Lecturer	Full-time
Mr.	Sikalumbi	Dewin	M	(Ph.D.)	12 years	12 years	Lecturer	Part- Time
Mr.	Kaputula	John	M	MBA	10 years	15 years	Lecturer	Part- Time
Mr.	Simasiku	Nawa	M	(Ph.D.)	14 years	9 years	Lecturer	Part- Time
Mr.	Patrick	Phiri	M	LLM	13 years	6 years	Lecturer	Part- Time
Mr.	Lungu	Dryson	M	MBA	16 years	3 years	Lecturer	Part- Time

(a) Support and Technical staff

Title	Surname	Other names	Gender	Highest Qualification	Teaching experience in higher education (Yrs)	Professional and workplace experience (Yrs)	Rank	Fulltime (FT) Part-time (PT) Honorary (H) Temporary (T)
Mr.	Musumina	Patrick Mushiba	M	B.A	Nil	2 years	Assistant Librarian	FT
Mr.	Immanuel	Chellah	M	Diploma	Nil	3 years	ICT officer	FT

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C2.5 Facilities for Programme Delivery (Facilities provided and available for teaching, learning and research)

The mode of programme delivery is given more important consideration for learning activities that will support students to develop the skills, knowledge and understandings required achieving the intended learning outcomes. The following are the facilities provided:

- Technology-enhanced learning, or technology used as classroom aids; like usage of PowerPoint slides and clickers.
- The use of a learning management system to support classroom teaching, for storing learning materials, set readings and perhaps online discussion.
- The use of lecture capture for flipped classrooms.
- Open educational resources, available for free downloading online, which either instructors or students can access to support teaching and learning.
- With respect to instructional processes, technology is facilitated towards project-based, selfdirected learning and individualized instruction.

C2.6 Teaching and Learning Support (Facilities, Equipment and networks available to support teaching and learning)

The university has dedicated the following facilities for the programme:

- Well-furnished classrooms (6 numbers) with projectors, display screens and laptops have been marked for the theory classes.
- Well-equipped and furnished computer lab to accommodate 15 students at a time.
- More than 500 text and reference books were available in the library.

The HU has provided the required academic support services for the enhancement of Teaching and Learning. The following facilities are available for students, staff and faculty use:

- ZESCO power lines for supply of electricity;
- Adequate supply of portable water;
- Arrangement of Health care facilities for Staff and Students;
- University bus for student's transport;
- Private operated canteen facilities;
- Available of free Wi-Fi facilities in campus, library and etc.

C2.7 Internal Quality Assurance

- Quality assurance is a dynamic process that requires building upon in accordance with the changes in society and economy. The increase in the number of faculties as well as in the number of students requires systematic monitoring and development of an internal quality assurance system (IQAS) in order for the institutions and students to remain competitive, equal and recognized across globe.
- The standards and guidelines for IQA include the HU Quality Assurance Framework that is available and part of HU strategic plan.

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Harvest University has a trained quality assurance team for the purpose of ensuring quality in a number of areas. The composition of this team is the Registrar, HODs, Dean and reports directly to the office of the Deputy Vice Chancellor.

C2.8 Financial Resources (Resources available and adequacy of financial resources to support the learning programme)

The financial resources for the institution are generated from the following sources:

- Church grants
- Tuition fees
- Well-wishers from community empowerment fund ▪ International networks

C3. OTHER INFORMATION

C3.1 Delivery and learning methods

The mode of delivery of the course content will be in the form of:

- Face to face
- Seminar
- Tutorials presentations
- Field work
- Case studies
- Practicum
- E - learning

C3.2. Acceptability

- Primary stakeholders- lecturers, students, suppliers, employees, parents and guardians
- Secondary stakeholders - Community, Local Traditional Leaders, Ministry of General Education, Ministry of Higher Education, Higher Education Authority, Zambia Qualifications Authority, Ministry of Health, Ministry of Home Affairs, Ministry of Community Development, Mother and Child Care, Ministry of Tourism, Proprietors of the Hospitality Industry, Hostels of Board Management, Tourism association Teacher Unions, Teaching Council of Zambia, Lusaka Municipal Council, Business community, Faith based organizations, Banking Institutions and Non-Governmental Organizations. The actual or likely interests of these stakeholders in respect of the proposed qualifications are clearly identified
- Primary Stake holders such as students have both social and economic benefits. Harvest University will ensure that the beneficiaries who are the students benefit from this programme by producing competent and qualified graduates.
- Secondary Stake Holders will benefit from the qualified human resource that can contribute to the moral, social and economic development of the country. **C3.3.**

Relevance

Importance and applicability of the qualification to the workforce and other stakeholder needs:

- Improved quality in education and the world of business.
- To provide a path for promotion and retain competent business professionals in the sectors of the economy.
- Provide entrepreneurial and survival skills.
- Update business professionals with new knowledge, skills in this changing world.
- Drawing on and conducting relevant research and robust data analysis in any business-related field.

C3.4. Degree Regulations

C3.4.1 Undergraduate Entrance Requirements, Curricula and Degree Regulations Entry requirements for this program shall be as follows: -

- Five O' levels including English.
- Diploma in a business-related field from a recognized institution, entry at second year

Duration

- Four years for new entrance
- Three years for those with diplomas from recognised institutions

C3.4.2 Types of Examinations

- **Ordinary examinations:** All full courses are examined at the end of the semester in which they are taken.
- **Deferred examinations:** Students who are unable to sit for the end of year examinations due to acceptable, unavoidable circumstances may on the recommendation of the Board of Examiners to the Board of Studies and Senate, be allowed to sit for deferred examinations, which will be marked and graded as Ordinary examinations.
- **Moderation of Examination Papers:** The Departmental Examinations Board and external examiners shall moderate examinations. The internal examiners shall participate in the moderation of the examinations in the Departmental Examinations Board. External examiners shall moderate drafts of examination papers and also evaluate a sample of the marked scripts.

C3.4.3 Progression

Academic progression requirements include:

- Achieving a minimum of 45% in continuous assessment
- Meeting a minimum of 75% attendance in lectures, tutorials and seminars
 - Getting not less than 45% in the final examination.

Unsatisfactory academic Progress

If a student does not meet his/her academic progression requirements at the end of the year, he/she may be:

- Allowed to repeat;
- Change programme or course

C3 4.4. Degree Regulations

Regulation of Under Graduate Programme

The Regulations are applicable to all Under Graduate Programme offered by Harvest University.

- The Provisions contained in this set of regulations govern the policies and procedures on the Registration of Students, imparting instructions of the course, conduction of the examination of Students' performance and all amendments there to leading to the said Under Graduate Programme.
- This set of Regulations for Bachelor of Business Administration (BBA) of Harvest University, may evolve and get refined or updated or amended or modified or changed through appropriate approvals from the University Bodies, from time to time, and shall be binding on all parties concerned, including the Students, Faculty, and Staff of Harvest University, Zambia.

C3 4.4.1 Title of the Course:

- The course shall be called **Bachelor of Business Administration**, which is abbreviated as **BBA**. The Course will be offered by the Harvest University.

C3 4.4.2 Duration of the Course:

- Course shall be of four years' duration extended over eight semesters. The student shall be allowed a maximum of seven years (14 semesters) of duration to be eligible for the award failing which he/she shall have to register once again as a fresh student.
- There shall be two Semesters in an academic year, the 'ODD' semester commences in Fourth week of February and on completion, the 'EVEN' Semester commences third week of September. (The commencement of first semester may be delayed owing to the finalization of the admission processes.)

C3 4.4.3 Eligibility for Admission:

- Entry into the Degree / Diploma programme, the applicant must meet the university entrance requirements, that is, a candidate must have a full School Certificate with atleast Five "O" level credits, including English and Mathematics, or any other internationally recognized equivalent.
- Students from other countries may be admitted if they hold either either comparable certification or university admission status in their own country.
- A student who holds a diploma in a relevant field from a recognized institution is also eligible for admission, directly into the second year.
- No student is allowed to take education courses in subjects that were not done or passed without a credit at Grade 12.

C3 4.4.4 Registrations:

Every Student is required to register for the approved course in the prescribed form at the commencement of each semester before the last date fixed for such registration and notified in the academic calendar.

C3 4.4.5 Medium of Instruction /Evaluation:

- Medium of instruction /Evaluation shall be English.

C3 4.4.6 Curriculum:

The Harvest University curriculums have planned with the following objectives:

- Greater emphasis on design oriented teaching, teaching of design methodologies, problemsolving approach;
- Greater exposure to industrial and manufacturing processes;
- Exclusion of outmoded technologies and inclusion of the new emerging technologies; □ Greater input of management education and professional communication skills.
- The curriculum set for HU aims to provide the student with greater exposure to actual industrial processes. Student projects will be related to actual problems identified with the help of practicing professionals. Greater stress will be laid on the practical training of graduates will be encouraged wherever feasible.
- This curriculum will therefore include courses on communication skills along with economics, finance and marketing. Group discussions, seminars and symposia will be an integral part of the curriculum.

C3 4.4.7 Program Structure

The subject materials to be included in a four years' degree program in will be sub-divided as below: The time distribution of these components in the curriculum is suggested/recommended as under:

Components	Time Allocation (Percentage)
General Course	10 – 15%
Basic Course	10 – 15%
Core Course	40 – 50%
Specialized Course (Elective)	20 – 25%

- The programme shall include XX subjects, including Industrial Practical Training / Teaching practice and Project.
- Every Programme will have a curriculum with a syllabus consisting of theory and practical such as:

-
- i. General courses comprising basic and fundamental modules.
- ii. Core courses related to Programme outcome.
- iii. Elective courses for specialization in related fields.

Practical courses such as, laboratory work, field practice, industrial training, teaching practice, seminar presentation, project work, educational tours, fieldwork, camps etc.

- Extra-curricular and Co-curricular activities for character development.
- Each course is normally assigned for a certain number of credits.
- Each semester curriculum shall normally have a blend of up to a maximum of 6 theory papers and up to 1 practical paper.
- For the award of the degree, a student has to earn a certain minimum total number of credits specified in the curriculum of the relevant branch of study.
- It is mandatory for every student to participate in the extension programme to obtain two credits.

C3 4.4.8 Attendance Requirements:

- The students must secure a minimum of 85 % attendance in each subject to become eligible to take term end examination. All students must attend every lecture, tutorial and practical Classes. To account for approved leave of absence (e.g. representing the University in sports, games or athletics, placement activities, etc.) and /or any other such contingencies like, medical emergencies etc., the attendance requirements will be relaxed by a maximum of 10%. Each course of semester shall be treated as a separate unit for calculation of the attendance.
- A student, who does not satisfy the attendance requirement, mentioned as above, shall not be eligible to appear for the examination of that semester and not promoted to higher semester. The student shall be required to repeat that semester along with regular students later by paying the prescribed fee as per the regulations of the university.

C3 4.4.9 Assessment and Grading:

Assessment is the process of evaluating an individual's attainment of knowledge, understanding and skills. Different forms of assessment take place throughout a candidate's career. Assessment should always contribute to an individual's learning and progress. There are three main types of assessment that help learning. These are diagnostic, formative and summative assessment.

C3 4.4.10 Assessment Instruments

Continuous Assessment Tests

Three Continuous Assessment Tests will be conducted in a regular interval during the progress of the semester; and one model examination will be conducted after completion of all the units of a module. The marks obtained in the above tests will be accounted for the calculation of internal

marks and the average marks will be rounded to the nearest whole number. Absent in any continuous assessment, the marks will be considered as zero for the particular test.

Assignments:

- Assignments will be given for the students regularly and are required to submit the assignments in time. The assignments will be duly evaluated and added to the internal marks. In case of absent or non-submission of Assignment the marks will be taken as zero for the particular student for the particular Module.

End Semester Examinations:

- The end of semester examinations shall ordinarily be conducted at the end of each semester. For the practical examinations and project work the controller of the examination will appoint both internal and external examiners.

End Semester Theory Examination:

- There will be a final examination after the completion of each Module. The model question pattern is given here under. Each theory module is evaluated for maximum of 100 marks and the examination is for three hours' duration.

End Semester Practical Examination:

- Each student should do the experiment or laboratory work independently without any assistance. Each practice module is evaluated for maximum of 100 marks and the examination is for three hours' duration. **Record Work:**
- Every student should possess a record note for their practical Module. Student has to record all the laboratory experiments in the record. No student will be allowed to do their practical examination without the record. Depends upon the marks obtained in each laboratory work the final marks will be awarded.
- The average marks will be rounded to the nearest whole number.

Viva Voce for Laboratory:

Student will appear for the viva voce, and depending upon how he/she answers, the marks will be awarded. Questions will be asked related to the Experiment or related to the module or related to the fields.

C3.4.4.11 Requirement for Completion of a Semester

- Only those candidates who fulfill the following conditions shall be deemed to have satisfied the requirements for completion of a semester:
- A candidate for diploma and bachelor degree shall only be allowed to sit for the scheduled University examination(s) if he/she would have attended 85% of attendance of the course/module through lectures, seminars and tutorials; but for the practical sessions, a candidate must attain 95% attendance rate. A candidate who fails to attain at least 85% and 95% attendance rates for lectures/seminars and practical's in diploma and bachelor degree respectively shall be required to retake the whole course/module when next offered.

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- However, with special permission a candidate with less than 85% but not below 75% of attendance for diploma and degree shall be deemed to have satisfied the conditions of attendance in a semester on medical or academic grounds subject to the approval of the College/Institution Academic Board / Faculty Board.
- His / Her conduct should have been good and out of reproach. The Head of the institution should duly certify the conduct.

C3.4.5 Degree Classification

The bachelors' degrees at Harvest University are classified as:

- First Distinction
- Second Distinction
- Merit Credit
- Pass

The class degree awarded to the student is determined by Senate following the recommendation of the board of studies of the school.

Degree Classification

PERCENTAGE	GRADE	DESCRIPTION
86% - 100%	A+	First Distinction
76% - 85%	A	Second Distinction
66% - 75%	B+	Merit
56% - 65%	B	Credit
50% - 55%	C+	Clear pass
45% - 49%	C	Bare Pass
0% - 44%	D	Fail

Calculation of the grade of the degree

The points for grading of a degree shall be as shown in the table:

POINTS	GRADE	CLASSIFICATION
5	A+	First Distinction
4	A	Second Distinction
3	B+	Meritorious
2	B	Credit
1	C+	Clear pass
0	C	Pass
0	F	Fail

D. DECLARATION

I MR. LLOYD NSINGO, confirm that the information I have given in the Application Form is true.

Signature:

Designation:

Date:

WITNESS Name:

Signature:

Designation:

Date:

APPENDIX 1

Course Descriptions

E. COURSE DESCRIPTIONS:

COURSE CODE	COURSES NAME
YEAR 1-SEMESTER I	
200 LA 111	Fundamental English I
200 AC 112	Fundamentals of Accounting
200 MG 113	Principles of Management
200 CO 114	Commerce
200 CS 115	Computer Science I
YEAR 1-SEMESTER II	
200 LA 121	
200 MG 122	
200 MG 123	
200 MG 124	
200 CS 125	
YEAR 2-SEMESTER I	
200 LA 211	
200 AC 212	
200 EC 213	
200 MG 214	
200 CS 215	
YEAR 2-SEMESTER II	
200 MG 221	Business Mathematics
200 AC 222	Cost and Management Accounting
200 MG 223	Business Environment
200 MG 224	Human Resources Management
200 CS 225	Management of Information Systems
200 EX 226	Extension Programme

YEAR 3-SEMESTER I	
200 MG 311	Business Statistics
200 MG 312	Financial Management
200 MG 313	Business and Company Law
200 MG 314	Services Marketing
200 IP 316	Industrial Practical Training 4 weeks
YEAR 3-SEMESTER II	
200 IP 316	Industrial Practical Training 4 weeks
200 MG 321	Entrepreneurship and Innovation
200 MG 322	Operations Management
200 MG 323	Business Research Methods
200 MG 324	Labour Laws & Business Relations
YEAR 4-SEMESTER I	
200 MG 411	Corporate Governance and Business Ethics
200 MG 412	International Business Strategies
200 MG 413	Project Management
	Elective I
200 MG 414	Research Project Work & Viva Voce I
YEAR 4-SEMESTER II	
200 MG 421	Strategic Management
200 MG 422	Performance Management
200 MG 423	International Finance
	Elective II
200 MG 424	Research Project Work & Viva Voce II

ELECTIVE COURSES:

YEAR	SEMESTER	COURSE CODE	COURSE NAME
4 th	VII	200 EE 001	Advertising & Sales Promotion
4 th	VII	200 EE 002	Retail Management
4 th	VII	200 EE 003	Operational Planning & Control
4 th	VIII	200 EE 004	Employee Welfare & Social Security
4 th	VIII	200 EE 005	Customer Relationship Management
4 th	VIII	200 EE 006	Logistics & Supply Chain Management

Table 1 : Year 1

YEAR 1/SEM I	SUBJECT AREA	COURSE CODE	COURSE TITLE
1/1	Language	200 LA 111	Fundamental English I
1/1	Accounting	200 AC 112	Fundamentals of Accounting
1/1	Management	200 MG 113	Principles of Management
1/1	Commerce	200 CO 114	Commerce
1/1	Computer Science	200 CS 115	Computer Science I
YEAR 1/SEM II	SUBJECT AREA	COURSE CODE	COURSE TITLE
1/2	Language	200 LA 121	Fundamental English II
1/2	Management	200 MG 122	Organizational Behaviour
1/2	Marketing	200 MG 123	Principles of Marketing
1/2	Economics	200 MG 124	Economics
1/2	Computer Science	200 CS 125	Computer Science II

E1.0 DESCRIPTION OF FIRST YEAR COURSES**E1.1 200 LA 111: Fundamental English I****E1.1.1 Background and Rationale**

The fundamental English language course module enables the student to achieve and analyze the basic concepts and principles of communication and apply them in your into various system and application.

E1.1.2 Learning Outcomes

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

1. Develop both oral and written communication skills.
2. Strengthening, meanwhile, the independent analytical and critical thinking among students.
3. Internalizing the structures of the language through series of supplementary and supporting tasks and activities.
4. Familiarizing with different reading strategies and acquire interpretative and study skills, including library and internet reference skills.
5. Training the learners in organized academic and professional writing.
6. Achieve proficiency in the effective use of language in various authentic career related situations.

E1.1.3 Course Content

Unit 1: Grammar

- 1.1 The sentences
- 1.2 Parts of speech
- 1.3 The noun
- 1.4 Gender
- 1.5 Number
- 1.6 Case
- 1.7 Adjective
- 1.8 Articles
- 1.9 Pronouns
- 1.10 Verb
- 1.11 Active and passive voice
- 1.12 Tenses
- 1.13 Adverb
- 1.14 Gerund
- 1.15 Preposition
- 1.16 Conjunction
- 1.17 Interjection
- 1.18 Punctuation
- 1.19 Question tags.

Unit 2: Analysis, Transformation and Synthesis

- 2.1 Transformation of sentences
- 2.2 Degree of comparison (Positive, comparative, Superlative)
- 2.3 Direct and indirect speech

Unit 3: Paragraph Writing and Essay Writing

- 3.1 Introductory remarks
- 3.2 principles
- 3.3 characteristics of good essay
- 3.4 classification of essays
- 3.5 hints of essay writing
- 3.6 method of collecting materials
- 3.7 writing the essay

Unit 4: Comprehension and Precis Writing

- 4.1 Reading skills
- 4.2 Introductory remarks
- 4.3 Precis
- 4.4 Qualities of good précis
- 4.5 Use of precis writing
- 4.6 Methods of procedure

Unit 5: Letter Writing

- 5.1 Introductory remarks
- 5.2 The forms of letter
- 5.3 Classification of letters
- 5.4 Formal and informal letters
- 5.5 Friendly letters
- 5.6 Social letters
- 5.7 Business letters
- 5.8 Letters of application
- 5.9 Official letters
- 5.10 Letters to newspaper
- 5.11 Letter of ordering goods
- 5.12 Letter of invitation

E1.1.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.1.5 Prescribed Textbooks

1. E. N.D.V. Prasada Rao, Wren & Martin, 2014, English grammar and composition, S.Chand, New Delhi.
2. F. K. K. Sinha, 2003, "Business Communication", Galgotia Publishers.
3. G. K.R. Lakshminarayanan, English for Technical Communication, Scitech, 2001, Chennai.
4. H. Dr.Kadeghe Michael, English for Tanzanian Secondary Schools, Ahmadiyya printing press, 2002, Dares Salaam.

E1.1.6 Recommended Textbooks

1. Marcello Giovanelli, 2015, A/AS Level English Language for AQA Student Book (A Level (AS) English Language AQA), Cambridge, London.
2. Alan Gardiner, 2008, AS and A2 English Language, Pearson Longman, England.
3. Sara Thorne, 2008, Mastering Advanced English Language, second edition, Palgrave Macmillan, New York.
4. Angela Goddard, Raj Rana, 2017, International A Level English Language, Oxford International.
5. Marcello Giovanelli, 2015, Teaching Grammar, Structure and Meaning, First edition, Roudedge.

E1.2 200 AC 112: FUNDAMENTALS OF ACCOUNTING

E1.2.1 Background & Rationale

This course provides business students with appropriate basic accounting knowledge and skills which are important elements in the field of business. Attention has also been directed towards building both accounting skills and teaching skills which are essential to a Business Studies trainee teacher. It is hoped also that through their creativity, the trainee teachers would begin to initiate development of accounting attitudes and skills in their learners.

E1.2.2 Learning outcomes

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

- Explain concepts and principles of Accounting.
- Demonstrate knowledge on the preparation of the business documents.
- Demonstrate the ability to prepare the Journals, Ledger and Financial Statements.
- Calculate net pays for salaries and wages.

E1.2.3 Course Content

Unit 1: Introduction to Accounting

- 1.1 History of Accounting
- 1.2 Users of Accounting information
- 1.3 The financial statements
- 1.3 GAAP

Unit 2: Business Transactions

- 2.1 Types of Business Transactions
- 2.2 Barter transaction
- 2.3 Credit transaction
- 2.4 Cash transaction
- 2.5 Bank transaction

Unit 3: Business Documents

- 3.1 Significance of business documents
 - Stating the importance of business documents
- 3.2. Features of business documents
 - Outlining the features found on business documents.
- 3.3 Types of business documents

Unit 4: Book Keeping

- 4.1 Book keeping
- 4.2 Double Entry Book Keeping

Unit 5: Books of Original Entry (Journals)

- 5.1 Books of Original Entry (The Accounting Journals) □
Describing type□of business documents.

Preparing business documents

- Defining Book Keeping.
 - Difference between Book Keeping and Accounting
 - Describing the principle of double entry
 - Sales Day Book
 - Sales Returns Day Book
 - Purchases Day Book
 - Purchases Returns Day Book
 - Cash Book
 - General Journal
 - The Petty Cash Book

Unit 6: Ledger

6.1 Ledger

- Types of Ledger
- Preparing the Ledger Accounts

Unit 7: The Trial Balance

7.1 The Trial Balance

- Defining the Trial Balance
- Preparing the unadjusted Trial Balance
- Preparing the adjusted Trial Balance

Unit 8: Trading, Profit and Loss Account

8.1 The Trading Account

Preparing the Trading Account

8.2 The Profit and Loss Account

Preparing the Profit and Loss Account

Unit 9: The Balance Sheet

9.1 The Balance Sheet

Unit 10: Salaries and Wages

10.1 Salaries

- Assets
- Liabilities
- Capital
- Preparing the Balance Sheet
- Calculating and preparing pay slips

10.2 Wages

- Wage sheets
- Calculating wages using work cards

10.3 Deductions

- Voluntary deductions

- Statutory deductions

10.4 Calculating the net pay on pay slips

Unit 11: Bank Reconciliation

11.1 Preparing the bank reconciliation statement

E1.2.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.2.5 Prescribed Reading

1. Frank Wood & Alan Sangster (2010) Business Accounting 1, Prentice Hall, London.

E1.2.6 Recommended Reading

1. Edwards Fields; Essentials of Finance and Accounting for non-Financial Managers, New York.
2. Frank J. et.al (2003); 2nd Ed; Financial Management and Analysis, Willey.

E1.3 200 MG 113: PRINCIPLES OF MANAGEMENT

E1.3.1 Background and Rationale

Principles of Management represent the basic concepts in understanding the business organizations through the process of management. It gives a brief overview of the managerial functions of planning- organizing- staffing- directing and controlling (including decision making).

E1.3.2 Learning Outcomes

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

- Explain the concepts of management.
- Gain the knowledge in the functions of management.

E1.3.3 Course Content

Unit 1: Management

- 1.1 Importance
- 1.2 Definition
- 1.3 Nature and Scope of Management Process
- 1.4 Role and function of a Manager
- 1.5 Levels of Management
- 1.6 Management Art or Science
- 1.7 Management as a Profession.

Unit 2: Planning

- 2.1 Nature
- 2.2 Importance
- 2.3 Forms
- 2.4 Types
- 2.5 Steps in Planning: Objectives - Policies Procedures - and Methods –
- 2.6 Decision making: Process of decision making - Types of decision. **Unit 3: Organization**

- 3.1 Types of Organization structure
- 3.2 Span of Control
- 3.3 Use of Staff units and committees
- 3.4 Departmentalization
- 3.5 Informal Organization.

Unit 4: Authority

- 4.1 Delegation
- 4.2 Decentralization
- 4.3 Difference between authority and power
- 4.4 Uses of authority
- 4.5 Staffing
- 4.6 Sources of recruitment

- 4.7 Selection process
- 4.8 Training
- 4.9 Direction: Nature and purpose of Directing - Motivation.

Unit 5: Co-Ordination

- 5.1 Need of co-ordination
- 5.2 Types & Techniques
- 5.3 Distinction between co-ordination and co-operation
- 5.4 Controlling: Meaning and importance of Controls; Control Process

E1.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E.1.3.5 Prescribed Textbooks

1. Dinkar Pagare, 2015, Principles of Management, S.Chand & Co Ltd., New Delhi.
2. Ramasamy T, 2014, Principles of Management, Himalaya Publishing house, Mumbai.
3. Koontz and Harold, 2014, Management Essentials, Tata Mc Graw Hill,Publishers Pvt. Ltd. New Delhi.
4. Arora S P., 2009, Office Organization and Management, Vikas Publishing House Pvt. Ltd. New Delhi.
5. Dr.Saxen, 2009, Business Administration and Management, Sahitya Bhava Publications, New Delhi.

E.1.3.6 Recommended Textbooks

1. Arvind Choudhary, 2015, Principles of Management,Jain Book Agency, India
2. Moshal B.S, 2014, Principles of Management, ANE Books Pvt. Ltd, New Delhi.
3. David Bess, 2015, Principles of Management, Libraries Publishing, South Africa.
4. Steven McShane Charles W. L. Hill, 2007, Principles of Management, McShane, International Edition, UK.
5. Stephen A. Robbins & David A. Decenzo & Mary Coulter, 2011, Fundamentals of Management, 7th Edition, Pearson Education, New Delhi.
6. Robert Kreitner & Mamata Mohapatra, 2008, Management, Dreamtech publishers.

E1.4 200 CO 114: COMMERCE

E1.4.1 Background and Rationale

The aim of this course is develop knowledge and understanding about how the main types of businesses and commercial institutions are organized, financed and operated and how their relations with other organizations, consumers, employees, owners and society are regulated. It also helps to demonstrate warehousing and their functions, international trade, banking and insurance.

E1.4.2 Learning Outcomes

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

- Develop knowledge and understanding of the purposes and functions of important commercial activities and commercial institutions.
- Develop an appreciation of the environment within which commercial activities take place.
- Develop knowledge and understanding of the language, concepts and decision-making procedures of commercial activities.
- Develop knowledge and understanding of the importance of commercial communication and documentation and the impact of information technology.
- Develop knowledge and understanding of the nature and significance of innovation and change on commercial activities.
- Develop and apply the skills of selection, interpretation and evaluation.

E1.4.3 Course Content

Unit 1: Internal Trade-Small Scale Retail Organization

- 1.1 Introduction: Meaning of barter system; definition of commerce business; industry
- 1.2 Trade - hindrances of trade
- 1.3 Branches of commerce
- 1.4 Home trade - wholesale and retail trade
- 1.5 Types of small retail organization
- 1.6 Street stalls
- 1.7 Second hand goods dealers
- 1.8 Speciality shops

Unit 2: Internal Trade - Large Scale Retail Organization

- 2.1 Types of large scale retail organization
- 2.2 Departmental stores-features - merits - demerits
- 2.3 Multiple shops meaning - definition -features
- 2.4 Consumer co-operative stores mail order business
- 2.5 Hire purchase and installment system
- 2.6 Recent developments - web marketing -E-commerce - Tele shopping

Unit 3: International Trade

- 3.1 International trade - meaning - need - merits and demerits
- 3.2 Differences between home trade and foreign trade
- 3.3 Types of foreign trade - import, export
- 3.4 Entrepot trade with examples
- 3.5 Import trade - procedure – intermediaries involved in import trade - indent house - clearing agents
- 3.6 Export trade - procedure - intermediaries involved in export trade - commission agents - export and trading houses
- 3.7 Globalization multinational company - WTO

Unit 4: Banking

- 4.1 Need for banking - meaning of bank - kinds of banks - commercial banks
- 4.2 Central bank - functions of commercial banks
- 4.3 Co-operative banks
- 4.4 Indigenous bankers
- 4.5 Bank of Zambia - functions
- 4.6 Internet banking and EFT (electronic funds transfer)
- 4.7 Cheque - definition - features - MICR cheques - crossing - kinds
- 4.8 Endorsement - meaning - kinds of endorsement
- 4.9 Dishonour of cheque - reasons
- 4.10 ATM card – credit card

Unit 5: Insurance

- 5.1 Necessity of insurance - meaning of insurance
- 5.2 Insurance - assurance difference
- 5.3 Principles of insurance - forms of insurance - life insurance
- 5.4 Kinds of life policies - surrender value and nomination
- 5.5 Fire insurance
- 5.6 Marine insurance
- 5.7 Burglary insurance
- 5.8 Medical policy
- 5.9 Privatization of insurance - meaning - need and benefits

Unit 6: Advertising

- 6.1 Meaning of advertising - objectives of advertising - merits and demerits
- 6.2 media of advertising - press, indoor advertising, newspaper, magazines, journals, radio & T.V;
outdoor advertising - film, window display
- 6.3 web advertising or internet advertising

E1.4.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.4.5 Prescribed Textbooks

1. Borrington & P. Stimpson, 2006, IGCSE Business Studies, (3rd Edition), John Murray.
2. K. Borrington & P. Stimpson, 2005, IGCSE Study Guide for Business Studies, Hodder Murray.
3. C. Nuttall Business Studies, 2002, IGCSE, Cambridge University Press.
4. D. Butler & J. Hardy, 2001, GCSE Business Studies (3rd Edition), Oxford University Press.
5. Chambers, L. Hall & S. Squires, 2001, GCSE Business Studies, (3rd Edition), Longman.

E1.4.6 Recommended Textbooks

1. N. Denby, P. Thomas, 2000, GCSE Business Studies Workbook,
2. Hodder & Stoughton, 2001, Educational Student Book.
3. D. Dyer & I. Chambers, 2000, Business Studies: An Introduction, Longman Group.
4. P. Kennerdell, A. Williams & M. Schofield, 2001, OCR GCSE Business Studie, Hodder & Stoughton Educational.

E1.5 200 CS 115: COMPUTER SCIENCE I

E1.5.1. Background and Rationale

This is a basic paper for students to familiarize with basic computer terminology and its applications in the relevant fields and exposes them to other related papers of computer science.

E1.5.2. Learning outcomes

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

1. Understand the importance of the computer technology and different aspects.
2. Explain about the computer hardware, generations and peripheral devices.
3. Explain about the software and the operating system.
4. Understand the e-mail technology and their uses in the communication system.
5. Know the technology web designing and their uses.
6. Explain and understand the increasing role of computer technology in the education world.

E1.5.3 Course Content

Unit 1: Introduction

1.1 Definition of computer

1.2 Characteristics of computer speed, accuracy, memory, diligence, automation and versatility, hardware, software

1.3 Block diagram of a personal computer

1.4 CPU (Arithmetic, memory and control Units), Input unit, Output Unit, Secondary memory, general idea about PCs

Unit 2: Memory

2.1 Meanings of bit, byte, word, kilo byte, megabyte, giga byte, semiconductor memory definition and purpose of RAM, ROM, EPROM, EEPROM

2.2 Floppy disks - usage sizes (5.25", 3.5.") and capacities DSDD, DSHD, 360 KB, 1.2MB, 1.44 MB)

2.3 Organization of floppy disks – usage, capacities, organization of hard disks – sides, cylinders, heads, sectors

2.4 CD – ROM drive – usage, capacities and organization

Unit 3: Peripheral Devices

3.1 Definition and usage only

3.2 Input devices – keyboard, mouse, OCR, MICR

3.3 Output devices – VDU, dot matrix printers, laser printers, ink-jet printers, x – y plotters

Unit 4: Computer Types

4.1 Definition

4.2 Application and examples of analog, digital and hybrid computers

4.3 Classification of computers based on computing power – micro, mini, mainframe and super computers

4.4 Network of computers – LAN, WAN, E-mail and Internet

Unit 5: OS, Windows & Internet

5.1 Operating system: What is an operating system? – mode of operations – Batch, On-line, Time sharing, Real Time, PC operating systems – DOS, UNIX and WINDOWS NT.

5.2 Microsoft Windows: What is Windows? GUI, Functions of Windows, Basic organization of Windows screens - Windows (types application windows, document windows, group windows), icons, desktop, windows, elements (definition only) – control menu box, title bar, menu bar, maximize button, minimize button and restore button, work space, window borders and pointer; windows organization, list of programs available in MAIN, ACCESSORIES, GAMES and APPLICATIONS group windows.

5.3 Operating Windows (Not for Examination): Mouse actions – click, double click and drag; start windows; exit windows; open a group window, close a group window; start a program; exit a program.

5.4 Internet and Web browsing: Browsers: Mozilla Firefox, Internet Explorer, Netscape Navigator; Control Panel: Add new hardware; Add new Software, Printer Installation, Date/Time, Mouse and Regional Settings;

List of Laboratory Experiments:

WINDOWS

- a. Creating and Removing Folders and Shortcuts.
 - i. Expanding and collapsing folders.
 - ii. Recognizing file types using icons.
 - iii. Renaming a file or folder.
 - iv. Displaying the properties of a file or folder.
- b. Installing a screen saver.
- c. Assigning a wallpaper to the desktop
- d. Adding a program to the Start Menu.
- e. Recovering files and folders from Recycle Bin.
- f. Customizing the mouse settings.
- g. Finding a file or folder by name.
- h. Copying and Moving files to other folders and sorting folders.
- i. Different ways of selecting two or more files for an operation using keyboard and Mouse.
- j. Create two users in your computer. Have different passwords for every user. Change your password.
- k. Interchange the functions of your left and right mouse buttons such that when you right click, an object is selected.
- l. Create a new directory with your name in C drive copy files from another directory to your directory.

E1.5.4. Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.5.5. Prescribed Textbooks

1. Payal Lotia, Pradeep Nair, 2013, Computer and Introduction, BPB Publication, New Delhi.
2. Ghosh Dastidar, Chattopadhyay and Sarkar, 2005, Computers and Computation – A Beginner Guide, Prentice Hall, Delhi.
3. Robert H. Blissmer, 2014, Introducing Computers, John Wiley and Son, New York.
4. Donald H. Sanders, 2012, Computers Today, McGraw Hill International, New York.
5. Maureen Sprankle, 2008, “Problem solving and programming Concept”, Merrill Publications, Columbus.

E1.5.6. Recommended Textbooks

1. Nagpal D.P, 2014, Mastering Microsoft Office, Wheelers Publishing, New Delhi.
2. Robert H. Blissmer, 2008, Introducing Computers, John Wiley & Sons.
3. Yashavant Kanethkar, 2008, Working with C, BPB Publications, New Delhi.
4. Byron Gottfried, 2008, Programming with C, Tata McGraw Hill, New Delhi.

E1.6 200 LA 121: FUNDAMENTAL ENGLISH II

E1.6.1 Background & Rationale

The course enables the student to achieve and analyze the basic concepts and principles of communication and apply them in your into various system and application.

E1.6.2 Learning outcomes

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

1. Use of grammars in communication means;
2. Write advertisement, notice, circulars, posters, formal and informal invitations, replies and dialogue writing;
3. Write composition and paragraph based on visual stimulus;
4. Write various types of letter;
5. Write proposals and report writing in English.

E1.6.3 Course Content

Unit 1

- 1.1 Active and Passive voices
- 1.2 Direct and indirect speech,
- 1.3 Clause and Phrase, kinds of clauses, analysis and transformation
- 1.4 Simple, compound and complex sentences.
- 1.5 Formation of Questions, Question tags, sentence pattern, Punctuation.

Unit 2

- 2.1 Short composition of not more than 50 words each e.g. advertisement and notices
- 2.2 Designing or drafting posters
- 2.3 Writing formal and informal invitations and replies
- 2.4 Dialogue writing

Unit 3

- 3.1 Composition based on a visual stimulus such as a diagram, picture, graph, map, cartoon, or flow chart.

Unit 4

- 4.1 Letter Writing (Personal Letters, Official Letters, and Letters to the Editor)
- 4.2 Application for a job including CV (Curriculum Vitae)/Resume

Unit 5

- 5.1 Problems and Proposing Solutions
- 5.2 Making Lists, Narrating Events

5.3 Asking Questions and Answering

E1.6.4. Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.6.5 Prescribed Textbooks

1. Prasada Rao N.D. V, Wren & Martin, 2014, English grammar and composition, S.Chand, New Delhi.
2. Sinha K K, 2003, “Business Communication”, Galgotia Publishers.
3. Lakshmi Narayanan K.R, English for Technical Communication, Scitech, 2001, Chennai.
4. Dr.Kadeghe Michael, English for Tanzanian Secondary Schools, Ahmadiyya printing press, 2002, Dar es Salaam.

E1.6.6 Recommended Textbooks

1. Marcello Giovanelli, 2015, A/AS Level English Language for AQA Student Book (A Level (AS) English Language AQA), Cambridge, London.
2. Alan Gardiner, 2008, AS and A2 English Language, Pearson Longman, England.
3. Sara Thorne, 2008, Mastering Advanced English Language, second edition, Palgrave Macmillan, New York.
4. Angela Goddard, Raj Rana, 2017, International A Level English Language, Oxford International.
5. Marcello Giovanelli, 2015, Teaching Grammar, Structure and Meaning, First edition, Roudedge.

E1.7 200 MG 122: ORGANIZATIONAL BEHAVIOR

E1.7.1 Background and Rationale

The aim of this course is to equip students with knowledge of how people behave in the context of an organization.

E1.7.2 Learning Outcomes

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

- Demonstrate an understanding of key concepts and theories in management organizational behaviour
- Analyse and solve practical organizational problems.

E1.7.3 Course Content

Unit 1: The Overview of Organizational Behaviour

- 1.1 Definitions and concepts of organizational theory and behaviour.
- 1.2 The Importance of organizational behaviour in organization.
- 1.3 Contrast between management and organizational behaviour.
- 1.4 The historical roots of organizational behaviour

Unit 2: The Foundations of Individual Behaviour

- 2.1 Personality – definitions, development of personality, sources of personality, personality attributes at work.
- 2.2 Attitudes, organizational work related attitudes and types of behaviours at work place.
- 2.3 Psychological contracts – the person job fit, individual differences.
- 2.4 Organizational behaviour modification – process and steps in organizational behaviour modifications.
- 2.5 Perception in organization – basic perceptual process, perception and attribution – theory.
- 2.6 The reinforcement theory – concepts and learning theory.

Unit 3: Organizational Processes and Applications

- 3.1 Groups in organizations – characteristics, types of groups, stages of group development and group structures.
- 3.2 Power and influence – definitions, sources of power and guidelines for using power.
- 3.3 Decision making - nature of decisions, types of decisions, decision-making process, negotiation, approaches to negotiation.
- 3.4 Leadership – definition, types of leadership and leadership qualities.
- 3.5 Motivations – definition, early theories of motivation, the equity theory of motivation, expectancy theory of motivation, learning and motivation.
- 3.6 Stress – definition, causes of stress, organizational stressors, consequences of stress and managing stress at place of work.
- 3.7 Organizational design – design elements, specialization, departmentalization, job enrichment, job rotation and coordination.
- 3.8 Organization culture – definition of culture, creating organization culture, emerging issues in organization culture, managing organizational culture.

Unit 4: Communication and Conflict

4.1 Organizational communication – definitions, communication process, methods and channels of communication, barriers of communication and improving communication in organization.

4.2 Organizational conflicts – types of conflicts and managing conflicts in the organization.

Unit 5: Organizational Change and Development

5.1 Forces of change, process in organizational changes, resistance to change, organizational sources of resistance, individual sources of resistance and managing organizational change.

5.2 Training and development – the psychology of skills

5.3 Team building

E1.7.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E 1.7.5 Required Textbooks

1. Gibson J. L., Ivancevich J.M., Donnelly Jr. J. H. and Konopaske R. (2009). Organisations: Behaviour, structure, processes. 13th Edition. McGraw-Hill: Irwin, New York.
2. Moorhead G. and Griffin R. W. (2011). Organisational Behaviour. 10th Edition. SouthWestern College Publishers: Ohio.

E 1.7.6 Recommended Textbooks

1. Roberts K. H. and Hunt D. M. (1992). Organisational Behaviour. Thomson SouthWestern: Boston.
2. Handy C. C. B. (1993). Understanding Organisations. 4th Edition. Oxford University Press: New York.

E1.8 200 MG 123: PRINCIPLES OF MARKETING

E1.8.1 Background and Rationale

For businesses to thrive, there is need to look at how they can increase the demand for their products and services such as product design, marketing strategy and advertising strategy. This can happen if one has a clear understanding of the meaning and nature of the marketing environment. The course will expose learners to both the internal and external environment. This course aims to introduce students to principles and problems associated with the marketing of goods and services.

E1.8.2 Learning Outcomes

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

- Define the basic concepts appropriate to the field of marketing.
- Demonstrate an understanding of the role and contribution of marketing within an organization.
- Explain the role of marketing in the social and economic structure of a country
- Describe the relationship between marketing and other major business activities such as production and finance.
- Develop a marketing plan.

E1.8.3 Course Content

Unit 1: Introduction to Marketing

- 1.1 Overview of marketing
- 1.2 Marketing concepts and marketing mix variables
- 1.3 Evolution of marketing

Unit 2: Environmental Forces and Marketing Ethics

- 2.1 Meaning and nature of marketing environment
- 2.2 Components of marketing environment
- 2.3 Internal and external environment
- 2.4 Micro and macro environment
- 2.5 Scanning of marketing environment
- 2.6 Impact of the environment on marketing

Unit 3: Strategic Marketing, Planning and Forecasting

- 3.1 Measuring market demand
- 3.2 Forecasting
- 3.3 Forecasting models
- 3.4 Elements and components of a marketing plan

Unit 4: Marketing Research and Analysis

- 4.1 Marketing research
- 4.2 Forms of marketing research
- 4.3 The marketing research process
- 4.4 The marketing information system

Unit 5: Customer Behaviour and Market Segmentation

- 5.1 Nature, scope and significance of consumer behaviour
- 5.2 Market segmentation – concept and importance
- 5.3 Bases for market segmentation

Unit 6: Product, Services and Branding Strategies

- 6.1 Concept of product, consumer and industrial goods
- 6.2 Product planning and development
- 6.3 Packaging – role and functions
- 6.4 Brand name and trade mark: after-sale service
- 6.5 The product life cycle

Unit 7: Pricing Strategy

- 7.1 Setting the price and objectives
- 7.2 Adapting the price and initiating and responding to price changes
- 7.3 Promotional pricing
- 7.4 Product mix pricing and geographical pricing

Unit 8: Promotional Strategies and Processes

- 8.1 Methods of promotion
- 8.2 Promotion mix
- 8.3 Advertising media

Unit 9: Quality and Customer Service

Unit 10: Integrated Marketing Communication

E1.8.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.8.5 Required Reading

1. Armstrong, G. and Kotler, P. (2008) Marketing: An Introduction. 12th Edition. Prentice Hall: New Jersey.
2. Kotler, P., Armsrong, G., Harris, L. and Piercy, N. (2013). Principles of Marketing. 6th Edition. Pearson: Harlow.

E1.8.6 Recommended reading

1. McDonald, M. (2007). Marketing Plans: how to prepare them, how to use them. 6th Edition. Elsevier: Amsterdam
2. Adcock, D., Halborg, A. and Ross, C. (2001). Marketing: principles and practice. 4th Edition. Prentice Hall: Harlow
3. Armstrong, M. (2012) A Handbook of Finance and Accounting FinancePractice12thed, London, Kogan page.

E1.9 200 MG 124: ECONOMICS

E1.9.1 Background & Rationale

The course describes the basic economic concepts and its application at micro and macro level. It also introduced theory of demand and supply and Pricing and output decisions and cost and profit determination in competitive, imperfectly competitive, and monopolistic markets. It also gives importance to how GDP and GNP calculated and national economic development.

E1.9.2 Learning outcomes

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

- Understand the basic knowledge of economic
- Develop theoretical knowledge on demand and supply
- Discuss information about the changing economy we live in
- Develop practical knowledge about GDP and GNP

E1.9.3 Course Content

Unit 1: Introduction to Economics

1.1 What Economics is all about? Definitions, Fundamental economic concepts: The central economic problem -Scarcity& Choice, Factors of production, Economic Systems, Economic institutions.

1.2 Productivity, Production possibility Curve, Opportunity Cost & trade-offs.

1.3 Overview of subject matter of economics: micro and macroeconomics.

Unit 2: Theory of Demand and Supply the Concept of Utility

2.1 Total utility and marginal utility

2.2 The law of diminishing marginal utility

2.3 Consumer equilibrium

2.4 Demand: demand function, law of demand, and the market demand. Movement along and Shifts in demand curve, Elasticity of Demand: price elasticity, income elasticity, cross elasticity of demand.

2.5 Production and production function, supply and the determinants of supply, the law of supply, elasticity of supply.

2.6 Basic concepts in Cost and Revenue

Unit 3: Forms of Market, Factor Pricing and Distribution

3.1 Definition of market, Market equilibrium, the competition and market structures (perfect competition, monopoly, monopolistic completion, oligopoly, and duopoly).

3.2 Income distribution and Factor pricing: basic concepts of rent, wages, interest and profit.

Unit 4: National Income

4.1 Meaning and Concept

4.2 Concept of Social accounting

4.3 Use of national income accounting

4.4 Circular flow of Income in two sector and three sector economy Important National income aggregates (GDP, GNP, NDP, etc.).

4.5 The measurement of National Income

Unit 5: Economics of Development

5.1 Economic growth and Economic development

5.2 Human Development

5.3 Indicators of Human development: PQLI & HDI, Amartya Sen.'s Capability approach

5.4 Features of underdevelopment and obstacles to economic development

5.5 Impact of Millennium development goals and significance of sustainable development goals

E1.9.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.9.5 Prescribed Textbooks

1. Dransfield, R., Cook, T. and King, J., 2010, Economics for IGCSE, Nelson Thornes.
2. Dan Moynihan & Brian Titley, 2007, Economics: A Complete Course for IGCSE & O Level, Oxford University Press.
3. Anderton, A G, 2000, Economics for GCSE, Collins Education.
4. Abhijit Das, Kalyan Basu, 2004, A Textbook of ISC Economics for Class XII, S. Chand.
5. Dewett, K.K., Varma J.D., 2006, Elementary Economic Theory, S. Chand.
6. Dewett, K.K (1997). Modern Economic Theory (35th ed). New Delhi: S. Chand & Company.

E1.9.6 Recommended Textbooks

1. Smith, P, 2014, Cambridge International AS and A Level Economics, Hodder Education.
2. Grant, S, 2016, Cambridge International AS and A Level Economics Revision Guide, Second Edition, Cambridge University Press, London.
3. Colin Bamford and Susan Grant, 2015, Cambridge International AS and A Level Thirlwall, A.P (2011). Economics of Development (9th ed.). London: Palgrave Macmillan.
4. Jhingan, M.L. (2010). Macro-Economic Theory (12th ed.). New Delhi: Vrinda publications.
5. Ison, S. and Wall, S., 2006, Economics, Edition 4, FT Prentice Hall.

E1.10 200 CS 125: COMPUTER SCIENCE II

E1.10.1 Background & Rationale

Provides the students to understand the basic concepts of Data Structures and able to analyze the concept in arrays. It also provides the students to understand basic concepts of Boolean logic and Microsoft windows.

E1.10.2 Learning outcomes

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

- Understand the increasing role of computer technology in the education world.
- Understand the fundamentals of the computer technology.
- Implement the computer technology and different aspects.
- Know the e-mail technology and their uses in the communication system.
- Understand the importance of database technology

E1.10.3 Course Content

Unit 1: Characters and Strings & Pointers

1.1 Declaring, initializing, reading and writing characters and string variables

1.2 Fundamentals, Pointer Declarations, Passing Pointers to Functions

1.3 Pointers and One - Dimensional arrays, Dynamic memory Allocation, Operations on Pointers, Pointers and Multidimensional Arrays, Arrays of Pointers, Passing Functions to other Functions.

Unit 2: Structures and Unions

2.1 Defining a Structure, Processing Structure, User-Defined Data Types (typedef)

2.2 Structures and Pointers, Passing Structures to Functions, Self-referential Structures and Unions.

Unit 3: Arrays

3.1 One dimensional array: Traversal, searching (Linear, Binary Search), Insertion of an element in an array, deletion of an element from an array, Sorting (Insertion, Selection, Bubble sort), concatenation of two linear arrays, merging of two sorted arrays.

3.2 Two-dimensional arrays: Traversal, finding sum/difference of two NxM arrays containing numeric values, Interchanging Row and Column elements in a two dimensional array.

Unit 4: Boolean Logic

Binary-valued Quantities, Boolean Variable, Boolean Constant and Boolean Operators: AND, OR, NOT; Truth Tables; Closure Property, Commutative Law, Associative Law, Identity law, Inverse law, Principle of Duality, Idem potent Law, Distributive Law, Absorption Law, Involution law, De Morgan's Law and their applications.

Unit 5: MS Office

5.1 Introduction: Word, Excel, Power Point.

5.2 Elements of Word Screen, Excel Screen, Power Point Screen: Menu bar, formatting tool bar, ruler, tile bar, Status bar and scroll bar. Editing Commands, Printing Commands, Text Formatting, Page Formatting.

List of Laboratory Experiments: MS - Word:

1. Create a letter head of your profile.
2. Create a table with the following columns and display the results in separate cells for the following:
 - a) Student Number, Sub1, Sub2, Sub3, Total and Average.
 - b) Sort all students in ascending order with the name as the key.
 - c) Calculate Total marks and Average of all students.
 - d) Find the maximum average mark.
 - e) Find the minimum average mark.
3. Prepare a newsletter with borders, two columns text, header and footer and a graphic image and spell check the document. **MS - Excel:**

1. Calculate the net pay of the employees, following conditions given below
 - i. **DA:** 48% of the basic pay if basic pay < 5000 else 41%
 - ii. **HRA:** 15.5% of the basic pay. iii. **GPF:** 15% of the basic pay iv. **Income Tax:** Take the rates prevailing at present.
 - v. Find who is getting Maximum and Minimum salary?
2. Create an electronic spreadsheet of student marks and find the total average and respective class secured by each student.

E1.10.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E1.10.5 Prescribed Textbooks

1. Donald H. Sanders, 2012, Computers Today, McGraw Hill International, New York.
2. Maureen Sprankle, 2008, “Problem solving and programming Concept”, Merrill Publications, Columbus.

E.1.10.6 Recommended Textbooks

1. Yashavant Kanethkar, 2008, Working with C, BPB Publications, New Delhi.
2. Byron Gottfried, 2008, Programming with C, Tata McGraw Hill, New Delhi.

Table 2:Year 2

YEAR 2/SEM I	SUBJECT AREA	COURSE CODE	COURSE TITLE
2/3	Language	200 LA 211	Business Communication Skills
2/3	Accounting	200 AC 212	Financial Accounting
2/3	Management	200 MG 213	Managerial Economics
2/3	Management	200 MG 214	Marketing Management
2/3	Computer Science	200 CS 215	Computer Application in Business
YEAR 2/SEM II	SUBJECT AREA	COURSE CODE	COURSE TITLE
2/4	Mathematics	200 MG 221	Business Mathematics
2/4	Accounting	200 AC 222	Cost and Management Accounting
2/4	Business	200 MG 223	Business Environment
2/4	Management	200 MG 224	Human Resources Management
2/4	Computer Science	200 CS 225	Management of Information Systems
2/4	Outreach	200 EX 226	Extension Programme

E2.0 DESCRIPTION OF SECOND YEAR COURSES**E2.1 200 LA 211: BUSINESS COMMUNICATION SKILLS****E2.1.1 Background and Rationale**

In Business, communication is key to the success of the organization. There are various ways in which businesses can communicate. The study of business communication will enable learners to gain skills that will enable them communicate clearly to various stakeholders in the course of running the business. The aim of this course is to equip learners with skills in business communication and the use of information and communication technology (ICT) in organisations.

E2.1.2 Learning outcomes

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

- Communicate using different modes of communication including ICT;
- Communicate in descriptive and narrative form;
- Appreciate the importance of data quality and security.

E2.1.3 Course content**Unit 1: Introduction to Communication**

1.1 Communication process

1.2 Types of communication tools and their uses

1.3 Communication patterns

1.4 Communication channels

Unit 2: Oral communications

2.1 Effective questioning

2.2 Public presentation and speaking skills

2.3 Conducting meetings, seminars, conferences and interviews

2.4 Negotiation skills

Unit 3: Written communications

3.1 Note taking

3.2 Essay writing

3.3 Descriptive writing

3.4 Narrative writing

3.5 Report writing

3.6 Emails

Unit 4: Literature search

4.1 Academic databases including Google Scholar

4.2 Simple search

4.3 Advanced search

Unit 5: Information technology skills

5.1 Common types of software and hardware used in organizations

5.2 Basic computer skills

5.3 Microsoft Office applications including word processing, spreadsheets and e-mail.

Unit 6: Information system quality and security

6.1 Importance of data quality and security

6.2 Common threats to data quality and security

6.3 Types of controls used to counter the threats to data quality and security

E2.1.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.1.5 Prescribed Textbooks

1. Bovee, C. L. and Thill, J. V. (2014) Business Communication Today, 12th Edition. London: Prentice Hall.
2. Claire, M. B. and Gordon, M. S. (2015) Effective Writing: A Handbook for Accountants, 10th Edition. London: Prentice Hall.

E2.1.6 Recommended Textbooks

1. Cody, S. (2010) The Art of Writing and Speaking English Language, word-study and Composition and Rhetoric. Seattle: Amazon Publishing.

2. Ehrenhaft, G. (2012) English Language and Composition. Seattle: Amazon Publishing.

E2.2 200 AC 212: FINANCIAL ACCOUNTING E2.2.1 Background and Rationale:

This introductory course is based on the need for non-financial personnel to understand basic accounting techniques, financial statements used in a business and accounting for service operations necessary to operate a successful business.

E2.2.2 Learning Outcomes:

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

- Understand the basic Concepts and Conventions of Accounting and Basic Accounting Framework
- Know about the preparation of Final Accounts of the company ➤ Know the procedure of preparing Bank Reconciliation Statements.

E2.2.3 Course Content

Unit 1: The context and purpose of financial reporting

- 1.1 The scope and purpose of financial statements for external reporting
- 1.2 Users' and stakeholders' needs
- 1.3 The main elements of financial reports
- 1.4 The regulatory framework
- 1.5 Duties and responsibilities of those charged with governance and
- 1.6 The qualitative characteristics of financial information
- 1.7 Accounting concepts

Unit 2: Recording transactions and events

- 2.1 Tangible non-current assets, Depreciation
- 2.2 Intangible non-current assets and amortization
- 2.3 Accruals and prepayments
- 2.4 Receivables and payables
- 2.5 Provisions and contingencies
- 2.6 Capital structure and finance costs

Unit 3: Reconciliations

- 3.1 Control accounts and reconciliations
- 3.2 Compensating errors not effecting trial balance agreement
- 3.3 Bank Reconciliation and Suspense accounts

Unit 4: Basic financial statements

- 4.1 Statements of financial position
- 4.2 Statements of profit or loss and other comprehensive income
- 4.3 Disclosure notes
- 4.4 Events after the reporting period
- 4.5 Statements of cash flows

Unit 5: Special accounts

5.1 Single entry and incomplete records

5.2 Receipts and payments accounts and income and expenditure accounts

5.3 Manufacturing accounts

5.4 Functional accounts

5.5 Joint venture accounts

Unit 6: Partnership accounts and company accounts

6.1 Partnership accounts: an introduction

6.2 Goodwill for sole traders and partnerships

6.3 Revaluation of partnership assets

6.4 Partnership dissolution

6.5 An introduction to the financial statements of limited liability companies

6.6 Purchase of existing partnership and sole traders' businesses

E2.2.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.2.5 Prescribed Textbooks

1. Shukla M.C, Grewal T.S. & Gupta S.C, 2016, Advanced Accounts Vol. I, S. Chand & Company Ltd., New Delhi.
2. Maheshwari S.N. & Maheshwari S.K, 2012, Advanced Accounting, Volume I, Vikas Publishing House (Pvt.) Ltd., New Delhi-
3. Jain S.P & Narang K.L, 2006, Advanced Accounting, Volume I, Kalyani Publishers, New Delhi.
4. Ghosh T.P, Banerjee A, & Bansal K.M, 2010, Principles and Practice of Accounting, Galgotia Publishing Company, New Delhi.
5. Ashok Sehgal & Deepak Sehgal, 2004, Advanced Accounting (Financial Accounting); Taxmann's, New Delhi.

E2.2.6 Recommended Textbooks

1. Ghosh, T.P., 2007, Accounting and Finance for Managers, Taxman Allied, New Delhi.
2. Balwani, Nitin, 2004, Accounting and Finance for Managers, Excel books, New Delhi.
3. Kuppapally, Jelley Joseph, 2009, Accounting for Managers, Prentice Hall of India, New Delhi.
4. Maheshwari, S.N ; Maheshwari, S.K., 2003, Advanced Accountancy Vol, I, Vikas Publishing House, New Delhi.
5. Maheshwari, S.N. ; Maheshwari, S.K., 2006, Advanced Accountancy Vol, II, Vikas Publishing House, New Delhi.

E2.3 200 EC 213: MANAGERIAL ECONOMICS

E2.3.1 Background and Rationale

To equip students with knowledge and skills in Micro and Macro-economics that will make them apply economic principles to solving managerial problems.

E2.3.2 Learning Outcomes

At the end of the course, student will be able to-

- Examine the macroeconomic environment policy within which the organization operates
- Appreciate consumer behavior, market demand and supply conditions
- Discuss the principles and concepts of cost and production
- Identify some of the factors which influence price setting in theory and practice
- Analyze the different ways by which taxes can affect managerial decisions
- Identify factors determining company growth
- Discuss the rationale and impact of government interventions in business

E2.3.3 Course Content

Unit 1: Macroeconomic environment

1.1 The aims of macroeconomics

1.2 Tools influencing macro-economic policies

Unit 2: Demand and supply analysis for managerial decision making

2.1 Consumer behavior

2.2 Market demand

2.3 Demand estimation and forecasting 2.4 Supply function

Unit 3: Cost and Production Decisions

3.1 Economic concepts of cost

3.2 Cost classification

3.3 Cost function

3.4 Production function

3.5 Production classification

3.6 Returns and economies of scale

3.7 Optimization techniques

Unit 4: Market structure and pricing decisions

4.1 Decision – making in competitive, monopolistic and oligopolistic markets

4.2 Various pricing techniques:

4.3 Pricing of multiple products

4.4 Joint products

4.5 Intermediate products

4.6 Pricing multiple markets

4.7 Cost – plus pricing

4.8 New product pricing

4.9 Public utility pricing

Unit 5: Investment decisions

5.1 Investment appraisal techniques

5.2 Mergers

5.3 Risks and uncertainty

Unit 6: Location decisions

6.1 Basic location principles

6.2 Market area determination

6.3 Threshold analysis

6.4 Industrial location factors

Unit 7: Taxes and managerial decisions

7.1 Impact of an excise/tax on equilibrium price

7.2 Effects of taxes on profit on pricing and output decision of managers

7.3 Effects of taxes on inputs on pricing and output decisions of managers

Unit 8: Company growth and managerial decisions

8.1 Motives of growth

8.2 Models of company growth

8.3 Methods of company growth

Unit 9: Government and Business

9.1 Reasons for government intervention

9.2 Privatization and deregulation

E.2.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E.2.3.5 Prescribed Textbooks

1. Keat, P.G., (1998): Managerial Economics, Prentice Hall, Harlow.
2. Nellis, A., and Parker, G., Managerial Economics, McGraw Hill Higher Education, London
3. and Lewis, (1999): Managerial Economics, Prentice Hall Europe, Harlow.
4. Reekie, W.D. and Crook, J. (1995): Managerial Economics, Prentice Hall Europe, Harlow.
5. Zolan, J.A., Gerlowski, D.A., (1996): Managerial Economics Organizations. Prentice Hall, Harlow.

E.2.3.6 Recommended Textbooks

1. Besanko, D., Dranove, D. and Shanley, M (1996): Economics of Strategy, John Wiley and Sons, New York.
2. Baye, M.R., (2010) Managerial Economics, McGraw Hill Higher Education, London.
3. Froeb, L., (2009) Managerial Economics, Delmar Learning, London.
4. Thomas, C., (2008) Managerial Economics, McGraw Hill Higher Education, London.
5. Truett, D., (2003) Managerial Economics, John Wiley & Sons, London.

E2.4 200 MG 214: MARKETING MANAGEMENT

E2.4.1 Background and Rationale

The course aims to provide students with a fundamental knowledge identify the foundation terms and concepts that are commonly used in marketing. It also identifies the essential elements for effective marketing practice. This course will give complete relationship between marketing and other management functions

E2.4.2 Learning Outcomes

At the end of the course, student will be able to-

- Describe key marketing concepts, theories and techniques for analyzing a variety of marketing situations.
- Identify and demonstrate the dynamic nature of the environment in which marketing decisions are taken and appreciate the implications for marketing strategy determination and implementation.
- Use written formats to communicate marketing outcomes.

E2.4.3 Course Content

Unit 1: Fundamentals of Marketing

- 1.1 Nature - Role of Marketing - scope and importance of marketing – Relationship of Marketing with other functional areas
- 1.2 Concept of marketing mix – Marketing Management of Product Services – marketing approaches – selling
- 1.3 Various Environmental factors affecting the marketing functions
- 1.4 Market segmentation - targeting and positioning - Marketing Planning - Market Oriented Strategic Planning.

Unit 2: Buyer Behaviour

- 2.1 Consumer goods and Industrial goods
- 2.2 Buying motives – Buyer Behaviour Model – Factors influencing buyer behaviour - buying decision process - Industrial buying behaviour
- 2.3 Marketing Research-Importance - types and steps.

Unit 3: Sales Forecasting

- 3.1 Various methods of sales Forecasting
- 3.2 Sales Management - Types of sales organization - Sales process- Analysis and Application
- 3.3 The Product – Characteristics – benefits – classifications – consumer goods – industrial goods – new product development process.
- 3.4 Product Life Cycle – Product Portfolio Analysis- Product line and Product Mix decisions- Branding – packaging.

Unit 4: Pricing

- 4.1 Factors influencing pricing decisions – Pricing objectives – pricing policies and procedures – pricing strategies
- 4.2 Types of channels - meaning & importance - channel strategies - designing and managing value network and marketing channel

4.3 Managing retailing - physical distribution - marketing logistics and supply chain management distribution problems – salesmen motivation – compensation – control.

Unit 5: Promotion

5.1 Advertising – Publicity – Public Relations

5.2 Personal Selling – Direct Selling

5.3 Sales Promotion – Sales Promotion Administration - Salesmanship - Sales Policy

5.4 Recruitment and Managing Sales force -Sales quotas - Sales Territories Sales incentives and negotiation.

E2.4.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.4.5 Prescribed Textbooks

1. Philip Kotler, 2012, Marketing Management, Prentice Hall of India Pvt. Ltd. New Delhi.
2. Mamoria C.B and Satish Mamoria, 2013, Marketing Management, Kitab Mahal, Patna.
3. Philip Kotler and Gary Armstrong, 2011, Principles of Marketing, Prentice Hall of India Pvt. Ltd. New Delhi.

E2.4.6 Recommended Textbooks

1. Mamoria C.B and Satish Mamoria, 2013, Marketing Management, Himalaya Publishing House, New Delhi.
2. Stanton, Etzel, 2007, Walker, Fundamentals of Marketing, McGraw Hill, London.
3. Saxena, Rajan, 2009, Marketing Management, Tata McGraw Hill, New Delhi.

E2.5 200 CS 215: COMPUTER APPLICATIONS IN BUSINESS

E2.5.1 Background and Rationale

Computer Applications in Business is designed to introduce students to the world of computers and software applications. This instruction will provide them with a solid foundation on which to build a strong and useful knowledge of Information Technology. Students through class room lectures, application program demonstrations, and hands-on lessons and exercises students will learn how to use Microsoft Office applications and explore and examine the fundamentals of computer hardware and software. The class will also examine the relationship between technology and society and interpret how computer technology can benefit businesses, government, and educational organizations.

E2.5.2 Learning Outcomes

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

- Describe the fundamentals of Information Technology (IT) infrastructure components: hardware, software and data communications systems.
- Demonstrate proper file management techniques to manipulate electronic files and folders in a local and networked environment.
- Use business productivity software to manipulate data and find solutions to business problems.
- Explain the concepts and terminology used in the operation of application systems in a business environment.
- Identify emerging technologies for use in business applications.
- Complete projects that integrate business software applications.

E2.5.3 Course Content

Unit 1: Introduction to Information Technology

1.1 Meaning – definition

1.2 Components of IT Evolution of computers

1.3 Features and design of Hardware

1.4 Software - Overview system software – application software

Unit 2: Management Support Systems (MSS)

2.1 Management Information systems

2.2 Transaction Processing systems

2.3 Decision Support Systems (DSS)

2.4 Group Decision Support System (GDSS)

2.5 Office Automation system

2.6 Process Control systems

2.7 Executive Information systems

2.8 Levels of management and Information systems

Unit 3: E-Commerce

3.1 E-Commerce models with case study – B2B, B2C, C2C, C2B

3.2 Business Applications of E-Commerce-Auctions – benefits, implementation and impact

3.3 Online financial Services – Stock trading, e-broking

3.4 E-business – Model -Do-it-yourself model, Made to Order Model, Information Service model, Emerging hybrid models.

Unit 4: Database Systems

4.1 Purpose of Database Systems

4.2 Views of Data-Data Models, Database language

4.3 Transaction Management

4.4 Storage Management

4.5 Database Administrator

4.6 Database Users

4.7 Overall System Structure

4.8 Different types of Database Systems

Unit 5: Introduction to Tally

5.1 Opening new company

5.2 Safety of Accounts or Password, Characteristics, Making Ledger Accounts, writing voucher, voucher entry, making different types of voucher, correcting sundry debtors a sundry creditors accounts.

5.3 Preparation of Trail Balance, Accounts books, Cash Book, Bank Books, Ledger Accounts, Group Summary.

5.4 Sales Register and Purchase Register, Journal Register, Statement of Accounts, & Balance Sheet.

E2.5.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.5.5 Prescribed Textbooks

1. Sanjay Saxena, 2007, A First Course in Computers, Vikas Publishing House, New Delhi.
2. Pradeep K. Sinha and Preeti Sinha, 2002, Foundation of Computing, , BPB, Publication, New Delhi.
3. Deepak Bharihoka, 2010, Fundamentals of Information Technology, Excel Book, New Delhi
4. Rajaraman V, 2013, Introduction to Information Technology, PHI. New Delhi
5. Hunt R, Shelley J, 2003, Computers and Common sense, Prentice Hall of India New Delhi
6. Leon, M. Leon, Fundamentals of Information Technology, Software manuals, Vikas Publishing, New Delhi.

E2.5.6 Recommended Textbooks

1. George Beekman and Ben Beekman. 2009, Tomorrow's Technology and You: Complete, Ninth Edition, Prentice Hall.
2. Gaskin, Ferrett, Vargas, and Mclellan, 2010, Go! With Microsoft Office 2007, Introductory, Third Edition, Prentice Hall.
3. Bhatnagar S C & Ramant V, 2014. Computers and Information Management, Prentice Hall.

E2.6 200 MG 221: BUSINESS MATHEMATICS

E2.6.1 Background and Rationale

This course on business mathematics ensures that the students have a fundamental knowledge and understanding about the various concepts related to Mathematics and its various applications.

E2.6.2 Learning Outcomes:

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

- Understand the concepts of ratio - proportion and percentage.
- Understand the concept and application of profit and loss in business.
- Use the concept of EMI.
- Understand the concept stock exchange and to calculate Dividend. ➤ Understand applications of matrices in business.

E2.6.3 Course Content

Unit 1: Number System

1.1 Introduction

1.2 Natural Numbers - Even Numbers – Odd Numbers – Integers – Prime Numbers – Rational & Irrational numbers- Real Numbers- HCF & LCM (Simple problems).

Unit 2: Theory of Equations

2.1 Introduction – Meaning

2.2 Types of Equations – Simple- Linear and Simultaneous Equations (only two variables) Eliminations and Substitution Method only.

2.3 Quadratic Equation – Factorization and Formula Method ($ax^2 + bx + c = 0$ form only). Problems on Commercial Application.

Unit 3: Progressions

3.1 Introduction

3.2 Arithmetic Progression - Finding the „nth term of an AP and Sum to nth term of AP.

3.3 Insertion of Arithmetic Means in given terms of AP and representation of 3 terms of AP. 3.4 Geometric Progression – Finding nth term of GP – Sum to n^{th} Term of GP – Insertion of Geometric Means in given Geometric Progression and also representation of 3 terms of GP. **Unit 4: Matrices and Determinants**

4.1 Introduction

4.2 Meaning- types of matrices – operations of addition- subtraction- multiplication of two matrices – problems- transpose of a square matrix.

4.3 Determinant of a square matrix- minor of an element- co-factor of an element of a determinant.

4.4 Adjoint of a square matrix- singular and non-singular matrix – inverse of a square matrix

Problems on linear equations in two variables using Cramer’s rule.

Unit 5: Commercial Arithmetic

5.1 Simple interest

5.2 Compound interest including half yearly and quarterly calculations- annuities Percentages- bills discounting

5.3 Concepts of Ratios- duplicate-triplicate and sub-duplicate of a ratio

5.4 Proportions- third- fourth and inverse proportion – problems

E2.6.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.6.5 Prescribed Textbooks

1. Sancheti, D. C., & Kapoor, V. K., 2009, Business Mathematics, Sultan Chand and Sons, New Delhi.
2. Sehgal K.L, 2017, Business Mathematics, Himalaya Publishing House, New Delhi.
3. Padmalochan, H., 2010, A Text Book of Business Mathematics, Sultan Chand and Sons, New Delhi.
4. Singh, J. K., 2013, Business Mathematics, Himalaya Publishing House, New Delhi. **E2.6.6**

Recommended Textbooks

1. Vohra, N. D., 2009, Quantitative Techniques in Management fourth edition, New Delhi.
2. Dr.Sharma J.K, 2014, Business Mathematics, third edition, Pearson, UK.
3. Allel R.G.A, 2014, Basic Mathematics, Macmillan, New Delhi.
4. Dowling, E.T, 2010, Mathematics for Economics, Schaum Series, McGraw Hill, London.
5. Vohra, N.D, 2006, Quantitative Techniques in Management, Tata McGraw Hill, New Delhi.

E2.7 200 AC 222: COST AND MANAGEMENT ACCOUNTING

E2.7.1 Background and Rationale

This course aims at equipping students with knowledge and skills in management accounting techniques for planning, performance evaluation, cost control and decision-making.

E2.7.2 Learning Outcomes

By the end of this course, learners should be able to;

- Demonstrate understanding of the importance of accurate costing and different costing techniques
- apply different costing techniques
- evaluate management accounting information used in making decisions.
- discuss the various performance measurement systems

E2.7.3 Course Content

Unit 1: Introduction to Cost and management accounting

- 1.1 Basic Cost Management Concepts
- 1.2 The Changing Role of Managerial Accounting

Unit 2: Costing methods and activity analysis

- 2.1 Product Costing and Cost Accumulation
- 2.2 Process Costing and Hybrid Product-Costing Systems
- 2.3 Cost behaviour, and cost estimation
- 2.4 Cost-volume-profit Analysis, Absorption, and Variable Costing

Unit 3: Management of costs

- 3.1 Cost Management Tools
- 3.2 Overhead Costs
- 3.3 Activity Based Costing.
- 3.4 Standard Costs and Variance Analysis

Unit 4: Tactical Decisions

- 4.1 Costing and Cost-volume-profit analysis
- 4.2 Transfer Pricing
- 4.3 Managing Quality

Unit 5: Managing Time- The Theory of Constraints

- 5.1 Capital Expenditure Decisions
- 5.2 Performance Evaluation & Management Control

Unit 6: Budgeting

- 6.1 Profit Planning and Activity-Based Budgeting
- 6.2 Standard Costing and Flexible Budgeting

Unit 7: Decision Making

- 7.1 Steps in decision making
- 7.2 Relevant Costs and Benefits

E2.7.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.7.5 Prescribed Textbooks

1. Langfield-Smith, K., Thorne, H. and Hilton, R. W. (2012) Management Accounting: Information for Managing and Creating Value, 6th ed, McGraw-Hill, North Ryde.
2. Hilton, R. W., and Favere-Marchesi, M. (2013) Managerial Accounting: Creating Value in a Dynamic Business Environment with Connect Access Card. 2nd edition. McGrawHill, Irwin.

E2.7.6 Recommended Textbooks

1. Briers, M. J., Macmullen, D. M., and Mahama, H. (eds.) (2004). Management Accounting for Change: Process Improvement and Innovation 4th ed.
2. Horngren, C.T., et al (2011). Cost Accounting: A Managerial Emphasis.

E2.8 200 MG 223: BUSINESS ENVIRONMENT

E2.8.1 Background and Rationale

Understanding the environment within which the business has to operate is very important for running a business unit successfully at any place. Environmental factors influence almost every aspect of business, be it its nature, location, the prices of products, the distribution system, or personnel policies. This course will therefore enable learners to be aware of the various components of the business environment, which consists of the economic aspect, the sociocultural aspects, the political framework, the legal aspects and the technological aspects etc. The aim of this course is to equip learners with the necessary knowledge about various factors that influence business operations.

E2.8.2 Learning Outcomes

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

- Describe the key features characterising a business environment.
- Analyse the major external and internal forces that affect business.

E2.8.3 Course Content

Unit 1: The concept of Business Environment

- 1.1 Definition and characteristics of business
- 1.2 The business environment and its element

Unit 2: Internal factors

- 2.1 Type of organisation
- 2.2 Capabilities and competencies

Unit 3: The social business environment

- 3.1 Culture and business
- 3.2 Demographic structure and business
- 3.3 Social classes

Unit 4: Technological Environment and the Business

- 4.1 Dynamism in technology,
- 4.2 Diffusion of technology
- 4.3 e-business

Unit 5: Economic environment

- 5.1 Macroeconomic fundamentals
- 5.2 Factor markets

Unit 6: Sector Environment

- 6.1 Structure of the industry
- 6.2 Competition
- 6.3 Market power

Unit 7: Political Environment and Business

- 7.1 Enterprise promotion policies.
- 7.2 Structural Adjustment Program (SAP)
- 7.3 Privatization and Commercialization

7.4 Deregulation and Liberalisation

Unit 8: Globalization of Business & International Business

8.1 Regional Economic Blocks – SADC, COMESA, FTA, EPAs

8.2 International organizations - IMF, World Bank, WTO, UNCTAD.

E2.8.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.8.5 Prescribed Textbooks

1. Campbell-Hunt, C., Elkin, G., Geare, A. J., Greatbanks, R. (2009). Management, Organisations, and the Business Environment: A New Zealand Focus, Australia: McGraw-Hill.
2. Andrew A. Beveridge, Anthony R. Oberschall. (2015) African Businessmen and Development in Zambia. Princeton University Press, New Jersey.

E2.8.6 Recommended Textbooks

1. Schwindt, R. (1995) International Business II: Comparative Management, Regional Studies (Japan, Russia, Eastern Europe, the Pacific Basin), International Business Law, Volume 8, Eno River Press, North Carolina.
2. Hill C, W, L (2010) International business, Mcgraw-Hill.

E2.9 200 MG 224: HUMAN RESOURCES MANAGEMENT

E2.9.1 Background and Rationale

This course provides student with knowledge in human resource planning and management for effective business management.

E2.9.2 Learning Outcomes

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

- Demonstrate an understanding of human resource needs for an organization
- Conduct a job analysis and produce a job description
- Demonstrate an understanding of the responsibilities of management and employees in managing the employment relationship in a unionised or a non-unionised environment
- Discuss Human Resource Management Function

E2.9.3 Course Content

Unit 1: An overview of human resource management 1.1 Human

Resource Management:

1.2 History of human resources

1.3 Management: Human Resource Management and

1.4 Human Resource Development

1.5 Human Resource Management: Today's Workplace

Unit 2: Human Resource Planning

2.1 Purpose of planning

2.2 Matching human resource needs and supply

2.3 Human resource projections

Unit 3: Recruitment of Human Resources

3.1 Identifying the right people

3.2 Formulating appropriate job description

3.3 Reviewing a resume and conducting interviews

3.4 Employee induction

3.5 Legal environment

Unit 4: Compensation and benefits

4.1 Define Compensation, Equity and the Compensation System

4.2 Determining pay rates for positions

4.3 Hourly, salary and incentive-based pay

4.4 Incentives and motivation

4.5 Health, dental and life insurance

4.6 Retirement plans

Unit 5: Staying within compliance and creating a safe workplace

5.1 Employee policies and records

5.2 Laws, topics and issues

5.3 Ethics

- 5.4 Occupational safety and health standards
- 5.5 Creating a safe and healthy work environment
- 5.6 Alcohol, drugs and Employee Assistance Programmes
- 5.7 HIV/AIDS in the Workplace
- 5.8 Sexual Harassment

Unit 6: Training, employee recognition and discipline

- 6.1 The Training Cycle
- 6.2 Training needs Identification and Analysis
- 6.3 Employee Orientation
- 6.4 Personal, Management and Leadership Development
- 6.5 Training Tools
- 6.6 Motivating and Recognizing Staff Members
- 6.7 Performance Management System
- 6.8 Performance Assessments and Reviews
- 6.9 Taking Disciplinary Action

Unit 7: Professional training and development

- 7.1 Training and Development Activities
- 7.2 Individual Career Development Plan
- 7.3 Management Trainee Programs

Unit 8: Termination of employment

- 8.1 Managing Termination of Employment
- 8.2 Legal and illegal termination
- 8.3 Redundancies and layoffs

Unit 9: Automation of the HR Function

- 9.1 Purpose of Automation
- 9.2 Project Initiation Document

E2.9.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.9.5 Prescribed Textbooks

1. Noe, Raymond A., et al (2007) Fundamentals of Human Resource Management, McGraw Hill.
2. Dessler, G., Chhinzer, N., & Cole, N. D. (2015) Management of Human Resources: The Essentials 4th ed. Toronto, ON: Pearson Education Canada.
3. Torington, D., Hall, L., Taylor, S., and Atkinson, C. (2011) Human Resource management 8thed, London; Pearson Education.

E2.9.6 Recommended Textbooks

1. Lussier, R. N. and Hendon, J. R. (2010) Human Resource Management: Functions, Applications, Skill development, Sage Publications.
2. Armstrong, M. (2012) A Handbook of Human Resource Management Practice 12thed, London, Kogan page.

E2.10 200 CS 225: MANAGEMENT OF INFORMATION SYSTEMS

E2.10.1 Background and Rationale

The aim of the course is to equip students with an understanding of information systems, their management and their utilisation in organisations

E2.10.2 Learning Outcomes

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

- Demonstrate an appreciation of the uses of computers across business and associated industries.
- Use standard packages such as word processing, databases and spread sheets.
- Analyse various management information system responsibilities

E2.10.3 Course Content

Unit 1: Overview of computer hardware

- 1.1 Types of computer systems, structure of computer systems, central processing unit (CPU)
- 1.2 Input devices, visual display unit (VDU) and keyboards, Windows, Icons, Mouse (WIMP), Pointer, Optical Character Recognition (OCR), Magnetic Ink Character Recognition (MICR), Bar coding, card and badge readers, Point-Of Sale (POS) system, Kimball tags, key-to-Disk/ Tape system, voice data input.
- 1.3 Storage Devices: Magnetic tape, magnetic disks, CD-ROMs, Optical Disks, USB
- 1.4 Output Devices: Impact Printers (Dot Matrix, daisy wheel), Xerographic printer (laser printer), Thermal printer, liquid ink printers, graph plotter, computer output on microfilm (COM), fax, VDU, voice data output.
- 1.5 Data Transmission: Data transmission systems, Data Switching; Simplex, Duplex and Half Duplex transmission; data transmission equipment (Modems, multiplexors etc), protocol.

Unit 2: Software

- 2.1 Systems software - operating systems
- 2.2 Application software including spread sheet and word processing, Databases
- 2.3 Acquisition of software
- 2.4 Programming languages, basic programming principles
- 2.5 Computerised Information Systems
- 2.6 Role and use of computers, advantages and disadvantages of electronic data processing (EDP) over manual processing, organisation of EDP and controls.
- 2.7 Computer files and the structure of data in computers, data validation methods
- 2.8 Local Area Networks (LANs), Wide Area Networks (WANs), Internet
- 2.9 Batch, On-line, Real-time processing, distributed and centralised processing

Unit 3: Organization and control

- 3.1 Staff roles and responsibilities in a data processing (DP) department
- 3.2 Security (physical access, programmed access, back-up)
- 3.3 Documentation in a DP department, controls and personnel

Unit 4: Application and analysis of systems

- 4.1 Accounting packages, sales, purchases, stock, payroll, normal ledger
- 4.2 Concepts of analysis systems, ascertain and record the systems

4.3 Identify requirements and objectives of a system; feasibility studies and reports

Unit 5: Design of data process systems

5.1 Design concepts and principles

5.2 Practice of design: input, processing, output, files, audit, security and controls.

5.3 Implementation of a new system; changeover, personnel considerations, systems standards and documentation.

Unit 6: Organizations, management and the networked enterprise

6.1 Information systems in global business today

6.2 Global e-business and collaborations

6.3 Information systems, organizations and strategy 6.4 Ethical and social issues in information systems

Unit 7: Information technology infrastructure

7.1 IT infrastructure and emerging technologies

7.2 Foundations of business intelligence

7.3 Databases and information management

7.4 Telecommunications, the internet and wireless technology

7.5 Securing information systems

Unit 8: Key system applications for the digital age

8.1 Achieving operational excellence and customer intimacy: Enterprise applications

8.2 E-commerce, digital markets, digital goods

8.3 Managing knowledge

8.4 Enhancing decision making

Unit 9: Building and managing systems

9.1 Building information systems

9.2 Managing projects

9.3 Managing global systems

E2.10.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E2.10.5 Prescribed Textbooks

1. Laudon C. K. and Laudon P. J. (2014). Management Information Systems: Managing the Digital Firm, 13th Edition, Prentice Hall, Cloth.
French C. S. (2003). Computer Science. 5th Edition. Continuum International Publishing Group: London.

E2.10.6 Recommended Textbooks

1. Oliver E. C. and Chapman R. J. (1990). Data Processing and Information Technology. 8th Edition. Letts Educational: London.

E2.11 200 EX 226: EXTENSION PROGRAMME

E2.11.1 Course Description

The Outreach programme is one of required component in higher education to integrate classroom knowledge and skills with actual practice in different socio economic settings. The students of undergraduate programme spend 60 hours in the field based on selected theme. The students are expected to visit the concern site weekly once. Students are formed into different teams of about 5 to 8 students each and they concentrate on the selected themes such as Health and Sanitation, Women Empowerment, Need of Elderly and physically challenged, Participation of Children & Youth, Environment & Agriculture and Community Development. The teams are trained according to the theme they choose. They further study the situation and plan accordingly to carry out interventions in the neighborhood villages and Compounds they are assigned to and they make a difference by organizing awareness programmes, medical camps, rally, skit, etc. It is a mandatory requirement for all the second year undergraduate students to attend this program.

E2.11.2 Vision

To facilitate the student community to become socially responsible future citizens and to be sensitive to the needs of the marginalized groups.

E2.11.3 Mission

To create a just society with committed youth to promote equality, Justice, education, health and environment for the underprivileged sections.

E2.11.4 Aim

The aim of the course is to develop field experience skills in the related field to support the neighboring communities to transform themselves through programs like literacy, health promotion, women empowerment, youth clubs and reduction of dropouts in schools.

E2.11.5 Learning Objectives

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

1. To enable the students to learn social responsibility.
2. To learn from the people's experience and try to create facilities that would empower them
3. To increase the civic and citizenship awareness and skills of students
4. To provide cross-cultural experiences for students
5. To make students better prepared for their careers/continuing education.

E2.11.6 Topics of Study Proposed thematic Activities:

1. Health and Sanitation

- Awareness about HIV/AIDS, Malaria, Cholera etc ,
- Health and Hygiene - Village cleaning,
- Water and Sanitation
- Health camps – General medicine camp, Eye camp, Blood grouping & donation, HIV testing, First aid
- Health and healing practice

2. Women Empowerment

- SHG Formation & Savings and Credit
- Training on gender balance, leadership etc
- Women health
- Women Skill training
- Early marriage & Teenage pregnancy
- PMTC
- Traditional Crafting,
- Beautician, scrapbooking,
- Computer training,
- Vocational trainings
- Nutrition demo
- Networking with line department

3. Need of Elderly and Physically Challenged

- Need assessment
- Linking with government service
- Vocational training
- Family gathering & sharing
- Distributing basic needs
- Distribution of needs and appliance
- Counseling support □Health camps
- Story telling events
- Networking with line department

4. Children and Youth

- Children creative learning centres,
- Children's Parliament,
- Youth Club
- Motivating Youth take up self - employment, Referral services for financial facilities and job placement, entrepreneurship trainings, inculcating saving habit, marketing linkages. Motivational talk & talent show, Group discussion, debate,
- Computer training – Soft skills
- Education tour – Eco tourism, trekking, tribal visit,
- Observing important days
- School visit
- Networking with line department

5. Environment and Agriculture

1. Rain water harvesting,
2. Community Garden, Special needs events, Health screenings, Diet and cooking classes, Book discussions

- Tree Plantation,
- Biodiversity assessment & Peoples Biodiversity register
- Compost making
- Low External input agriculture practice (LEISA)
- Model farm visit
- Value addition and Market linkages
- Observing important days
- Networking with line department
- Eco-friendly activities on garbage management and environment campaigns

6. Community Development

1. Leadership and Capacity building trainings
2. Alcohol and drug abuse,
3. Literacy programme,
4. Traditional food festival,
5. Computer access & village knowledge centre
6. Art show
7. Observation visits to different settings - Home Visits, Schools, Primary Health Centers, Councilor's Office etc.
8. Community mapping - Location of the community, demography/population details, leadership, education/occupation /health issues, housing conditions, sanitation facilities, community Need assessment using PRA and Participatory GIS mapping,
9. Partner to raise money for local cause,
10. Door – to – door food collection
11. Neighborhood inventories and assessments
12. Observing important days
13. Recreational activities
14. Knowing the community leaders

E2.11.7 Mode of Assessment

Students are assessed based on Regular Attendance, Special programmes / activities conducted effectively in communities, schools and college, Innovativeness/creativity, team work, leadership qualities and assignments and reports. Attendance is Compulsory. A student should secure 85% of attendance in the course to be eligible for submission of final report for End Semester Evaluation / Examination. The Field Training Performance report is evaluated for 30 marks, field work attendance 20 marks and final report in PDF carries 50 marks. Student evaluation will be done by staffs-in charge from the respective departments and Outreach Coordinator. In case he / she fails in this programme, they re-do the course during semester holidays continuously 4 weeks.

Table 3: Year 3

YEAR 3/SEM I	SUBJECT AREA	COURSE CODE	COURSE TITLE
3/5	Statistics	200 MG 311	Business Statistics
3/5	Management	200 MG 312	Financial Management
3/5	Business Law	200 MG 313	Business and Company Law
3/5	Marketing	200 MG 314	Services Marketing
3/5	Industrial visit	200 IP 316	Industrial Practical Training 4 weeks
YEAR 3/SEM II	SUBJECT AREA	COURSE CODE	COURSE TITLE
3/6	Industrial visit	200 IP 316	Industrial Practical Training 4 weeks
3/6	Entrepreneurship	200 MG 321	Entrepreneurship and Innovation
3/6	Management	200 MG 322	Operations Management
3/6	Research	200 MG 323	Business Research Methods
3/6	Labour Law	200 MG 324	Labour Laws & Business Relations

E3.0 DESCRIPTION OF FIRST YEAR COURSES**E3.1 200 MG 311: Business Statistics****E3.1.1 Background and Rationale**

This course on business statistics would help ensuring that the students should graduate from the basics of mathematical skills and further polish them with the day today requirements of statistical problems and their solutions. In this course, you will learn how to apply statistical tools to analyze data, draw conclusions, and make predictions of the future. The course will begin with data distributions, followed by probability analysis, sampling, hypothesis testing, inferential statistics, and, finally, regression. This course is mathematically intensive, and much of what you learn here will deal with things you encounter every day. This course also makes use of spreadsheets, an important tool for working with and making sense of numerical data.

E3.1.2 Learning Outcomes

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

- Understand the concept of population and sample.
- Use frequency distribution to make decision.
- Understand and to calculate various types of averages and Variation.
- Use regression analysis to estimate the relationship between two variables.
- Solve LPP to maximize the profit and to minimize the cost. □Solve TP to maximize the profit and to minimize the cost.

E.3.1.3 Course Content

Unit 1: Introduction to Statistics

- 1.1 Background and Basic concepts - Introduction – Definition of Statistics – Functions – Scope – Limitations
- 1.2 Classification and Tabulation of Data
- 1.3 Measures of Central Tendency-Introduction – Types of averages – Arithmetic Mean (Simple and Weighted) – Median – Mode – Graphic location of Median and Mode through Ogive Curves and Histogram.

Unit 2: Measures of Dispersion

- 2.1 Meaning– Calculation of Absolute and Relative measures of dispersion
- 2.2 Range – Quartile Deviation – Mean Deviation – Standard Deviation and Coefficient of Variation
- 2.3 Measures of Skewness

Unit 3: Measures of Skewness

- 3.1 Meaning of Skewness
- 3.2 Symmetrical & Skewed Distributions, Measures of Skewness, Absolute and Relative Measures of Skewness
- 3.3 Karl Pearson’s Coefficient of Skewness and Bowley’s Coefficient of Skewness

Unit 4: Correlation and Regression Analysis

- 4.1 Correlation – Meaning & Definition
- 4.2 Uses – Types – Probable error
- 4.3 Karl Pearson’s & Spearman’s Rank Correlation (Excluding Bivariate and Multiple correlation) Regression – Meaning and Definition, Regression Equations – Problems

Unit 5: Index Numbers

- 5.1 Meaning & Definition
- 5.2 Uses – Classification
- 5.3 Construction of Index Numbers – Methods of constructing Index Numbers – Simple Aggregate Method – Simple Average of Price Relative Method
- 5.4 Weighted Index numbers – Fisher’s Ideal Index (including Time and Factor Reversal tests) Consumer Price Index –Problems.

E3.1.4 Assessment:

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.1.5 Prescribed Textbooks

1. Vittal P.R.,2013, Business Statistics, Margham Publishers, Chennai.
2. Gupta S.G & Kapoor V.K, 2010, Fundamentals of Applied Statistics, S. Chand, New Delhi.
3. Gupta S.P,2010,Statistical Methods, S. Chand, New Delhi,
4. Veena G.R& Seema, 2013, Business Mathematics and Statistics, I.K. International Publishing House, New Delhi.

E3.1.6 Recommended Textbooks

1. Beri, G. C. 2011, Business Statistics, Tata McGraw Hill Educations Pvt Ltd, New Delhi
2. Foster, D. & Stine, E. R., 2010, Statistics for Business, Decision Making and Analysis, Pearson Publisher, New Delhi.
3. Sharma, J. K. 2011, Business Statistics, Pearson Publisher, New Delhi.
4. Qazi Zameeruddin&Vijay K Khanna, 2009, Business Mathematics, Second Edition, Vikas Publishers, New Delhi.

E3.2 200 MG 312: FINANCIAL MANAGEMENT

E3.2.1 Background and Rationale

This course aims at providing students with an understanding of the principles of financial management, and enhance understanding of how businesses operate and how finance functions support businesses in achieving their goals.

E3.2.2 Learning Outcomes

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

- Apply working capital management techniques;
- Calculate the cost of capital and factors which affect it and carry out effective investment appraisal;
- Demonstrate the principles of business and asset valuation
 - Evaluate alternative sources of business finance;
 - Demonstrate risk management techniques in business.

E3.2.3 Course Content

Unit 1: Introduction to Financial Management

- 1.1 The nature and purpose of financial management
- 1.2 Financial objectives and relationship with corporate strategy
- 1.3 Stakeholders and impact on corporate objectives
- 1.4 Financial and other objectives in not for profit organisations

Unit 2: Financial Management Environment

- 2.1 The economic environment for business
- 2.2 The nature and role of financial markets and institutions
- 2.3 The treasury function

Unit 3: Working capital management

- 3.1 The nature, elements and importance of working capital
- 3.2 Management of inventories, accounts receivable, accounts payable and cash
- 3.3 Determining working capital needs and funding strategies

Unit 4: Cost of Capital

- 4.1 Risk, return and cost of capital
- 4.2 Estimating the cost of equity, cost of debt and other capital instruments
- 4.3 Estimating the overall cost of capital and impact of cost of capital on investments
- 4.4 Capital structure theories and practical considerations.

Unit 5: Investment Appraisal

- 5.1 Investment appraisal techniques
- 5.2 Allowing for inflation and taxation in investment appraisal
- 5.3 Adjusting for risk and uncertainty in investment appraisal
- 5.4 Specific investment decisions (lease or buy, asset replacement, capital rationing)

Unit 6: Business Finance

- 6.1 Sources of and raising short term finance

- 6.2 Internal sources of finance and dividend policy
- 6.3 Gearing and capital structure considerations
- 6.4 Finance for Small and Medium size entities

Unit 7: Business Valuations

- 7.1 Nature and purpose of the valuation of business and financial assets
- 7.2 Models for the valuation of shares
- 7.3 The valuation of debt and other financial assets
- 7.4 The efficient market hypothesis (EMH) and practical considerations in the valuation of Shares

Unit 8: Risk Management

- 8.1 The nature and types of risk and approaches to risk management
- 8.2 Causes of exchange rate differentials and interest rate fluctuations
- 8.3 Hedging techniques for foreign currency risk
- 8.4 Hedging techniques for interest rate risk

E3.2.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.2.5 Prescribed Textbooks

1. Arnold, G. (2008) Corporate Financial Management, 4th Edition. London: London: Prentice Hall.
2. Atrill, P. (2008) Financial Management for decision Makers, 5th edition. London: London: Prentice Hall.
3. Eugene, F. B. Michael, C. E. (2005) Financial Management – theory and practice, 2nd edition. London: Thompson.

E3.2.6 Recommended Textbooks

1. Brealey, R. A., Meyers, S. C. and Marcus, A. J. (2008) Fundamentals of Corporate Finance, 6th edition. New York: New York: McGraw Hill.
2. Knot, G. (2004) Financial Management, 4th Edition. London: Palgrave Macmillan.
3. McLaney, E. J. (2009) Business Finance Theory and Practice, 8th edition. London: London: Prentice Hall.
4. Watson, D. and Head, A. (2009) Corporate Finance: Principles and Practice, 5th edition. London: Prentice Hall.

E3.3 200 MG 313: BUSINESS AND COMPANY LAW

E3.3.1 Background and Rationale

Businesses should operate legally in order for owners and the nation to realize the full benefits. For this reason, business managers should be fully aware of the regulatory environment in order to operate a legal business entity. This course therefore equips learners with the legal framework in Zambia and how business law affects business decision makers. This course aims at introducing learners to the legal framework of a business organization. Emphasis is on the Law governing sole proprietorship, partnerships and companies

E3.3.2 Learning Outcomes

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

- Demonstrate a sound understanding of the nature of law within the context of Zambia's legal framework
- Explain some of the more significant statutes and how they affect businesses
- Apply business law concepts and principles covered herein to selected business decision making situations

E3.3.3 Course Content

Unit 1: Overview of some common forms of business organizations

- 1.1 The sole proprietor
- 1.2 Partnership
- 1.3 Registered Company, etc.

Unit 2: Partnership Law

- 2.1 Sources of law
- 2.2 Definition of partnerships
- 2.3 Creation of partnership, formalities, capacity, illegality, etc.
- 2.4 Relationship between partners and third parties—Authority, liability, agency, etc.
- 2.5 Partnership property definition, accounts, shares
- 2.6 Dissolution of partnerships

Unit 3: Promotion and pre-incorporation contracts

- 3.1 *Gluckesten V. Bames*
- 3.2 *Kelnor V. Baxter*
- 3.3 *Newboun V. Sensolid Ltd.*
- 3.4 *Salamon V. Salamon & Co. Ltd.*
- 3.5 *Erlanger V. New sombrero phosphate Co.*

Unit 4: Company formation

- 4.1 Choosing appropriate form
- 4.2 Practical steps, formalities, role of the Registrar
- 4.3 Constructive notice theory

Unit 5: The company constitution

- 5.1 Corporate capacity
- 5.2 Articles – scope and construction

5.3 The legal effect of articles

5.4 Alteration of articles

Unit 6: Financial structure and membership

6.1 The legal concept of capital

6.2 Sources of capital

Unit 7: Raising share capital

7.1 Nominal capital

7.2 Issue at a premium

7.3 Prohibition of issue of discount

7.4 Rights issue

7.5 Pre-emption rights

7.6 Raising and capital maintenance

7.7 Payment for shares – the basic rules

Unit 8: Corporate self-dealing and capital maintenance

8.1 Assistance to purchase own shares

8.2 Redemption, Dividend

Unit 9: Share capital alteration

9.1 Alterations other than reduction

9.2 Reduction of capital

9.3 Forfeiture and surrender

9.4 Raising capital from the public – prospectus, listing

Unit 10: Classes of shares and class rights

10.1 Classes of shares

10.2 Variation and class rights

Unit 11: Legal incidents of shares membership and ownership

11.1 Definition of member

11.2 Restrictions of membership

11.3 Becoming a member

11.4 The register of members

11.5 Share certificates

11.6 Mortgage/Lien on shares

Unit 12: Loan capital

12.1 Form of loan capital

12.2 Company charges

12.3 Registration

12.4 Remedies of loan creditors (especially receivers).

Unit 13: Corporate power and its regulation

13.1 The Board Vs the General meeting

13.2 Organic theory

13.3 Company General Meetings – AGM, EGM and resolutions.

13.4 Company officers: Company Secretary; Directors

E3.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.3.5 Prescribed Textbooks

1. Watson G, et al (2013) Law for Business, Akoranga Press, Auckland 2013
2. Miller L (2014) Understanding Commercial Law, 8th edition Lexis Nexis, Wellington

E3.3.6 Recommended Textbooks

1. Farrar, J, H and Hannigan B, M (1998) Farrar's Company Law. 4th edition Butterworths, London.

E3.4 200 MG 314: SERVICES MARKETING

E3.4.1 Background and Rationale

The aim of this course is to provide students with a theoretical and practical understanding of the current issues in the marketing of services.

E3.4.2 Learning Outcomes

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

- Demonstrate an understanding of theoretical and practical concepts of marketing of services
- To apply the principles of marketing of services to real world problems
- To identify critical issues related to service design

E3.4.3 Course Content

Unit 1: Introduction

- 1.1 Nature and classification of services
- 1.2 Characteristics of services and their marketing implications
- 1.3 An integrative Framework for marketing Service
- 1.4 Quality and service

Unit 2: The foundation for service marketing

- 2.1 Doing the service right the first time
- 2.2 Doing the service very right the second time
- 2.3 Management for customer expectations

Unit 3: Building a services marketing organisation

- 3.1 Cornerstone roles for the services marketing director
- 3.2 The ideal services marketing director.

Unit 4: Maximizing services marketing potential

- 4.1 Managing the evidence
- 4.2 Branding the company
- 4.3 Marketing to the existing customers
- 4.4 Marketing to employees

Unit 5: Setting prices and implementing revenue management

- 5.1 Effective pricing is central to financial success
- 5.2 Pricing strategy stands on three foundations
- 5.3 Revenue management: what it is and how it works
- 5.4 Ethical concerns in service pricing
- 5.5 Putting service pricing into practice

Unit 6: Designing and managing service delivery

- 6.1 Flowcharting customer service processes
- 6.2 Blueprinting services to create valued experiences and productive operations
- 6.3 Service process redesign
- 6.4 The customer as co-producer

6.5 Self-service technologies

Unit 7: Managing customer relationships and building loyalty

7.1 The search for customer loyalty

7.2 Understanding the customer-firm relationship

7.3 The wheel of loyalty

7.4 Building a foundation for loyalty

7.5 Strategies for developing loyalty bonds with customers

7.6 Strategies for reducing customer defections

7.7 Customer relationship management

Unit 8: Complaint handling, and service recovery

8.1 Customer complaining behaviour

8.2 Customer responses to effective service recovery

8.3 Principles of effective service recovery systems

8.4 Service guarantees

8.5 Discouraging abuse and opportunistic customer behaviour

E3.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.4.5 Prescribed Textbooks

1. Lovelock C. H. and Wirtz J. (2011). Services Marketing: People, Technology, Strategy. 7th Edition. Pearson Education Limited: Harlow
2. Lovelock C. H., Patterson P. G. and Wirtz J. (2010). Services Marketing: Text, Cases and Readings, 5th Edition. Pearson Education: Sydney.

E3.4.6 Recommended Textbooks

1. Gronroos C. (2007). Service Management and Marketing: Customer Management in Service Competition. 3rd Edition. John Willey and Sons: West Sussex.

E3.5 200 IP 315: INDUSTRIAL PRACTICAL TRAINING (4 WEEKS)

E3.5.1 Background and Rationale

All students are required to undergo industrial training for a minimum period of 8 weeks. Normally, the industrial training is carried out in between the semester. Placement of students at various companies will be supervised and coordinated by the Placement & Training Officer set up by the Faculty. The students will be placed at various companies throughout Zambia. The training at the various companies will expose the students to a real working environment including the companies' organization structures, business operations and administrative functions. The hands-on experience in the training will reinforce what has been taught at the University.

E3.5.2 Learning Outcomes

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

1. Familiarize the students with practical work in various disciplines.
2. Improve the performance of the students in theory classes by introducing them to the in practical work.
3. Help to know the strengths and weaknesses in the students, so they can improve their skills and overcome their limitations by taking appropriate measures.
4. Expose students to real work situations and equip them with the necessary skills so that they would be ready for the job when they graduate.

E3.5.3 Course Content

1. Industrial Practical Training Dairy
2. Industrial Practical Training Presentation
3. Procedures & Observations
4. Industrial Practical Training Report

E3.5.4 Assessment

Attendance is Compulsory. A student should secure 85% of attendance in the course to be eligible for appearing End Semester Examination. The Industrial Practical Training Performance report is evaluated for 40 marks as internal (Refer Industrial Practical Training th Policy & Manual). There shall be an End Semester Examination after the end of 8 week for Industrial Practical Training Evaluation and Viva Voce evaluated for 40 marks and 20 marks each. (Refer Examination Guidelines).

Performance Report	40%
Evaluation	40%
Viva Voce	20%

E3.6 200 MG 321: ENTREPRENEURSHIP AND INNOVATION

E3.6.1 Background & Rationale

This course serves to provide students with appropriate entrepreneurial knowledge and skills which are important elements in building a global competitive advantage of the nation. The course evolves beyond the original goal of venture creation to emphasize the development of entrepreneurial behaviour and skills. Attention has been directed towards developing and building entrepreneurial skills which are essential to an entrepreneur. It is hoped also that through their creativity, the trainee teachers would begin to initiate development of entrepreneurial attitudes and skills in their learners.

E3.6.2 Learning Outcomes

By the end of the course student should be able to;

- Analyze theories of entrepreneurship
- Examine the key determinants of entrepreneurial success
- Identify and maximize business opportunities that are available.
- Explore the Marketing Strategies that may be employed by small businesses.
- Establish the importance of entrepreneurship in education.
- Examine fundraising ventures available for schools.
- Describe and prepare a Business Plan (Business Project).
- Demonstrate the ability to inculcate basic entrepreneurship skills in young children.

E3.6.3 Course content

Unit 1: Introduction to Entrepreneurship

1.1 Entrepreneurship in History

1.2 What Is Entrepreneurship?

1.3 The concept of Entrepreneurship

1.4 Who Is Entrepreneur?

1.5 Characteristics of an entrepreneur

1.6 Factors in entrepreneurship

1.7 The Four Steps in the Entrepreneurial Process 1.8 New venture creation

Unit 2: Forms of Legal Business Ownership

2.1 Sole proprietorship

2.2 Partnership

2.3 Cooperative

2.4 Corporation

Unit 3: Sources of Finances

3.1 Debt financing

3.2 Equity financing

3.3 Savings

Unit 4: S.W.O.T Analysis

4.1 S.W.O. T

4.2 Advantages of S.W.O.T analysis

4.3 Limitations of S.W.O.T analysis

Unit 5: Marketing

5.1 What is marketing?

5.2 The marketing philosophy

5.3 Marketing Approaches

5.4 Targeting

5.5 Positioning

5.6 The marketing mix

5.7 Branding

5.8 New product development

Unit 6: The Business Plan

6.1 What is a business plan?

6.2 Outline of the business plan

6.3 Types of Business Transactions

6.4 Significance of business documents

6.5 Features of business documents

6.6 Types of business documents

Unit 7: Basics of Accounting

7.1 Introduction to Accounting

7.2 Double Entry Accounting

7.3 The Cash Book

7.4 The Trial Balance

7.5 The Financial Statements

Unit 8: Budgeting & Managing an Enterprise

8.1 What is budgeting?

8.2 Objectives of budgeting

8.3 What is Management

8.4 Planning and Decision Making

8.5 Strategic planning

8.6 Tactical planning

8.7 Operational planning

E3.6.4 Assessment

Continuous Assessment	20 %
	20 %
	60 %
Total	100%

Assignments

Final Examination

E3.6.5 Recommended Textbooks

1. De Klerk, A., Old, S. And Breebaart, H (2001) Introduction to Entrepreneurship and Small Business Management. Pretoria: University of South Africa, UNISA.
2. Farese, Shneiderlois et al, (1991) Marketing Essentials, Columbus: Glencoe.
3. Graf, David et al, (1990) Business in an Information Economy, New York: McGraw-Hill.

E3.6.6 Prescribed Textbooks

1. Griffin, Ricky, (2008) Fundamentals of Management, Mason: South Western.
2. Hargreaves, R (1987) Starting Business, a Practical Handbook. London: Heinemann.
3. Holt, H. David (2004) Entrepreneurship, New ventures Creation. New Delhi: Prentice Hall.

E3.7 200 MG 322: OPERATIONS MANAGEMENT

E3.7.1 Background & Rationale

The need to bring an understanding of system analysis and operation and supply chain management cannot be over emphasized. This course describes the product and service processes and designs, process flow analysis, facility and aggregated planning, and quality control measures.

E3.7.2 Learning Outcomes

By the end of the course student should be able to;

- Demonstrate knowledge on product and service process design and selection.
- Describe the process flow analysis.
- Explain the management of quality and quality control measures. □ Demonstrate knowledge on facility and aggregate planning.

E3.7.3 Course Content

Unit 1: The Operations Function

- 1.1 Definition of Operation Management.
- 1.2 Operation Decisions.
- 1.3 Gross Functional Decision Making.
- 1.4 Operations as a System.
- 1.5 Contemporary Operations Themes.

Unit 2: Operations Strategy

- 2.1 Operation Strategy Methods.
- 2.2 Linking Strategies.
- 2.3 Focused Operations.

Unit 3: Product Design

- 3.1 Strategies for New Product Introduction.
- 3.2 New Product Development Process.
- 3.3 Gross Functional Product Design.
- 3.4 Quality Function Development.
- 3.5 Value Analysis.
- 3.6 Modular Design.

Unit 4: Process Selection

- 4.1 Product-flow Characteristics.
- 4.2 Classification by Type of Customer Order.
- 4.3 Process Selection Decisions.
- 4.4 Product-Process Strategy.
- 4.5 Mass Customizations.
- 4.6 Gross Function Decision Making.

Unit 5: Saving Process Design

- 5.1 Defining Service.
- 5.2 The Service Product Bundle.

5.3 Service Guarantees

5.4 Cycle of Service.

5.5 Customer Contact.

5.6 Service Matrix.

5.7 Employees and Services.

Unit 6: Process-Flow Analysis

6.1 System Thinking.

6.2 The Process View of Business.

6.3 Flow-chart Analysis.

6.4 Materials-flow Analysis.

6.5 Information-Flow Analysis.

6.6 Service Blueprinting.

6.7 Using Process-Flow Analysis.

6.8 Business Process Re-engineering.

Unit 7: Managing Quality

7.1 Quality Definitions.

7.2 Quality Planning, Control and Improvement.

7.3 The Quality Gurus.

7.4 ISO 900 Standards.

7.5 MalcolmBaldridge Award

7.6 Why Some Quality Improvement Efforts Fail.

Unit 8: Quality Control and Improvement

8.1 Design of Quality Control Systems.

8.2 Process Quality Control.

8.3 Attribute Control.

8.4 Using Control Charts.

8.5 Continuous Improvement.

8.6 Six Sigma.

Unit 9: Scheduling Operations

9.1 Batch Scheduling.

9.2 Gantt Charting.

9.3 Finite Capacity Scheduling.

9.4 Theory of Constraints.

9.5 Dispatching Rules.

9.6 Infinite Capacity Loading.

9.7 Planning and control systems.

Unit 10: Inventory

10.1 Purpose of inventories.

10.2 Independent-demand Inventory.

10.3 Materials Requirements Planning.

10.4 Just in-Time Systems

E3.7.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.7.5 Prescribed Textbooks

1. Arnold, G. (2008) Corporate Financial Management, 4th Edition. London: London: Prentice Hall.
2. Atrill, P. (2008) Financial Management for decision Makers, 5th edition. London: London: Prentice Hall.
3. Eugene, F. B. Michael, C. E. (2005) Financial Management – theory and practice, 2nd edition. London: Thompson.

E3.7.6 Recommended Textbooks

1. Brealey, R. A., Meyers, S. C. and Marcus, A. J. (2008) Fundamentals of Corporate Finance, 6th edition. New York: New York: McGraw Hill.
2. Knot, G. (2004) Financial Management, 4th Edition. London: Palgrave Macmillan.
3. McLaney, E. J. (2009) Business Finance Theory and Practice, 8th edition. London: London: Prentice Hall.
4. Watson, D. and Head, A. (2009) Corporate Finance: Principles and Practice, 5th edition. London: Prentice Hall.

E3.8 200 MG 323: BUSINESS RESEARCH METHODS

E3.8.1 Background & Rationale

This course is designed to equip students with knowledge, and skills in conducting qualitative and quantitative research methods in business. The aim of the course is to develop students understanding of the practical application of both qualitative and quantitative research methods.

E3.8.2 Learning Outcomes

By the end of the course student should be able to;

- Describe the nature of research and the rationale for research in business
- Conceptualize social research, and its application in business
- Analyse basic concepts of qualitative and quantitative research
- Describe possible sources of research problems in business, and identify researchable problems
- Develop a research proposal.

E3.8.3 Course Content

Unit 1: Introduction to Research

1.1 Historical Underpinnings of Research

1.2 What is Educational Research

1.3 Basic Concepts (Qualitative and Quantitative Research

1.4 Methods of Analysis of Qualitative Data

1.5 Methods and Methodology

Unit 2: Identify A Research Problem

2.1 Sources of Research Problems

2.2 Developing and Refining a Research Problem

2.3 Evaluating Your Research Problem

2.4 The Research Proposal

Unit 3: Historical Research Methods

3.1 What is Historical Research?

3.2 Interpreting Events in Their Context or Dimensions

3.3 Choosing a Problem

3.4 Collecting Data Using Historical Research

3.5 Sources of Historical Data

3.6 Planning for Research

3.7 Writing a Research Report

3.8 Common Problems in Historical research

Unit 4: Developmental Research

4.1 Types of Developmental Research

4.2 Strengths and Weaknesses of Cohort and Cross-Sectional Studies

4.3 Developmental Research

Unit 5: The Survey Method in Research

- 5.1 Sampling
- 5.2 Non-probability Sampling
- 5.3 Convenience/accidental sampling
- 5.4 Quota Sampling
- 5.5 Probability Sampling
- 5.6 Simple Random Sampling
- 5.7 Stratified Random Sampling
- 5.8 Systematic Sampling
- 5.9 Techniques in Survey
- 5.10 Processing Survey Data

Unit 6: Writing a Research Report

- 6.1 Identifying the Problem
- 6.2 Formulating a Hypothesis
- 6.3 Theoretical Framework
- 6.4 Review of Related Literature
- 6.5 Data Collection and Assembling
- 6.6 Writing the Research Report
- 6.7 Role of Supervision in Research

E 3.8.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E 3.8.5 Prescribed Textbooks

1. Zikmund, W. G., Carr, J. C., & Griffin, M. (2013). Business Research Methods. Cengage Learning.

E 3.8.6 Recommended Textbooks

1. Hair, J. F., Money, A. H., Samouel, P., & Page, M. (2012). Research methods for business. Education Training.
2. Taylor, S. J., Bogdan, R., & DeVault, M. (2015). Introduction to qualitative research methods: A guidebook and resource. John Wiley & Sons.

E3.9 200 MG 324: LABOUR LAWS & INDUSTRIAL RELATIONS

E3.9.1 Background and Rationale

Labour law is concerned with the regulation of employment that is the regulation of relationships between employers, employees and Government. The course aims to provide students with a solid grounding in labour law. It does not set out to cover the subject comprehensively. Rather, it attempts to give you a strong, critical grasp of some of the important issues which arise in the area. Further, the importance of the maintenance of Industrial peace and efforts to reduce the incidence of Strikes and Lockout and Industrial Strike are to be emphasized.

E3.9.2 Learning Outcomes

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

- Provide students with knowledge of labour laws;
- Explain and understand labor laws in organizations, the international labor organization, occupational hazards and risk, and managing employee relations at work;
- To examine the theoretical aspects, problems and issues in arbitration and bargaining and models of bargaining and arbitration.

E3.9.3 Course Content

Unit 1: Industrial Relations

- 1.1 Concepts and Approaches
- 1.2 Bipartite and Tripartite bodies
- 1.3 Functions of IR Manager
- 1.4 Contemporary Issues in Industrial relations
- 1.5 Industrial Relations in the emerging scenario

Unit 2: Industrial Dispute

- 2.1 Types and Causes Strikes and Lockouts
- 2.2 Prevention and Settlement of Industrial Disputes: Conciliation, Arbitration and Adjudication.

Unit 3: Trade Union

- 3.1 Concept and functions of Trade Unions
- 3.2 Trade Unionism in the country: Emergence, History and Growth
- 3.3 Trade Union as an Organization
- 3.4 Future Trends in IR Role and Future of Trade Unions.

Unit 4: Discipline and Grievance Management

- 4.1 Negotiation and Collective Bargaining
- 4.2 Participative Management
- 4.3 Productive Bargaining and Gain Sharing
- 4.4 Employee Empowerment and Quality management
- 4.5 Industrial Relations and Technological Change, Laws Relating to Discharge, Misconduct,
- 4.6 Domestic Enquiry, Disciplinary Action.

Unit 5: The Employment Act

- 5.1 Industrial Labour Relations Act

- 5.2 Employment (Special Provision) Act
- 5.3 Minimum Wages and conditions of services Act
- 5.4 National Fund Pensions Act
- 5.5 Statutory Instrument 46 of 2012 General order.

E3.9.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E3.9.5 Prescribed Textbooks

1. Venkata Ratnam, C.S. 2010, Industrial Relations 5th edition, Oxphord University Press, New Delhi.
2. Mamoria, C.B., Mamoria,S., & Gankar, S.V. 2010, Dynamics of Industrial Relations 13th edition, Himlaya Publishing House, Mumbai.
3. Srivastava, S.C. 2009, Industrial Relations and Labour Laws 5th edi, Vikas Publishing, New Delhi.
4. Singh, B.D., 2009, Industrial Relations, Emerging Paradigm 2nd edition, Excel Books, New Delhi.

E3.9.6 Recommended Textbooks

1. Budd, John W. Labor Relations, 2010, Striking a Balance, 3rd Edition, Chicago.
2. Memoria C B, 2014, Personnel Management and Industrial Relations, Himalaya Publishing House, Mumbai.
3. Tripathy. 2013. Personnel Management and Industrial Relations. Sultan Chand & Sons, New Delhi
4. Kaur, A., & Agarwal,P. 2010, Industrial Relations 4th edition, Kalyani Publications. New Delhi.
5. Kumar, N. 2011, Human Resource Management & Industrial Relations 1st edition, Himlaya Publishing House, Mumbai.

Table 4: Year 4

YEAR 4/SEM I	SUBJECT AREA	COURSE CODE	COURSE TITLE
4/7		200 MG 411	Corporate Governance and Business Ethics
4/7	Management	200 MG 412	International Business Strategies
4/7	Management	200 MG 413	Project Management
4/7			Elective I
4/7	Research	200 MG 414	Research Project Work & Viva Voce I
YEAR 4/SEM II	SUBJECT AREA	COURSE CODE	COURSE TITLE
4/8	Management	200 MG 421	Strategic Management
4/8	Management	200 MG 422	Performance Management
4/8	Accounting	200 MG 423	International Finance
4/8			Elective II
4/8	Research	200 MG 424	Research Project Work & Viva Voce II

E4.0 DESCRIPTION OF FOURTH YEAR COURSES**E4.1 200 MG 411: CORPORATE GOVERNANCE AND BUSINESS ETHICS****E4.1.1 Background and Rationale**

Corporate governance deals with the complex set of relationships between the corporation and its board of directors, management, shareholders, and other stakeholders. The course is designed to increase the depth of students' understanding of corporate governance issues in business. The course puts a strong emphasis on the relationship between theoretical concepts and real world issues. The aim of this course is to enable students understand the framework and general principles of ethical behaviour, how they may be applied in the work environment and the role good corporate governance in achieving the organization's objectives.

E4.1.2 Learning Outcomes

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

- Explain the purpose of business and how they interact with key stakeholders and the external environment
- Explain business organisation structure, functions and the role of corporate governance
- Demonstrate an understanding of the importance of ethics to business generally and to members of professional bodies

- Assess the development of corporate governance to meet public concern in relation to the management of companies.

E4.1.3 Course Content

Unit 1: Overview of Corporate Governance

- 1.1 Governance
- 1.2 Corporate Governance
- 1.3 Governance System
- 1.4 Development of codes of governance
- 1.5 Corporate governance principles

Unit 2: Business Ethics

- 2.1 Defining Ethics and Ethical Concepts
- 2.2 Ethical Principles
- 2.3 Codes of Conduct
- 2.4 Unethical Business Practices

Unit 3: Business Ethics and Corporate Behaviour

- 3.1 Levels of Ethical Reasoning; personal, Organizational, industry, societal and global
- 3.2 Ethical Decision Making
- 3.3 Identifying and Addressing Ethical Dilemmas
- 3.4 Development of Ethical Corporate Behaviour

Unit 4: The Business Organization and Its Stakeholders

- 4.1 Stakeholder Theory
- 4.2 Classification of Stakeholders
- 4.3 Governance and Stakeholders
- 4.4 Corporate Social Responsibility
- 4.5 Corporate governance and CSR

Unit 5: Business Organization, Structure, Functions and Governance.

- 5.1 Organizational Culture
- 5.2 Organizational Structure and Ethics

Unit 6: Accounting and Reporting Systems

- 6.1 Role of Audit Committee
- 6.2 Internal Auditing
- 6.3 External Auditing

Unit 7: Control and Compliance

- 7.1 Internal Controls
- 7.2 Components of Effective Compliance Program

E4.1.4. Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.1.5 Prescribed Textbooks

1. Mallin, C, (2009) Corporate Governance, 3rd edition, Oxford University Press.
2. Tricker, R, (2012) Corporate Governance: Principles, Policies and Practices, 2nd edition, Oxford University Press.
3. Solomon, J, (2013) Corporate Governance and Accountability, 4th edition, Wiley, New York.

E4.1.6 Recommended Textbooks

1. Thomsen, S, and Conyon, M, (2012) Corporate Governance: Mechanisms and systems, McGraw Hill.
2. Monks, Robert A,G and Nell, M, (2011) Corporate Governance, 5th edition, John Wiley & Sons, New York
3. King Code Governance for South Africa 2009
4. UK Corporate Governance Code 2010
5. The Code of Ethics for Professional Accountants, 13th Edition, IFAC

E4.2 200 MG 412: INTERNATIONAL BUSINESS STRATEGIES

E4.2.1 Background and Rationale

This course is to introduce students to the theory and practice of international business and equip them with knowledge and skills to develop international business strategy. Additionally, the course will enable students to analyze international marketing data for assessment of business opportunities.

E4.2.2 Learning Outcomes

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

- Demonstrate knowledge of concepts, tools, and international terminology necessary to understand international business problems and issues
- Assess global business opportunities in the international markets
- Evaluate issues affecting international marketing activities
- Demonstrate an understanding of the process of implementing global marketing strategies and adapting business activities to specific market needs.

E4.2.3 Course Content

Unit 1: An overview of international business

- 1.1 Scope international business
- 1.2 Evolution of international business
- 1.3 Challenge in international business

Unit 2: Dynamic environment of international trade

- 2.1 The global economic environment
- 2.2 Social / cultural environment
- 2.3 Political, legal and regulatory environment

Unit 3: Cultural dynamics in assessing global markets

- 3.1 Elements of culture
- 3.2 Cross-cultural comparisons
- 3.3 Adapting to cultures
- 3.4 Culture and the marketing mix

Unit 4: Organizational cultures

- 4.1 Management style
- 4.2 Business systems
- 4.3 Negotiation styles

Unit 5: Assessing opportunities

- 5.1 Developing a global vision through marketing research
- 5.2 Segmentation, targeting and positioning

Unit 6: International marketing strategy

- 6.1 Global entry strategies
- 6.2 Product strategy: product adaptation and brand management

6.3 Pricing strategy: pricing for international markets

6.4 Distribution strategy

6.5 Advertising strategy: integrated marketing communications and international advertising

Unit 7: E- business and e-commerce

E4.2.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.2.5 Prescribed Textbooks

1. Czinkota M. and Ronkainen I. (2010). International Marketing. 9th Edition. Thompson Southwestern Publishing: Ohio.
2. Chaffey D, (2011) E-Business & E-commerce Management: Strategy, Implementation and Practice, 5th edition, FT Prentice Hall.
3. Chaffey and others,(2009) Internet Marketing: Strategy, Implementation and Practice,4th edition, FT Prentice Hall.

E4.2.6 Recommended Textbooks

1. Craig C. S. and Douglas S. P. (2005). International Marketing Research. 3rd Edition. John Wiley and Sons: Australia.
2. Cateora P. R. Gill M. and Graham J. (2011) International Marketing. 15th Edition. Irwin McGraw-Hill: Boston, MA.
3. Warren J. K., (2008), Global Marketing. 5th Edition. Prentice Hall: Canada.
4. Fletcher R. and Crawford H. (2011), International Marketing: An Asia-Pacific Perspective. 5th Edition. Prentice Hall, Sydney: Australia.
5. Kotabe, M. and Helsen, K. (2010), Global Market Management (5th Edition), John Wiley and Sons: Australia.

E4.3 200 MG 413: Project Management

E4.3.1 Background and Rationale

This course examines project management roles and environments, project life cycle and various techniques of work planning and control and evaluation to achieve project objectives. The course aims at training the students in appraising the projects. The different kinds of appraisal enable them to the intensive specification for project management.

E4.3.2 Learning Outcomes

At the end of the course students will be able:

- To familiarize the students with the various aspects of Projects
- To provide students learn the process and issues relating to preparing, appraisal, and monitoring projects
- To develop the skills using simple project management tools that have immediate application to the background and needs of the students

E4.3.3 Course Content

Unit 1: Planning

1.1 Introduction, Meaning, Definition, Characteristic & objective period, Nature of Planning, Importance of planning, Advantages of planning,

1.2 Steps in planning process, methods of planning, Limitations of planning, Essentials of a good planning, obstacles in planning, Planning Premises and Classification of Planning Premises. Planning Forecasting: Introduction, Meaning, Definition, Characteristics, Process,

1.3 Importance of forecasting, Areas of forecasting, Forecasting Techniques, Types Methods, Advantages of forecasting, limitations of forecasting, Difference between forecasting.

Unit 2: The Definition of a Project

2.1 Why project Management, The project Life, Cycle, Project Management Maturity, Project Selection and Criteria of Choice, The Nature of Project Selection Models, Types of Project Selection Models, Project Portfolio Process, Project Proposals.

2.2 The Project Manager, Project Management and the Project Manager, Special Demands on the Project Manager, Selecting the Project Manager, Problems of Cultural Differences, 2.3 Impact of Institutional Environments, Project Organization, the project as Part of the Functional Organization, Pure Project Organization, The Matrix organization, Choosing an Organizational Form the Project Team.

Unit 3: Project Financing

3.1 Project cost estimation

3.2 Project financing

3.3 Financial evaluation of projects

3.4 Financial projections

3.5 Project planning and scheduling, Estimation, Resource analysis, Justification and Evaluation, Teams and organization, Project cost control.

Unit 4: Technical Analysis

4.1 Product Mix

4.2 Plant Capacity, Materials and Inputs, Machinery and Equipment, Technical arrangements,

4.3 Environmental aspects.

4.4 Risk Analysis and Project Appraisal: Measures of Risk, Sensitivity Analysis, Scenario analysis, Break, even method, Simulation Analysis.

Unit 5: Purposes of Evaluation

5.1 Goals of the System

5.2 The Project Audit, Construction and Use of the Audit Report, The Project Audit Life Cycle, some Essential of an Audit/Evolution.

5.3 The Varieties of Project Termination, when to terminate a Project, The Termination Process.

E4.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.3.5 Prescribed Textbooks

1. Clifford Gray and Erik Larson, 2011, Project Management, McGraw Hill, London.
2. John M. Nicholas & Herman Steyn, 2012, Project Management for Business and Technology Principles and Practice, BH of Elseiver, London.
3. Gido and Clements, 2011, Successful Project Management, Cengage Learning, New Delhi.
4. Harvey Maylor, 2010, Project Management, Prentice Hall, New Delhi.
5. William J Stevenson, 2009, Operations Management, McGraw Hill, London.

E4.3.6 Recommended Textbooks

1. Mantel, Samuel J., Jack R. Meredith, Scott M. Shafer, Margaret M. Sutton, 2010, Project Management in Practice, 4th Edition, Wiley, London.
2. Pinto, Jeffrey K., 2009, Project Management, Achieving Competitive Advantage, 2nd Edition, Prientice Hall, New Delhi.
3. Harold Kerzner, 2009, Project Management: A Systems Approach to Planning, Scheduling, and Controlling, 10th Edition, John Wiley & Sons, Inc., London.
4. Gary R. Heerkens, 2002, Project Management, McGraw Hill, London.
5. Joseph Heagney, 2012, Fundamentals of Project Management, 4th Edition, American Management Association, New York.

E4.4 200 MG 414: RESEARCH PROJECT

E4.4.1 Background and Rationale

This course is designed to equip students with knowledge, and skills in conducting qualitative and quantitative research methods in business. The aim of the course is to improve students understanding of the practical application of both qualitative and quantitative research methods.

E4.4.2 Learning Outcomes

By the end of the course student should be able to;

- Look at the nature of research and the rationale for research in business
- Define and conceptualize social research, and its application in business
- Deal with basic concepts of qualitative and quantitative research
- Describe possible sources of research problems in business, and identify researchable problems

E4.4.3 Course Content

Unit 1: Introduction to Research

- 1.1 Historical Underpinnings of Research
- 1.2 What is Educational Research
- 1.3 Basic Concepts (Qualitative and Quantitative Research)
- 1.4 Methods of Analysis of Qualitative Data
- 1.5 Methods and Methodology

Unit 2: Identify a Research Problem

- 2.1 Sources of Research Problems
- 2.2 Developing and Refining a Research Problem
- 2.3 Evaluating Your Research Problem
- 2.4 The Research Proposal

Unit 3: Historical Research Methods

- 3.1 What is Historical Research?
- 3.2 Interpreting Events in Their Context or Dimensions
- 3.3 Choosing a Problem
- 3.4 Collecting Data Using Historical Research
- 3.5 Sources of Historical Data
- 3.6 Planning for Research
- 3.7 Writing a Research Report
- 3.8 Common Problems in Historical research

Unit 4: Developmental Research

- 4.1 Types of Developmental Research
- 4.2 Strengths and Weaknesses of Cohort and Cross-Sectional Studies
- 4.3 Developmental Research

Unit 5: The Survey Method in Research

- 5.1 Sampling
- 5.2 Non-probability Sampling
- 5.3 Convenience/accidental sampling

- 5.4 Quota Sampling
- 5.5 Probability Sampling
- 5.6 Simple Random Sampling
- 5.7 Stratified Random Sampling
- 5.8 Systematic Sampling
- 5.9 Techniques in Survey
- 5.10 Processing Survey Data

Unit 6: Writing a Research Report

- 6.1 Identifying the Problem
- 6.2 Formulating a Hypothesis
- 6.3 Theoretical Framework
- 6.4 Review of Related Literature
- 6.5 Data Collection and Assembling
- 6.6 Writing the Research Report
- 6.7 Role of Supervision in Research

E4.4.4

1. CONTINUOUS ASSESSMENT

- | | |
|-----------------|-----|
| a. PROPOSAL | 50% |
| b. FINAL REPORT | 50% |

2. FINAL EXAM 100%

E4.4.5 Prescribed Textbooks

1. Cohen, L. and Manion, L. (1994). Research Methods in Education.4th Ed. London: Routledge.
2. Denzin, N.K. and Lincoln, Y.S. (1994) Handbook of Qualitative Research. Thousand Oaks.

E4.5 200 MG 421: STRATEGIC MANAGEMENT

E4.5.1 Background and Rationale

The course is designed to equip students with theoretical and practical skills of ascertaining the position of an organization in relation to its environment, developing strategies to address environmental issues and implementing strategies.

E4.5.2 Learning Outcomes

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

- Discuss concepts associated with business policy and strategy;
- Analyse the integration of core business functions and the implementation process of strategic decisions;
- Demonstrate the analytical skills and critical thinking in the formulation of strategy.

E4.5.3 Course Content

Unit 1: Introduction to strategy

1.1 Strategy

1.2 Strategic management

Unit 2: External & Internal analysis

2.1 Industry analysis and trends

2.2 General environmental analysis – Political, Economic, Social, Technological, Ecological and legal (PESTEL) factors.

2.3 Internal analysis: Competitive Advantage-Core Competence-Organizational structure, process, culture.

Unit 3: Designing business level strategies

3.1 Diversification

3.2 Vertical Integration

3.3 Portfolio versus synergy, Boston Consulting Group (BCG) Matrix

3.4 Corporate Level Strategies- Direction of Growth-Method of growth - Alliances, Joint Ventures- Competition versus cooperation- Organizational dependencies.

3.5 Global Strategies: Internationalization- motivations and patterns- Building transnational corporations.

Unit 4: Strategy implementation and strategic change

4.1 Strategy Implementation

4.2 Re-Positioning the Organization, Strategic Change

Unit 5: Leadership & Corporate Governance

5.1 Shareholders versus stakeholders

5.2 Corporate boards

5.3 Leadership Roles

Unit 6: Corporate Social Responsibility

6.1 Ethics

6.2 Theories of Capitalism, Corporate Social Responsibility

E4.5.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.5.5 Prescribed Textbooks

1. Hill, C. W. and Jones, G. R. (2013) Strategic Management Theory. 10th Edition. SouthWestern Cengage Learning.
2. Johnson, G., Whittington, R., and Scholes, K. (2012) Exploring corporate strategy; 11th ed. London: Pearson.

E4.5.6 Recommended Textbooks

1. De Wit, Bob, and Ron Meyer (2010), Strategy - Process, Content, and Context: An International Perspective, 4th ed. London: Thomson Learning.
2. Barney, J.B. and Hesterly, W.S. (2010) Strategic Management and Competitive Advantage. Prentice Hall.

E4.6 200 MG 422: PERFORMANCE MANAGEMENT

E4.6.1 Background and Rationale

Students will learn the dynamics of performance management and the various principles, tools and techniques required to analyze the performance of the employees. This will in turn make them well versed with all the managerial abilities by which they can evaluate the performance of the employees as required by the industry today. The course aims to make the students understand the importance and direction of performance in the organizational context.

E4.6.2 Learning Outcomes

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

- Design an organizations performance management process that is compliant with law and supports organizational mission and strategy.
- Compare and contrast various organizational performance management programs and best practices and define attributes of effective performance management systems.
- Employ job-related performance standards and performance indicators that reflect the employees' range of responsibilities.
- Assess how increased employee involvement can contribute to effective performance and coach employees to identify career paths and resources available to support individual development.
- Identify and communicate appropriate actions with employees (e.g. training and development, wage increase, promotion, bonus etc.) based on their performance strengths and weaknesses.

E4.6.3 Course Content

Unit 1: Concept of Performance Management

1.1 Meaning and concept of performance Management, features of Performance Management – Scope of Performance Management – Importance of Performance Management.

1.2 Defining performance – Performance dimensions, approaches to measuring performance, diagnosing the causes of poor performance – differentiating task from contextual performance.

Unit 2: Performance Management and Human Resource

2.1 Performance Management and Human Resource

2.2 Components of performance Management

2.3 Performance bench marking – Performance Culture

2.4 Competence and Competency Analysis – job competency Assessment – Team work and Performance.

Unit 3: Appraisals

3.1 Introduction, need, skill required, the role of appraiser, job description and job specification

3.2 Appraisal methods, ratter's errors, data collection, conducting an appraisal interview, follow up and validation, present thoughts and future directions.

Unit 4: Performance management and employee development

4.1 Introduction

4.2 Personal development plans

4.3 360-degree feedback as a developmental tool

- 4.4 Performance management and reward system
- 4.5 Performance linked remuneration system
- 4.6 Performance linked career planning and promotion policy

Unit 5: Performance consulting

- 5.1 Concept, the need for performance consulting, role of the performance consulting
- 5.2 Designing and using performance relationship maps
- 5.3 Contracting for performance consulting services
- 5.4 Organizing performance improvement department

E4.6.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.6.5 Prescribed Textbooks

1. Prem Chadha, 2007, Performance Management, Macmillan Business Books, New Delhi.
2. Michael Armstrong & Angela Baron, 2008, Performance Management, Jaico Publishing House, New Delhi.
3. David Wade and Ronad Recardo, 2002, Corporate Performance Management, McGraw Hill, New Delhi.
- 4.

E4.6.6 Recommended Textbooks

1. Merchant, A. K. & Van der Stede, W. A., 2007, Management Control Systems: Performance Measurement, Evaluation and Incentives, Second Edition, Prientics Hal, New Delhi.
2. Herman Aguinis, 2007, Performance Management, Chennai.
3. Lance A. Berger & Dorothy R. Berger, 2008, The Talent Management Hand Book, McGraw Hill, New Delhi.

E4.7 200 MG 423: INTERNATIONAL FINANCE

E4.7.1 Background and Rationale

This course provides an overview of the environment, concepts, and basic differences involved in international business. Topics include forms of foreign involvement, international trade theory, governmental influences on trade and strategies, international organizations, multinational corporations, personnel management, and international marketing. Upon completion, students able to describe the foundation on international business and understand rapid growth of international business.

E4.7.2 Learning Outcomes

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

- Understand the basic concepts of International Financial Management Know practical skills related to dealing in foreign exchange market Understand basic knowledge of international financial markets.
- Successfully apply the principal theories of international trade and investment

E4.7.3 Course Content

Unit 1

- 1.1 Scope of international finance
- 1.2 Global links
- 1.3 Objectives of MNCs
- 1.4 Distinguishing features of International Finance
- 1.5 International Business activities
- 1.6 International business methods
- 1.7 The field of International Business Frame work of International Finance.

Unit 2

- 2.1 Balance of Payment, features of BOP
- 2.2 Balance of Payments and balance of Trade
- 2.3 Structure of BOP, Current items, capital items, capital BOP statement
- 2.4 Foreign Exchange Market
- 2.5 Disequilibrium in BOP, types of Disequilibrium, causes of Disequilibrium, Methods of correcting disequilibrium, Institutions in International Financial Systems.
- 2.6 Preparation of BOP statements based on transactions (simple practical problems)

Unit 3

- 3.1 The Gold Standard
- 3.2 Price flows Mechanism, Bretton woods system, Flexible Exchange Rates Regime, Alternative Exchange Rate Systems.
- 3.3 Objectives of IMF, Funds role consultation Funds lending operations
- 3.4 Financial Policies and Operation, SDRs, World Bank, Economic Reform Programs
- 3.5 Comparison between World Bank and IMF.

Unit 4

- 4.1 Major currencies of the world
- 4.2 Information and Communication System
- 4.3 Functions of Foreign Exchange Market, The Foreign Exchange Rates, Arbitrage Foreign
- 4.4 Exchange Markets, The Spot Market, Cross Rates of Exchanges, Bid ask Spreads, The

forward Market, Interest Arbitrage, Covered Interest Arbitrage and Interest Parity Theory, Purchasing Power Parity Theory (simple practical problems), Roles of Top Bank and Foreign exchange management.

Unit 5

5.1 Features of currency market

5.2 Regulatory framework for currency derivatives

5.3 Securities Contract (Regulation)

5.4 Currency futures, definition, rationale behind currency futures, hedging using currency futures, trading spreads using currency futures motivation

5.5 Economic advantages of swaps, Interest rate swaps, fixed rate currency swaps, cross currency interest rate swap, Multi, legged swap, interest rate swap in Zambia, Hedging and speculation.

E4.7.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E4.7.5 Prescribed Textbooks

1. Bekaert and Hodrick, 2011, International Financial Management, Prentice Hall, New Delhi.
2. Eun and Resnick, 2011, International Financial Management, International Edition, McGraw Hill, London.
3. Krugman, Obstfeld and Melitz, 2011, International Economics Theory and Policy, Prentice Hall, London.
4. Avadhani V.A, 2015, International Finance, Edition, Himalaya Publication, Mumbai
5. Seth A.K, 2008, International Financial Management”, Galgotia Publications, New Delhi

E4.7.6 Recommended Textbooks

1. Dr. Subba Rao P, 2007, International Business, Himalaya Publishing House, Mumbai
2. Jhingan M.L, 2012, International Economics, Vrinda Publications, Delhi.
3. Francis Cherulinam, 2017, International Business, Himalaya Publishing House, Mumbai.

E4.8 200 MG 424: Research Project Work & Viva Voce II

E4.8.1 Background and Rationale

This course introduces the student to independent project research. It is essentially an individual study, topics chosen by the student with the approval of the department. The study may be in the field of design, theories, methods, history and philosophy or architecture. The student conducts a thorough research under the supervision of an academic staff. At the end of the session, he produces a final research report to the approved standard.

E4.8.2 Learning Outcomes

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

- Define research and explain the different types of researches;
- Identify essential components of a good research;
- Understand how to collect, analyses and present data for the purpose of a research project;
- Carry out an independent project research on a chosen topic of interest;
- Conduct literature review;
- Collect primary data from the field;
- Analyse the data collected;
- Present the analysed data in form of tables, bar Charts, pie Charts, etc and; □ Produce a written project report.

E4.8.3 Course Content

- Introduction and Course Overview;
- Definition, types and characteristics of a good research;
- Identifying Your Research Topic;
- Essential elements of a research report (Planning, Executing, and Managing Your Project)
- Problem Identification;
- Requirements Elicitation;
- Problem Modelling;
- Systems Analysis and Specification;
- System Design;
- Module Implementation and System Integration;
- Testing and Evaluation;
- Documentation;
- Good Engineering Practice and Safety Regulations;
- Back to the Beginning – Managing Your Project
- Introduction and Literature Review;
- Case studies
- Data Collection
- Data Analysis
- Data presentation
- Summary, Recommendation and Conclusion; Referencing and Formatting □ Writing your Report.

E4.8.4 Assessment

Attendance is Compulsory. A student should secure 85% of attendance in the course to be eligible for appearing End Semester Examination. There is zero review, first review, second review, third review and evaluated for 40 marks. There shall be a Project Evaluation and Viva Voce at the end of 17th week and evaluated for 40 marks and 20 marks each. The students should submit the working project for external evaluation using power point presentation.

Project Report	40%
Project Evaluation	40%
Viva Voce	20%

E5.0 DESCRIPTION OF ELECTIVE COURSES

YEAR	SEMESTER	SUBJECT AREA	COURSE CODE & COURSE NAME	COURSE COORDINATORS
4 th	VII	Advertising & Marketing	200 EE 001 Advertising & Sales Promotion	Dr. Chalwe Moses
4 th	VII	Advertising & Marketing	200 EE 002 Retail Management	Dr. Chalwe Moses
4 th	VII	Production Management	200 EE 003 Operational Planning & Control	Dr. Chalwe Moses
4 th	VIII	Human Resource Management	200 EE 006 Employee Welfare & Social Security	Dr. Chalwe Moses
4 th	VIII	Advertising & Marketing	200 EE 007 Customer Relationship Management	Dr. Chalwe Moses
4 th	VIII	Production Management	200 EE 008 Logistics & Supply Chain Management	Dr. Chalwe Moses

E5.1 200 EE 001: ADVERTISING AND SALES PROMOTION

E5.1.1 Background and Rationale

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 advertising programme. It also explains sales promotion strategic and planning in consistent to internal and external environment of business organization.

E5.1.2 Learning Outcomes

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

- Apply an IMC approach in the development of an overall advertising and promotional plan
- Analyze the changing global marketing communications environment in the digital era
- Develop insights into the characteristics of different forms of traditional and new marketing communications such as advertising, sales promotions, public relations, point-of-purchase communications, product placement, internet/viral marketing, mobile marketing and experiential marketing.

E5.1.3 Course Content

Unit 1: Introduction to advertising

1.1 History of advertising

1.2 Role and function of advertising

1.3 Moral – ethical, social and economic issues

Unit 2: Evolution of communication models

2.1 Early - modern development phases - black box model - AIDA model - Lavidge model and Steiner model - DAGMAR model - model by Joyce - Heightened Appreciation model - the FCB model.

2.2 Advertising budget - advertising objectives.

Unit 3: Brand image

3.1 Advertising effectiveness

3.2 Media planning - media evaluation - mix - internet

3.3 Advertising campaign - advertising research - ad copy - creative strategy

Unit 4: Sales promotion

4.1 Relationship between advertising and sales promotion

4.2 Sales promotion mix – objectives - push and pull strategy - budgets - evaluation - issues

Unit 5: Types of sales promotion

5.1 Types and techniques of sales promotion

5.2 Measurement of effects of sales promotion

E5.1.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.1.5 Prescribed Textbooks

1. David A.Aaker, Rajeev Batra and John G. Myers, 2010 Advertising Management, Prentice Hall of India Pvt. Ltd., New Delhi.
2. Clow, Baack, 2009, "Integrated Advertising, Promotion and Marketing Communication", Prentice Hall of India.

E5.1.6 Recommended Textbooks

1. William F. Arens, 2008, Contemporary Advertising, Mc Graw-Hill, New Delhi.
2. Mahendra Mohan, 2010, Advertising Management, Tata McGraw-Hill Publishing Company Ltd., New Delhi.

E5.2 200 EE 002: RETAIL MANAGEMENT

E5.2.1 Background and Rationale

Retail management represents the concepts of retailing, types of retail outlet, merchandise and supply chain management. This paper provides the strategies, ethics in retailing and trends in international retailing. The course aims to enable students to acquire skills in Retail Management.

E5.2.2 Learning Outcomes

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

- Understand the basic concepts of retail management and the latest developments in retailing in the *Zambian* and international context;
- Explain strategic perspective of the retailing industry;
- Understand the framework of Retail mix and each of its elements.

E5.2.3 Course Content

Unit 1

1.1 Functions of a Retailer

1.2 Characteristics of Retailing

1.3 Categorizing Retailers, Types of retailers

1.4 Multichannel Retailing

1.5 The rise of Consumerism and the rise of retailer, Social and Economic Significance of retailing.

1.6 The global Retail market: Issues and challenges, Retail as a Career: Buying and Merchandising, Marketing, Store Operations, Sales, Finance, Human Resources.

1.7 Technology and E-commerce, Visual Merchandising.

1.8 Supply chain Management and Logistics

1.9 Retail in Zambia: Challenges to Retail development in Zambia.

Unit 2

2.1 Retail Market Strategy

2.2 Target Market and Retail Format

2.3 Building Sustainable Competitive Advantage, Growth strategies, Global Growth opportunities.

2.4 The strategic Retailing Planning Process, Retail locations, Information Systems.

Unit 3

3.1 The Buying organization, Merchandise Category, Evaluating Merchandise Management Performance

3.2 Types of Merchandise Management Planning Processes

3.3 Forecasting Sales, developing an Assortment Plan, Setting Inventory and Product Availability Levels.

3.4 Merchandise Planning Systems, Methods of Merchandise procurement: Merchandise Sourcing, Strategic Relationships.

Unit 4

4.1 Concept and considerations in setting Retail prices

4.2 Pricing Strategies, Pricing Techniques, The Internet and Price Competition.

4.3 Retail Communication Mix: Communication programs, Methods of Communicating with Customers, Planning, Implementing and Evaluating Retail Communication Programs.

Unit 5

5.1 Recruiting, Orientation and Training, Motivating, Evaluating, Compensating and Rewarding Store employees.

5.2 Controlling Costs and Inventory Shrinkage, Store Layout.

5.3 Design and Visual Merchandising: Store Design and Retail strategy, Space management, Visual merchandising, Atmospheric, Web Site Design.

5.4 Customer Service: Setting Service Standards, Meeting and exceeding service standards, Service recovery.

E5.2.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.2.5 Prescribed Textbook

1. Swapna Pradhan, 2014, Retailing Management, McGraw Hill Education, New Delhi.
2. Chetan Bajaj, Rajnish Tuli, Nidi Varma Srivastava, 2010, Retail Management, Oxford University Press, New Delhi.
3. Gilbert D, 2008, Retail Marketing Management, Prentice Hall, New Delhi.
4. Pradhan, S, 2007, Retail Management Text & Cases, 2nd edition, Pearson Education, New Delhi.
5. Dion, J., & Topping, T, 2008, Start & Run a Retail Business, Self-Counsel Press.

E5.2.6 Recommended Textbooks

1. Patrick M. Dunne and Robert F Lusch, 2008, Retailing, Thomson Learning, New Delhi.
2. Swapna Pradhan, 2008, Retail Management, Text and Cases, Tata McGraw Hill, 3rd Edition, New Delhi.
3. Barry Berman, 2011, Retail Management, Pearson Education, 11th edition, New Delhi.
4. Barry Berman, 2009, Retail Management A Strategic Approach, Pearson Education, 11th edition, New Delhi.

E5.3 200 EE 003: Operation Planning & Control

E5.3.1 Background and Rationale

Effective Operation planning and control now stands at the core of every successful organizations as manufacturers strive to increase productivity without incurring unnecessary costs. As the need to deal effectively with the problems of production scheduling becomes more critical, staff needs to have a comprehensive understanding of the principles and functions of operation planning and control. Only then can these problems be solved through the appropriate production techniques. The course aims to design to equip the students with the concepts of Production Planning and Control (PPC). The emphasis will be on the application of concepts and tools used in PPC for achieving efficiency and quality superiority.

E5.3.2 Learning Outcomes

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

- Acquire a comprehensive understanding of the principles and functions of OPC practiced in manufacturing industry
- Recognize the sequencing, balancing and scheduling problems in any operation system;
- Solve problems at operation level by using the appropriate production techniques.

E5.3.3 Course Content

Unit 1: Introduction to Production Planning and Control

1.1 Need of PPC

1.2 Functions of PPC

1.3 Factors influencing PPC in the organization 1.4 Manufacturing methods and Managerial Policies

1.5 Pre-requisites of PPC.

Unit 2: Materials Planning and Control

2.1 Input required for materials planning and control

2.2 Techniques of material planning and control

2.3 Make or buy decisions, scientific stock control techniques (Inventory control models).

Unit 3: Factors influencing process planning

3.1 Factors influencing process planning

3.2 Steps in process planning, process selection

Unit 4: Scheduling

4.1 Factors influencing scheduling

4.2 Working and scheduling charts

4.3 Job sequences (jobs on two machines, job on three machines)

4.4 Project scheduling

4.5 Critical ratio scheduling assignment technique(Assignment-Model)

Unit 5: Quality Control

5.1 Quality Control Concepts

5.2 Sampling techniques

5.3 Operating characteristics curve

5.4 Drawing and Applications

5.5 Quality Control Charts (c, p, x & r charts)

E5.3.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.3.5 Prescribed Textbooks

1. Hari Raghu Rama Sharma, 2012, Production Planning and Control Concepts and Application, Deep & Deep Publishers, New Delhi.
2. Charry S.N, 2012, Production and Operation Management, 5th Edition, Tata McGraw Hill, New Delhi.
3. Bill Scott, 2004, Manufacturing Planning Systems, London, McGraw Hill, London.
4. Mahadevan B, 2010, Operations Management: Theory and Practice, Pearson Education India, New Delhi.
5. Stephen N. Chapman, North Carolina State University, Chapel Hill, 2006, Fundamentals of Production Planning and Control, Pearson Education India, New Delhi.

E5.3.6 Recommended Textbooks

1. Gianpaolo Ghiani, Gilbert Laporte, Roberto Musmanno, 2004, Introduction to Logistics Systems Planning and Control, John Wiley & Sons Ltd., London.
2. Jhamb L. C, 2000, Production Planning and Control, Everest Publishing House, Pune.
3. George W.Plossi & Lickys O.R, 2000, Materials Requirement Planning, McGraw Hill, New York.

E5.4 200 EE 004: EMPLOYEE WELFARE & SOCIAL SECURITY

E5.4.1 Background and Rationale

This course surveys the history of social welfare policy, services, and the social work profession. It explores current social welfare issues in the context of their history and the underlying rationale and values that support different approaches. Emphasis is placed on major fields of social work service such as: income maintenance, health care, mental health, child welfare, corrections, and services to the elderly. The course aims the students to understand, explain the laws governing Employee Welfare & Social Security.

E5.4.2 Learning Outcomes

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

- Explain constitutional provisions regarding labour;
- Understand labour legislations pertaining to Industrial Relations;
- Understand various legal provisions regarding regional Industrial Relations; □ Understand legal provisions of working conditions and social security.

E5.4.3 Course Content

Unit 1

1.1 Concept of Social Justice, working conditions in Organized and Unorganized sectors: Origin and growth of State Regulation - Concept of Labour Welfare - Scope of Labour Welfare within and outside Factory premises. Theories of Labour Welfare.

1.2 Role of Government, employers and worker trade union vis-a-vis Labour Welfare Role of Labour Welfare Officer Industrial Hygiene; Child-labour; Bonded labour, Worker's Education.

Unit 2

2.1 Labour Welfare with special reference to Constitution, Environmental Pollution vis a vis Labour Welfare - Factories Act, Aims, objectives and scope; Important definitions and authorities under the Act - Provisions of Health, Safety and Welfare under the Factories Act Provisions relating to working hours, Young persons, Annual Leave with wages.

Unit 3

3.1 Mines Act, Scope, Definitions, Inspecting Staff, Board and Committee Regulation of working conditions under the Act referring to health, safety, working hours, leave etc.

3.2 Motor Transport Workers Act, Scope, Definitions, Inspecting staff Regulation of working conditions under the Act, referring to health, welfare, working hours, employment of young persons and leave, etc.

Unit 4

4.1 Zambia National Provident Fund Act, Aims Objective and Scope; Definition Substantive and Procedural Provisions regarding Compensation; role of Workmen's Compensation Commissioner - National Social Security Fund Act, Aims, Objectives and Scope; Definitions Corporation, Standing Committee and Medical Benefit Council, Contribution Kinds of benefits and eligibility, Conditions, Adjudication of Disputes and claims

Unit 5

5.1 National Pension Scheme Act, Aims, Objectives and Scope, Definitions Boards and its Role - Social Security Fund Scheme; Deposit Linked Insurance Scheme; Family Pension Scheme Maternity Benefits Act, Aims, Objective and Scope Admissible Benefits and Eligibility, Criteria and Forfeiture; Role of Inspector.

E5.4.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.4.5 Prescribed Textbooks

1. Dr.Deodhar S.B, 2011, Labour Welfare, Trade Unionism And Industrial Relations, Himalaya Publishing House, New Delhi.
2. Pallavi, Dinesh N, 2008, Devpriya Dey, Employee Welfare & Social Security For V Sem Bbm: Bu, Vision Book House, India.
3. Sivarethinamohma R., 2010, Industrial Relations and Labour Welfare: Text and Cases, PHI, New Delhi.
4. Vandana Shajan, 2007, Social Security: Paradigm Shift, ICFAI University Press.
5. Deepak Bhatnagar, 2007, Labour welfare and social security legislation in India, the University of Michigan.

E5.4.6 Recommended Textbooks

1. Saravanel P, Syed Badre Alam, 2009, Fundamentals of Business Law, Himalaya Publishing House, Mumbai.
2. Gulshan S S, Kapoor G.K, 2011, Business Law, New Age International Pvt. Ltd, New Delhi.
3. Balachandran V & S. Thothadri, 2011, Business Law, Tata Mc. Graw Hill Publication, New Delhi.
4. Pillai R.S.N & Baghavathi, Business law, S.Chand& Co., 2004.
5. Tulsian, P.C. 2013, Business Laws, 5th Edition, Tata-McGraw Hill Education Limited, New Delhi.

E5.5 200 EE 005: Customer Relationship Management

E5.5.1 Background and Rationale

As Technologies and Customer Expectations Rapidly change, Business realizes the value of having Long Term Relationships with Individual Customers and therefore the need for CRM. The course aims to enable the students to learn the basics of Customer Relationship Management.

E5.5.2 Learning Outcomes

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

- Explain tools and techniques for implementing CRM;
- Develop the skill of how to retaining customer;
- Highlight some of the cases of the company struggling hard because of poor customer retention strategy.

E5.5.3 Course Content

Unit 1

- 1.1 Communication-need/ Mode of communication – barriers
- 1.2 Channels of communication, oral, written, listening skill
- 1.3 Verbal skill, interpersonal communication and intra personal communication, Essentials of business letter.

Unit 2

- 2.1 CRM-concept and approach
- 2.2 CR in competitive environment public relation and image building

Unit 3

- 3.1 Banker, customer relationship, retaining and enlarging customer base – customer services, quality circle.

Unit 4

- 4.1 Nature and types of customer
- 4.2 Complaint redressal methods
- 4.3 Customer service committee, customer day, Copra Forum, ombudsman.

Unit 5

- 5.1 Market Segment
- 5.2 Customer Data Base
- 5.3 Market Research
- 5.4 Review and Evaluation of Customer Satisfaction.

E5.5.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.5.5 Prescribed Textbook

1. Shainesh G, Jagdish N. Sheth, 2016, Customer Relationship Management, Laxmi Publications, New Delhi.
2. Zikmund W.G, 2003, Customer Relationship Management, Wiley India, New Delhi.
3. Buttle F, 2008, Customer Relationship Management, 2nd Edition, Routledge.
4. Fjermestad&Jerry, 2006, Electronic Customer Relationship Management, Prentice Hall India Learning Private Limited, New Delhi.

E5.5.6 Recommended Textbooks

1. Kumar V & Werner Reinartz, 2012, Customer Relationship Management: Concept, Strategy, and Tools, Springer; 2nd ed.
2. Barton Goldenberg, 2015, The Definitive Guide to Social CRM, Pearson Education, New Delhi.

E5.6 200 EE 006: LOGISTICS & SUPPLY CHAIN MANAGEMENT

E5.6.1 Background and Rationale

The purpose of learning this course on Logistics Supply Chain Management is to understand the challenges that are useful in developing and sustaining efficient and effective supply chains required by organizations in today's dynamic market place. The course aim to enable the students to understand the principles, practices and application in Logistics and supply Chain Management.

E5.6.2 Learning Outcomes

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

- Understand the concept and Impact of logistics and supply chain management, with a competitive strategy overview.
- Expose the various dimensions of financial Supply Chain Management with the perspective of e-Finance and its legal aspects.

E5.6.3 Course Content

Unit 1: Physical Distribution

1.1 Physical distribution, Definition, Importance – participants in physical distribution process.

1.2 Marketing Channels – Definition & Importance, Different forms of channels, Functions of Marketing Channels.

Unit 2: Unconventional Channels

2.1 Unconventional channels, Channels for Consumer goods, Industrial Goods & Services

2.2 Integrated Marketing Channels – Horizontal, Vertical, Multi, channel marketing Systems

2.3 International Marketing Channels.

Unit 3: Supply Chain Management

3.1 Supply Chain Management – concept – significance – components

3.2 Order processing

3.3 Material Handling – Transportation

3.4 Warehousing

3.5 Inventory Management

3.6 Reverse Logistics.

Unit 4: Wholesaling

4.1 Wholesaling – Importance & Types, Functions of Wholesaler – Wholesaler Marketing Decisions – Trends in Wholesaling.

4.2 Channel Management – Channel Selection Process & criteria – Performance appraisal of Channel Members –Channel Conflicts & Techniques to resolve channel conflicts.

Unit 5: Logistics

5.1 Logistics, Objectives, Components, Significance

5.2 Supply Chain Management – Objectives, components, Significance, Trade off Customer Service & Cost.

E5.6.4 Assessment

Continuous Assessment	20%
2 Assignments	20%
Final Examination	60%
Total	100%

E5.6.5 Prescribed Textbooks

1. Raghuram G. & Rangaraj N., 2008, Logistics and Supply Chain Management, Macmillan publications, New Delhi.
2. Agarwal B.K., Logistics and supply chain management, Macmillan publications, New Delhi.
3. Martin Christopher 2010, Logistics and Supply Chain Management: Creating Value Adding Networks, Prentice Hall, UK.
4. Sanjay Dalmia, 2005, Financial Supply Chain Management, McGraw Hill, New Delhi.
5. Donald Waters, 2008, Palgrave, Logistics Introduction to Supply Chain Management, Macmillan publications, New Delhi.

E5.6.6 Recommended Textbooks

1. Agrawal D R, 2003, Textbook of Logistics and Supply Chain Management, Laxmi Publications, New Delhi.
2. Martin Christopher, 2016, Logistics & Supply Chain Management, 5th Edition, FT Press.
3. Golinska, Paulina, 2014, Logistics Operations, Supply Chain Management and Sustainability, Springer International Publishing, Switzerland.
4. John Mangan, Chandra L. Lalwani, 2016, Global Logistics and Supply Chain Management, 3rd Edition, Wiley Publication, London.

APPENDIX 2

TEACHING STAFF CURRICULA VITAE

CURRICULUM VITAE

NAME: CHALWE MOSES

Current position: Dean & Programme Coordinator (FT)

- Research
- Business administration
- Management

Academic qualifications

- World Association of Business Administration and Management professionals WABAMPMB Analyst.
- International college of fellows MBA Zambia
- College of professional Management COpM DBA
- ICOF USA Doctor of project management
- Mukuba University Diploma in science Education

Professional membership

- World association of business administration and management professionals WABAMP Africa chapter (vice president)
- The academy for thesis and research papers India
- Edbhoomi. Ground for Education UAE

Professional employment, experience and consultancy history

- 2001-2015 Secondary school teacher, samfya, kabunda and mutende secondary school
- 2015-2018 Consultant in private universities as VC/DVC, Twinpalm leadership university, MOSA university, HARVEST University, ST Salome University, APSA India, AGU India.
- 2019-2021 lecturer CHAU, ICOF, Harvest University and AGU
- 2016 to date consultant with development agencies and NGOs, Housematic Spain, SHANA foundation.

Research interests

- Development issues in real estate and professional bodies
- Leadership

- Politics

Publications

- Multiculturalist
- Ecrisis
- Prifabs in Zambia
- Research Analysis SPSS
- Dynamics of international poltics and foreignn policy
- Modules and both undergraduate and post graduate level

Books	Chapters	Journals (referred)
57	4	3

NAME: SIKALUMBI ARONA DEWIN

SCHOOL: School of Business

CURRENT POSITION: LECTURER (PT)

COURSES TAUGHT

- Entrepreneurship and Innovation
- Fundamentals of Accounting
- Management of Information System
- Financial Management

ACADEMIC QUALIFICATIONS

- Texila American University, **PhD in Business Management** (current),
- University of Lusaka, Lusaka, Zambia.
School of Postgraduate
Master of Business Administration with Education
- Rusangu University, Monze, Zambia School of Business and Finance **B. Ed Business Studies**
- Certificate in Primary Teaching.

PROFESSIONAL MEMBERSHIP

- Member, Zambia Institute of Chartered Accountants
- Member, Registered with Teaching council of Zambia
- Member, Business studies Association of Zambia

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- 2008-2012 Primary School Teacher.
- 2012-2015 Secondary School Teacher
- 2016-2017 – Lecturer - School of Business, Chalimbana University
- 2017 - Present – Dean: School of Business, Chalimbana University
- 2020 - Present - Part-time Lecturer, School of Business, Harvest University.

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

Teacher of commerce and Accounts Ministry of Education 2012- 2016
 2016-2018 District Auditor – Lwiimba Mission District
 2010-2015 Youth President – Lwiimba Mission District, Lusaka Conference
 2018-date Lwiimba Ward Business Development Consultant
 2019-Date Chongwe District Council Planning Committee Member - Enhancing Human Development (7NDP)

RESEARCH INTERESTS

- Entrepreneurship and Innovation
- Cooperative development
- Change Management
- Entrepreneurial teaching methods
- Financial management
- Corporate governance

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
0	0	6	3

NAME: DR.EVANS LOMBE

SCHOOL: School of Business Administration

CURRENT POSITION: Full-Time Lecturer

COURSES TAUGHT

- CORPORATE GOVERNANCE AND ETHICS - MBUS 6501
- LABOUR ECONOMICS AND MARKETS - MBUS 6406
- REVIEW OF MODULES: COPORATE GOVERNANCE AND LABOUR ECONOMICS & MARKETS
- DEVELOPMENT OF MODULE: SOCIAL ENTERPRISE AND ENTREPRENEURSHIP - 6507
- DEVELOPMENT OF MODULE: MANAGING INNOVATION PROCESS
- EXAMINATION PREPARATION

ACADEMIC QUALIFICATIONS

- PHD-ATLANTIC INTERNATIONAL UNIVERSITY (AIU-HAWAII,USA)
- JOINT ACCADEMIC BOARDS OF CAVENDISH UNIVERSITY ZAMBIA, CAVENDISH LONDON (UK) AND ENGLAND QUALITYASSURANCE BOARD: MASTERS DEGREE IN BUSINESS ADMINISTRATION (MBA)
- MANAGEMENT COLLEGE IN SOUTHERN AFRICA (MANCOSA-DURBAN, SOUTH AFRICA): BACHELORS DEGREE IN BUSINESS ADMINISTRATION

- (BBA)
- JOINT ACCADEMIC BOARDS OF CAVENDISH UNIVERSITY ZAMBIA, CAVENDISH LONDON (UK) AND ENGLAND QUALITY ASSURANCE BOARD: INTERNATIONAL POST GRADUATE DIPLOMA IN MANAGEMENT STUDIES
- CAMBRIDGE INTERNATIONAL COLLEGE (UK): INTERNATIONAL BUSINESS ECONOMICS AND COMMERCE (UK)
- UNIVERSITY OF PRETORIA: CERTIFICATE IN STARTING AND SUSTAINING COMMUNITY PROJECTS

PROFESSIONAL MEMBERSHIP

- FELLOW AND PROFESSIONAL MEMBER: WORLD ASSOCIATION FOR BUSINESS ADMINISTRATION AND MANAGEMENT PROFESSIONALS - WABAMP (www.wabamp-studies.com)
- FULL MEMBER ECONOMICS ASSOCIATION OF ZAMBIA

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- 2020-: PART-TIME LECTURER- POST GRADUATE STUDIES, SCHOOL OF LEADERSHIP & BUSINESS MANAGEMENT
- 2020-: DIRECTOR RESEARCH (ON CONSULTANCY BASIS) – HARVEST UNIVERSITY
- 2020-: SENIOR SUPERVISOR AND LECTURER- FACULTY OF BUSINESS (ON CONSULTANCY BASIS), HARVEST UNIVERSITY
- 2018-: ASSOCIATE FOR SOUTHERN AND EASTERN AFRICA – MAASTRICHT SCHOOL OF MANAGEMENT (MSM-NETHERLANDS)
- 2014-2018: SENIOR LECTURER AND CONSULTANT – HILSIDE INSTITUTE OF BUSINESS MANAGEMENT
- 2013-: INTERNATIONAL TRAINER & FELLOW- WORLD ASSOCIATION FOR BUSINESS ADMINISTRATION AND MANAGEMENT PROFESSIONALS (www.wabamp-studies.com)
- 2006-2013: PART-TIME RESEARCHER - EASTERN AND SOUTHERN AFRICA MANAGEMENT INSTITUTE (ESAMI-ZAMBIA) A PAN AFRICAN INTERGOVERNMENTAL MANAGEMENT INSTITUTE OF HIGHER LEARNING.

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY
--

SENIOR LECTURER

- 2019-2020: AFRICA BUSINESS DEVELOPMENT REPRESENTATIVE (NIGERIA, BOTSWANA, ZAMBIA & KENYA)- PIPESTREL GROUP (AIRCRAFT MANUFACTURING COMPANY)

- 2018-2019: FACILITATOR AND TRAINER KSM MANAGEMENT CONSULTANT (CORPORATE CONSULTANCY & HR SOLUTIONS TRAINING FIRM)
- 2014-2017: COUNTRY COORDINATOR –LUTHERAN LIVELIHOOD PROJECT ZAMBIA
- 2007-2013 : AFRICA REPRESENTATIVE- INTERNATIONAL FEDERATION OF FAMILIES OF MISSING PERSONS FROM ARMED CONFLICTS (IFFAMPAC AN INTERNATIONAL ORGANIZATION HOLDING SPECIAL CONSULTATIVE STATUS IN THE UNITED NATIONS-ECOSOC)
- 2003-2007: REPRESENTATIVE –WORLD ASSOCIATION OF NGOs (WANGO) & INTERNATIONAL MEMBERSHIP COMMITTEE MEMBER (WANGO IS A GLOBAL NETWORK OF NGOs HOLDING SPECIAL CONSULTATIVE STATUS IN UNITED NATIONS-ECOSOC)
- 2002-2003: INTERN, UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA (UNECA), SUB-REGION OFFICE FOR SOUTHERN AFRICA

ACHIEVEMENTS IN RESEARCH AND CONSULTANCY:

1. Successfully lead 80 Researchers as a Research Supervisor for Public Service Charters Project under Eastern and Southern Africa Management Institute (ESAMI), the Zambian Government contracted ESAMI to develop public service charters to improve the public service delivery in the Zambian Government Ministries, Departments, Provincial Government Departments and Statutory Bodies. The survey was funded by the World Bank.
2. Designed and developed 20 courses for World Association for Business Administration and Management Professionals (WABAMP) www.wabamp-studies.com
3. Did the groundwork study of the Informal Sector promotion project in Zambia for United Nations Economic Commission for Africa, UNECA-Sub Region Office for Southern Africa.
4. Contributed to the development of International Code of Ethics and Conduct for NGOs. The code is being used in more than 120 countries and was spearheaded by the World Association of NGOs (WANGO).

RESEARCH INTERESTS

- | |
|--|
| <ul style="list-style-type: none"> ▪ ACCADEMIC RESEARCH ORIENTED (CURRICULUM DESIGN AND DEVELOPMENT FOR LEARNING) ▪ SOCIAL, ECONOMIC, BUSINESS, INVESTMENT AND DEVELOPMENT ORIENTED RESEARCH |
|--|

NOTE: I HAVE REVIEWED AND WRITTEN COURSE MODULES ON VARIOUS SUBJECTS OF MANAGEMENT AND BUSINESS FOR BOTH ACCADEMIC AND PROFESSIONAL LEARNING.

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
6	30	1	11

NOTE: ACCESS ALL MY PUBLICATIONS ON www.amazon.com BY TYPING MY NAME: EVANS LOMBE

NAME: Mr. OSMAN LUBINGA KALEKELA MUZUMBWE, B.Com.(Hons), MBA Finance, FCCA.

SCHOOL : School of BBA

CURRENT POSITION : Lecturer (FT)

COURSES TAUGHT**UG Level**

1. Taxation,
 2. Cost Accounting,
 3. Management Accounting,
 4. Organization Behavior,
 5. Training and Development,
 6. Project Planning and Evaluation,
 7. International Finance,
 8. Corporate Accounting,
 9. Financial Accounting 1,
 10. Financial Reporting,
 11. Advanced Financial Accounting,
 12. Risk Management,
 13. Foreign exchange and financing of foreign trade, **PG Level**
- None.

ACADEMIC QUALIFICATIONS

1. MBA Finance, University of Lincolnshire and Humberside U.K.
2. B. Com (Hons.); Shri Ram College, University of Delhi, India.

PROFESSIONAL MEMBERSHIP

1. Fellow; Chartered Association of Certified Accountants (FCCA). Studied at London School of Accountancy, Longford Street; London. UK.

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

1. 2020-to date- Lecturer, Harvest University
2. 2017 to 2019 -Assistant Lecturer, Department of Commerce DMI-ST. Eugene University, Chibombo, Zambia
3. 1983-1987; Part Time Lecturer, ACCA-Evelyn Hone College, Zambia, (National Institute of Public Administration (NIPA) Zambia, Deloitte and Touche Training School Ndola, Zambia.

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY
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- a. 1977 to 1978; Ministry of Finance, Zambia-Accountant,
- b. 1978 to 1985; National Milling Company; Assistant Accountant, Management Accountant,
- c. 1985 to 1997; Deloitte and Touche; Accountant In Charge, Senior Manager,
- d. 1997 to 2005; Stanbic Bank Zambia; Head of Finance (Chief Financial Officer) and
- e. 2005 to 2007; Stanbic Bank Tanzania; Manager Finance (Chief Financial Officer),
- f. 2007 to 2008; Executive Secretary; Bankers Association of Zambia.

RESEARCH INTERESTS

1. Taxation/fiscal policy
2. Accounting and Finance.

PUBLICATION (Last 5 Years)

Books	Book Chapters	Journal papers (Refereed)	Conference Papers (Refereed)
Nil	Nil	1	Nil

NAME: PATRICK SAIDI PHIRI, LLB,LLM Candidate

SCHOOL : Department of Social Work
CURRENT POSITION : Lecturer (PT)

COURSES TAUGHT

UG level

- Social Legislation and social policy

- Introduction to Sociology
- Social Welfare Administration and Social Policy
- Disaster Relief Management
- Social work and law
- Social work practice for human rights

ACADEMIC QUALIFICATIONS

- Master of Laws in International Economic Law Final year Candidate, University of South Africa (2019)
- Bachelor of Laws (LLB)- University of Zambia (2012)

PROFESSIONAL MEMBERSHIP

- Student member of the Law Association of Zambia, Lusaka
- Member of the Teaching Council of Zambia

ACADEMIC EMPLOYMENT HISTORY

- June 2005 to December 2018 Secondary School teacher at Ministry of General Education, Zambia
- May 2014 to November 2015 Assistant Lecturer Department of Law, LIUTEBM University, Lusaka Zambia
- February 2014 – till to date, Assistant Lecturer, Department of Social Work DMI-ST. Eugene University, Chibombo, Zambia

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY
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- School Board Member January 2015 to December , 2018
- Junior Engineers Technicians and Scientists Club Advisor ,January 2016 to December 2018
 - Directed research supervisor in International Law January 2015 to December 2018.
- Legal Learner Practitioner ,Office of the Administrator General of the Republic of Zambia ,Lusaka, August 2012 to August 2013

RESEARCH INTERESTS

- Social Legislation and rights of women and children
- Civil and criminal procedure in Zambian Courts
- Civil and Political rights enforcement in Zambia
- Social and emergency cash transfers and the law

PUBLICATIONS (last 5 years)			
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Books	Book Chapters	Journal papers (Refereed)	Conference papers (Refereed)
-		-	1

Conference papers

1. Currently working on the following paper: Interrogating Zambia's Enforcement of International Human Rights Obligations through the Lenses of the Right to Freedom of Assembly, Association and Expression.

NAME: Mr. Simasiku Nawa B.A., M.A (HR&PD),

SCHOOL : Department of Social Work

CURRENT POSITION : Assistant Lecturer (PT)

COURSES TAUGHT

UG Level

- Advanced Reinforced Concrete
- Business Ethics and Values ➤ Training and Development
- Human Resource Development

ACADEMIC QUALIFICATIONS

- Masters Human Resource Planning and Development, Guru Gobind Singh Indraprastha University, India 2010 to 2011.
- Public Administration University of Zambia, 2001 to 2005.
- Diploma in Education, Nkrumah Teachers' College, 1998 to 2000.

PROFESSIONAL MEMBERSHIP

- Zambia Institute of Human Resource Management

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- 2016 to till date-Assistant Lecturer, Department of Management DMI ST-Eugene University, Chibombo, Lusaka, Zambia.
- 2006- Lecturer (Level B), School of Civil and Environmental Engineering, University of Adelaide, Adelaide, South Australia
- 2007 Secondary School Teacher

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

- 2014 to 2016 District Administrative Office, Chisamba
- 2007 to 2014 Senior Human Resource Management Officer ➤ Ministry of Education, Kabwe District Education Board.
- 2007 to 2007 Class Teacher- Ministry of Education, Hamududu Basic School

RESEARCH INTERESTS

- Public Policy
- Quality Education and Teacher Training
- Economics of Education

➤ Human Resource Development and Training

PUBLICATIONS (last 5 years)			
Book	Book Chapters	Journal papers (Refereed)	Conference papers (Refereed)
-	-	-	-

NAME: CLEOPAS MOONO PETER JOY

SCHOOL: School of Bachelor of Business Administration **CURRENT**

POSITION: Lecturer (FT)

COURSES TAUGHT

- Finance & Accounting (Undergraduate level)
- Business Statistics (Undergraduate level)
- Marketing Management (Undergraduate level)
- Business Mathematics (Undergraduate level)

ACADEMIC QUALIFICATIONS

- 2019-date - Africa Research University (PhD scholar -development studies)
- 2016-2018 - DMI St Eugene University(MBA)
- 2012-2015 - DMI St Eugene University(BBA)
- 2003-2007 - St. Marks Secondary School
- 1996-2002 - Mutongwa Basic School

PROFESSIONAL MEMBERSHIP

- Nil

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- 2020-2021, Lecturer-School of Business Administration, Harvest University.
- 2016-2020 Lecturer-School of Management Studies, DMI-St. Eugene University, Zambia.

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

- *Joyful living healthcare services Ltd (Managing Director).* (2014-2019)
- DMI St. Eugene University (MARKETING & ADMISSIONS MANAGER) (2018-Date)
- University Marketing consultant (3 private universities)
- 2011-2019 -Zambia Army as a regular soldier in charge of the administrative office.

- 2017-2018- operations manager Milawo security company.

RESEARCH INTERESTS

- Research in Marketing & Finance

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
0	0	0	0

NAME: LUNGU DRYSON

SCHOOL: School of Bachelor of Business Administration **CURRENT**

POSITION: Lecturer (PT)

COURSES TAUGHT

- Financial reporting and control
- Managerial Accounting
- Business Law
- Public finance
- Corporate Finance
- Financial Accounting
- Financial Management
- Operations Management

ACADEMIC QUALIFICATIONS

- ACCA member and student -Applied Skills Level
- ZICA member and Student -OAP
- Master of Business Administration (MBA)- Information Communication University (Lusaka –Zambia)
- Degree in Commerce and Administration- Cambridge International College (United Kingdom)
- Advanced Diploma in Business Management- Association of Business Managers and Administrators (ABMA)(London)
- Diploma in Business Administration- Association of Business Executives (ABE) (United Kingdom)
- Advanced Certificate in Business Administration- University of Zambia
- Zambia Teacher Education Course (ZATEC) – Mufulira College of Education

PROFESSIONAL MEMBERSHIP

- Nil

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- 2020-to date Part time Lecturer- School of Business Administration-Harvest University.
- 2016-2020 Lecture-School of Management Studies, DMI-St. Eugene University, Zambia.
- 2017- to date: Working as a Lecturer at Information Communication University (ICU)
- 2017-to 2017 Part-time Lecturer at Super shine University and offering
- 2017 to 2017: Worked at Fairview College of Education as a part-time lecturer
- 2014-2017: Worked as a part-time lecturer/teacher at Ndola Skill
- 2010-2012 Part-time lecturer at SIMA TRAINING INSTITUTE
- 2006 to 2007: Sathya Sai Schools International in Ndola-Full time Class Teacher
- 2004 to 2005: Goodnews School in Ndola- Full time class teacher

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

- 2009 to 2011: Zambia National Federation for the Blind- Business Project coordinator/facilitator.
- 2008 to 2009: Zambia Insurance Business College Trust (ZIBC Ndola Campus)
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RESEARCH INTERESTS

- Research in SMI
- Zambian economy
- Zambian business growth

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
0	0	4	1

NAME: RUVIMBO SAKALA

SCHOOL: School of Bachelor of Business Administration **CURRENT**
POSITION: Lecturer (FT)

COURSES TAUGHT

- Psychology
- Counselling
- English
- Sociology

ACADEMIC QUALIFICATIONS

University of Limpopo (2011– 2018)

- 2018 Masters in Psychology • 2014 Honours in Psychology.

- 2013 BA Social Sciences majoring in Psychology and Sociology

PROFESSIONAL MEMBERSHIP

- Nil

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- Harvest University: Lecturer-2020 to date
- University of Limpopo: Student Affairs-January 2018 to December 2018

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

- University of Limpopo, Psychology Department - May 2015 to December 2017
Responsibility: Administrative Assistant
- One Wave Accounting Consulting - July 2017 to September 2017 Responsibility:
Administrative Assistant
- Beatitudes Psychology Centre- January 2017 to December 2017 Responsibility:
Assistant & Employee Health and Wellness Officer
- Rea Ruta Preparatory School - July 2015 to September 2015 Responsibility: Secretary

RESEARCH INTERESTS

- Research in Psychology
- Mental health of students in Universities

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
0	0	0	0

NAME: KAPUTULA JOHN

SCHOOL: School of Bachelor of Business Administration

CURRENT POSITION: Lecturer (FT)

COURSES TAUGHT

- Financial Accounting
- Financial Reporting and control
- Managerial Accounting
- International Finance
- Corporate Finance/ Financial management

ACADEMIC QUALIFICATIONS

- 2018 Master in Business Administration – Finance (MBA- Fin) With Information Communication University (ICU).
- January 2011 – December, 2015: Bachelor of Business Administration with Education, University of Lusaka (UNILUS) – Lusaka.

- January 2009 - June 2013 ZICA Licentiate Certificate, Zambia Institute of Chartered Accountants (ZICA)
- January, 2002 -December 2004: Commercial Secondary Teachers' Diploma at Technical and Vocational Teachers' College (TVTC) in Association with University of Zambia (UNZA)

PROFESSIONAL MEMBERSHIP

- Member of the Business Studies Teachers' Association of Zambia (BUSTAZ)
- Currently serving as Provincial Secretary General for the Business Studies Teachers' Association of Zambia. (BUSTAZ)

ACADEMIC EMPLOYMENT HISTORY (including Honorary and Adjunct Positions)

- Harvest University: Lecturer-2020 to date
- April, 2019 to date: Working as a part time lecturer with Information Communication University (ICU)
- May, 2019 – To March, 2020
- Acted as Deputy Head teacher at Chilenje South Secondary School when the substantive officer was away on vacation leave.
- 2016 to date Elected as Vice Chairperson for Business Studies Teachers Association of Zambia (BUSTAZ), Lusaka district and now serve as Provincial Secretary for the same Association
- January 2011 to 2018 Appointed General Certificate of Examination (G.C.E) Coordinator – External Examinations (Chilenje South Secondary School) under Examination Council of Zambia
- 2013 to date Confirmed as Head of Department – Business Studies Chilenje South Secondary School
- 2005 to 2006 Chilenje South Secondary School-Lusaka
- August 2006 to date Trained as Examinations Council Of Zambia (ECZ) Examiner in Commerce.
- August, 2006 Appointed Acting Head of Department - Business Studies

PROFESSIONAL EMPLOYMENT, EXPERIENCE AND CONSULTANCY HISTORY

RESEARCH INTERESTS

- Financial Management
- Education

PUBLICATIONS (last 5 years)

Books	Book Chapters	Journal papers (refereed)	Conference papers (Refereed)
0	0	0	0

APPENDIX 3

Teaching Staff Register

List of Courses Taught by the School of BBA and their Lecturers/Course Coordinators

COURSE CODE	COURSES TITLE	LECTURERS
YEAR 1: SEMESTER I		
200 LA 111	Fundamental English I	Ms. Ruvimbo Sakala
200 AC 112	Fundamentals of Accounting	Mr. Osman Muzumbwe
200 MG 113	Principles of Management	Mr. Kapatula John
200 CO 114	Commerce	Mr. Lungu Dryson
200 CS 115	Computer Science I	Mr. Simasiku Nawa
YEAR 1: SEMESTER II		
200 LA 121	Fundamental English II	Ms. Ruvimbo Sakala
200 MG 122	Organizational Behaviour	Ms. Ruvimbo Sakala
200 MG 123	Principles of Marketing	Mr. Kapatula John
200 MG 124	Economics	Dr. Evans Lombe
200 CS 125	Computer Science II	Mr. Simasiku Nawa
YEAR 2: SEMESTER III		
200 LA 211	Business Communication Skills	Ms. Ruvimbo Sakala
200 AC 212	Financial Accounting	Mr. Sikalumbi Arona Dewin
200 EC 213	Managerial Economics	Mr. Lungu Dryson
200 MG 214	Marketing Management	Mr. Cleopas Moono
200 CS 215	Computer Application in Business	Mr. Simasiku Nawa
YEAR 2: SEMESTER IV		
200 MG 221	Business Mathematics	Dr. Evans Lombe
200 AC 222	Cost and Management Accounting	Mr. Osman Muzumbwe
200 MG 223	Business Environment	Mr. Lungu Dryson
200 MG 224	Human Resources Management	Mr. Simasiku Nawa
200 CS 225	Management of Information Systems	Mr. Sikalumbi Arona Dewin
200 EX 226	Extension Programme	Ms. Ruvimbo Sakala
YEAR 3: SEMESTER V		
200 MG 311	Business Statistics	Mr. Cleopas Moono
200 MG 312	Financial Management	Mr. Sikalumbi Arona Dewin
200 MG 313	Business and Company Law	Mr. Patrick Saidi Phiri
200 MG 314	Services Marketing	Mr. Cleopas Moono
200 IP 315	Industrial Practical Training 4 weeks	Mr. Kapatula John

YEAR 3: SEMESTER VI		
200 IP 315	Industrial Practical Training 4 weeks	
200 MG 321	Entrepreneurship and Innovation	Mr. Sikalumbi Arona Dewin
200 MG 322	Operations Management	Mr. Osman Muzumbwe
200 MG 323	Business Research Methods	Dr. Chalwe Moses
200 MG 324	Labour Laws & Business Relations	Mr. Patrick Saidi Phiri
YEAR 4: SEMESTER VII		
200 MG 411	Corporate Governance and Business Ethics	Mr. Patrick Saidi Phiri
200 MG 412	International Business Strategies	Dr. Chalwe Moses
200 MG 413	Project Management	Mr. Osman Muzumbwe
	Elective I	Mr. Kapatula John
200 MG 414	Research Project Work & Viva Voce I	Dr. Evans Lombe
YEAR 4: SEMESTER VIII		
200 MG 421	Strategic Management	Mr. Cleopas Moono
200 MG 422	Performance Management	Mr. Lungu Dryson
200 MG 423	International Finance	Dr. Chalwe Moses
	Elective II	Mr. Kapatula John
200 MG 424	Research Project Work & Viva Voce II	Dr. Evans Lombe

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