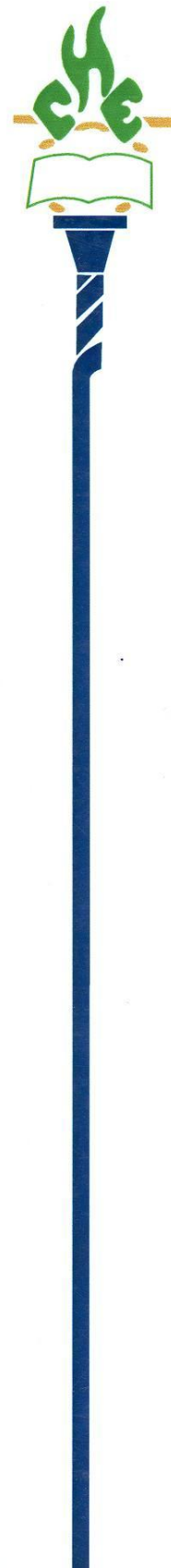


# COMMISSION FOR HIGHER EDUCATION

**Credit Accumulation and Transfer System  
Business Related Programmes  
Undergraduate**

*Assuring Quality Higher Education*

**September 2010**



# Commission for Higher Education

## Credit Accumulation and Transfer System Business Related Programmes Undergraduate

September 2010

CREDIT ACCUMULATION AND TRANSFER SYSTEM  
BUSINESS RELATED PROGRAMMES  
UNDERGRADUATE

Commission for Higher Education  
Nairobi, Kenya, September 2010

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## TABLE OF CONTENTS

S/no.		Page
1.0	Foreword	iv
2.0	Introduction	1
	2.1 Background to the Programme	1
	2.2 Overall Goal of the Programme	2
	2.3 Core Programme Learning Outcomes	2
	2.4 Core Specialization Programme Learning Outcomes	3
3.0	Admission Requirements	4
4.0	Programme Duration and Structure	4
5.0	Grading of Courses	4
6.0	Award of Degree	5
7.0	Course Structure	5
	7.1 Core Business Units (Years 1 & 2)	5
	7.2 Core Business Units (Years 3 & 4)	6
	7.3 Core Specialization Units	6
	7.3.1 Accounting	6
	7.3.2 Finance	6
	7.3.3 Marketing	6
	7.3.4 Business Administration and Management	7
	7.3.5 Human Resource Management	7
8.0	Programme Matrix	8
8.0	Course Descriptions	13
	9.1 Core Courses	13
	9.2 Specialization Courses	44
	9.2.1 Accounting Option	45
	9.2.2 Finance Option	52
	9.2.3 Marketing Option	60
	9.2.4 Business Administration and Management Option	71
	9.2.5 Human Resource Management Option	80

## FOREWORD

In the last twenty years, Kenya has witnessed rapid expansion of university education as a result of establishment of new public and private universities. Consequently, universities developed many academic programmes with some having similar contents, but taught under different names. Overtime this scenario brought challenges. Employers started to question the names and similarities associated with some programmes and secondly students could not transfer credits in the related programmes from one institution to another. This problem is common to all member states of the East African Common market.

To address this problem, the Higher education regulatory bodies of East African community member states, namely Commission for Higher Education (CHE) Kenya, National Council for Higher Education (NCHE) Uganda and Tanzania Commission for Universities (TCU) started the Credit Accumulation and Transfer System (CATS) project. The project was funded by Rockefeller Foundation. During this phase of the project, minimum core requirements in Human Medicine, Engineering, Basic Sciences and Agriculture were developed. After this phase it was decided that each country proceeds with the project by developing minimum core requirements in other fields of study in higher education.

Phase two of the project comprised the development of core requirements in the field of Business Studies and Information Technology/ Computer Science. Experts from the universities that offer these fields were invited by the Commission to develop the minimum core requirements. Universities offering these fields are expected to implement them and to provide feedback to the Commission for further refinements.

The Commission is committed to the CATS project in the development of minimum core requirements in the various fields of study offered by higher education institutions in the country. The objective of the CATS project is to regulate the mobility of students within institutions and ensure programme integration and harmonization of the higher education landscape in Kenya and to serve as input into the National Qualifications Framework. The success of the CATS project in Kenya is dependent on the cooperation between the Universities offering the fields of study and the Commission for Higher Education for coordination.

**Prof. Everett M Standa, MBS**  
**Commission Secretary/CEO**  
**Commission for Higher Education**  
**Nairobi, Kenya**

## 2.0 INTRODUCTION

### 2.1 BACKGROUND

This programme shall be called a Bachelor of Commerce Degree. This name is derived from the Commonwealth education system. Similar business studies programmes from non-Commonwealth countries are referred to as Business Administration and Management. This programme has therefore adapted the Commonwealth system of education.

A Bachelor of Commerce Degree prepares candidates to work in the area of management, finance, accountancy, marketing, banking, consultancy, administration and related fields. The course is structured to reflect the changing world of business and provide a firm foundation for the world of work both in the domestic and global scene. Necessary academic subjects, consideration of ethical principles and general studies should influence decision-making in a business environment. The programme is also intended to provide students with professional foundation tailored to policy formulation and practice in Business. From the third year, candidates specialize in one of the following disciplines: Accounting; Finance; Business Administration, Marketing or Human Resource Management.

An ideal Bachelor of Commerce Degree programme should take into considerations the following aspects:

1. A student pursuing a bachelor's degree in business is ideally being trained to work as a manager in business/ commercial organizations and/or other organizations in need of business management skills.
2. Business organizations are ordinarily structured around a framework of key functions/ value activities necessary to help them attain key objectives of profitability and growth.
3. The key organizational functional/value activities include accounting, finance, marketing, human resource management, operations/production management, risk management, purchasing (or procurement/supply chain management) among others.
4. A graduate of Bachelor of Commerce programme should have a general understanding of all these functional areas and a deeper understanding of any one these functions when it is their chosen specialization.
5. Apart from an understanding of these business functional areas, it is also important for the graduate to have deeper knowledge of the concept of management, business law, economics, quantitative techniques/business mathematics, Information Technology (IT), soft skills such as public speaking, public relations, business ethics,

networking skills as well as an orientation of how business organizations work through a real work environment exposure via industrial attachment/corporate internships. In addition to these courses, respective universities may also prescribe other courses specific to their mission statements and niche markets being served such as bible/theological studies.

6. As a general framework of reference, Bachelor of Commerce graduates should have the ability to:
  - a) Demonstrate detailed knowledge and understanding of their respective areas of specialization in business
  - b) Apply knowledge and understanding in a manner that indicates professional approach in the work place through designing, devising, sustaining critical thinking and problem solving.
  - c) Gather and interpret relevant data within the business field to help make effective decisions
  - d) Communicate ideas, problems and solutions to other professionals and non professionals
  - e) Develop learning skills that enables progression to higher levels of studies in business

### Group Members

	Name	Institution
1.	Dr. Ruth N. Kiraka	Strathmore University
2.	Mr. J. Kuria Thuo	Masinde Muliro University of Science and Technology
3.	Dr. David Minja	St. Paul's University
4.	Dr. David Oima	Maseno University
5.	Mr. Gerald Atheru	Catholic University of Eastern African
6.	Prof. Jonathan Chege	Kenyatta University
7.	Dr. Michael Korir	Moi University

## 1.2 OVERALL GOAL OF THE PROGRAMME

To produce competent and ethical business graduates capable of effectively contributing to national and international economic development and progressing to higher levels of business studies.

## 1.3 CORE PROGRAMME LEARNING OUTCOMES

A graduate of Bachelor of Commerce programme should be able to:

1. Effectively carry out the key tasks in business functional areas
2. Carry out relevant research to help in effective decision making
3. Effectively solve emerging problems and challenges in modern business organizations
4. Conduct business practices within acceptable legal and ethical framework
5. Effectively communicate and be a resourceful team player.

## 1.4CORE SPECIALIZATION LEARNING OUTCOMES

1. A graduate in Accounting specialization area of business should be able to:
  - a) Prepare financial accounting reports for all entities, specialized accounts and consolidated financial accounting, financial information using accounting systems and software in the context of current developments in the practice of financial accounting
  - b) Conduct audit and prepare management reports for decision making
  - c) Apply taxation principles and *Taxation Acts* to compute tax liability and provide tax advice
2. A graduate in Finance specialization area of business should be able to:
  - a) Evaluate long term investment and financing decisions, business expansion and portfolio management and advise the management on the best course of action
  - b) Analyze the techniques of managing assets of both individuals and corporate investors and make appropriate decisions
  - c) Evaluate the techniques of management of pensions, financial institutions and financial risk management for decision making
  - d) Analyze and appraise the role of security markets, securitization and security valuation and provide investment and financing advise
  - e) Evaluate the impact of national and international financial operations to the organization
3. A graduate in Business Administration specialization area of business should be able to:
  - a) Develop strategic and operational plans
  - b) Manage projects
  - c) Analyse the legal aspects of managing a business
  - d) Design and implement quality management practices
  - e) Analyse the international dimensions of business management
  - f) Discuss and explore contemporary issues and theories in management
4. A graduate in Marketing specialization area of business should be able to:
  - (a) Conduct relevant marketing research for effective marketing decisions
  - (b) Develop innovative products and programmes that effectively cater for customer needs and wants
  - (c) Design competitive marketing strategies
5. A graduate in Human Resource Management specialization area of business should be able to:
  - a) Formulate and develop Human Resource Management policies for an organization
  - b) Develop a reward system for an organization
  - c) Effectively conduct labour relations activities
  - d) Formulate and operationalize retirement benefits scheme rules for a given organization
  - e) Advice organization management on labour laws and relation practices
  - f) Discuss global issues in human resource management

### 3.0 ADMISSION REQUIREMENTS

A candidate must satisfy any of the following minimum requirements:

- Be a holder of KCSE (or equivalent examination) certificate with a minimum aggregate of C+ and a minimum of C in both Mathematics and English. Or:
- Be a holder of KACE certificate with a minimum of two principal passes and one subsidiary pass, and a minimum of a credit pass in Mathematics at KCE. Or:
- Be a holder of a diploma validated by the Commission for Higher Education with at least a credit, or a professional certificate in a relevant discipline from a recognised institution.

### 4.0 Programme Duration and Structure

#### 4.1 Definitions

For purposes of this programme the following definitions apply:

- Lecture hour:** A lecture hour is equivalent to one (1) contact hour of lectures or two (2) hours of tutorial or three (3) hours of practical work.
- Credit:** A credit is equivalent to one (1) lecture hour per week for fourteen (14) weeks
- Course Unit:** A course unit is equivalent to three (3) credits which is equivalent to forty two (42) lecture hours.

#### 4.2 Duration and Structure

- Courses shall be offered in terms of units.
- The minimum number of course units for the programme is 45, which is equivalent to 1890 lecture hours.

#### 4.3 Credit Transfer

- Candidates who join the programme with a validated diploma and with a distinction or credit pass in the relevant units may transfer a maximum of 12 course units.
- Candidates who join the programme with a relevant Higher National Diploma may transfer a maximum of 18 course units.
- Candidates with professional certificates may also transfer credits.
- The maximum number of course units to be given credit transfer shall not exceed 48% of the total required course units for the whole programme.

### 5.0 GRADING OF COURSES

Each unit is graded out of 100 marks and the pass mark is 40. The marks are translated into letter grades and GPA as follows: -

Mark	Grade	G.P.A.
69.5% and above	A	4.00
59.5% to 69.4%	B	3.00
49.5% to 59.4%	C	2.00
40% to 49.4%	D	1.00
Below 40%	F	0.00

## 6.0 AWARD OF DEGREE

The minimum course units required for graduation are forty five (45), which is equivalent to 1890 lecture hours.

### Classification of the Degree

The Degree shall be classified as follows, based on the Overall Average Mark:-

Overall Average Mark	Degree Classification	G.P.A.
69.5% and above	First Class Honours	3.65 - 4.00
59.5% to 69.4%	Second Class Honours (Upper Division)	2.95 - 3.64
49.5% to 59.4%	Second Class Honours (Lower Division)	2.45 - 2.94
40% to 49.4%	Pass	2.00 - 2.44

The Bachelor of Commerce Certificate and Transcripts should show the respective area of specialization. The specialization areas include Accounting; Finance; Business Administration; Marketing and Human Resource Management.

## 7.0 COURSE STRUCTURE

The minimum course units to be offered for the Bachelor of Commerce degree are listed below and unless otherwise stated, each course is equivalent to one unit.

### 7.1 CORE BUSINESS UNITS (YEAR 1 AND 2)

#### YEAR 1

1. Business Communication
2. Introduction to Business
3. Financial Accounting I
4. Micro Economics
5. Computer Studies
6. Quantitative Techniques
7. Principles of Management
8. Business Law I
9. Business Mathematics
10. Financial Accounting II
11. Principles of Marketing
12. Macro Economics

#### YEAR 2

13. Purchasing and Supply Management
14. Business Law II
15. Intermediate Micro Economics
16. Intermediate Macro Economics
17. Human Resource Management
18. Accounting for Assets
19. Accounting for Liabilities
20. Financial Management
21. Insurance and Risk Management
22. Business Statistics
23. Management Decision Models

## **7.2 CORE BUSINESS UNITS (YEAR 3 AND 4)**

### **YEAR 3**

1. Entrepreneurship
2. Organizational Behaviour
3. Organizational Theory
4. Management Information System (MIS)
5. Business Research Methods
6. Corporate Internship

### **YEAR 4**

1. Managerial Statistics
2. Principles of Taxation
3. Strategic Management
4. Business Ethics
5. Management Research Project I
6. Management Research Project II

## **7.3 CORE SPECIALISATION UNITS**

### **7.3.1 ACCOUNTING**

1. Advanced Financial Accounting
2. Specialized Financial Accounting
3. Company Accounts
4. Management Accounting
5. Advanced Management Accounting
6. Company Law
7. Principles of Auditing
8. Auditing and Investigations
9. Taxation Law and Practice
10. Accounting Information Systems

### **7.3.2 FINANCE**

1. Monetary Theory and Practice
2. Management of Financial Institutions
3. Corporate Finance
4. Public Finance
5. Financial Risk Management
6. Asset Management
7. Security Analysis and Securitization
8. Portfolio Management
9. International Finance
10. Financial Law

### **7.3.3 MARKETING**

1. Consumer Behaviour
2. Marketing Planning and Strategy
3. Integrated Marketing Communication

4. Sales Management
5. Services Marketing
6. Business to Business Marketing
7. Brand Management Strategies
8. Applied Marketing Research
9. Retail Management Strategy
10. Global Marketing Strategy

#### **7.3.4 BUSINESS ADMINISTRATION AND MANAGEMENT**

1. Business Planning
2. Company Law
3. Culture and Management
4. Labour Relations
5. International Business Management
6. Change Management
7. Project Management
8. Quality Management
9. Management of Nonprofit and Public Sector Organizations
10. Contemporary Issues In Management

#### **7.3.5 HUMAN RESOURCE MANAGEMENT**

1. Labour Law
2. Company Law
3. Human Resource Training and Development
4. Retirement Benefits Management
5. Labour Relations
6. Reward Management
7. Occupational Health and Safety
8. Global Human Resource Management
9. Strategic Human Resource Management
10. Contemporary Issues in Human Resource Management

## 8.0 PROGRAMME MATRIX

CORE PROGRAMME LEARNING OUTCOMES	YEAR 1	YEAR 2	YEAR 3	YEAR 4
1. Effectively carry out the key tasks in business functional areas	<ul style="list-style-type: none"> <li>• Introduction to Business</li> <li>• Financial Accounting I &amp; II</li> <li>• Computer Studies</li> <li>• Principles of Marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing and Supply Management</li> <li>• Human Resource Management</li> <li>• Accounting for Assets</li> <li>• Accounting for Liabilities</li> <li>• Financial Management</li> <li>• Insurance and Risk Management</li> </ul>	<ul style="list-style-type: none"> <li>• Management Information Systems</li> </ul>	
2. Carry out relevant research to help in effective decision making		<ul style="list-style-type: none"> <li>• Business Statistics</li> <li>• Management Decision Models</li> </ul>	<ul style="list-style-type: none"> <li>• Business Research Methods</li> </ul>	<ul style="list-style-type: none"> <li>• Management Research Project I</li> <li>• Management Research Project II</li> <li>• Managerial Statistics</li> </ul>
3. Effectively solve emerging problems and challenges in modern business organizations	<ul style="list-style-type: none"> <li>• Micro Economics</li> <li>• Quantitative Techniques</li> <li>• Principles of Management</li> <li>• Business Mathematics</li> <li>• Macro Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Intermediate Micro Economics</li> <li>• Intermediate Macro Economics</li> </ul>	<ul style="list-style-type: none"> <li>• Entrepreneurship</li> <li>• Organizational Behaviour</li> <li>• Organizational Theory</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management</li> </ul>

4. Conduct business practices within acceptable legal and ethical framework	<ul style="list-style-type: none"> <li>• Business Law I</li> </ul>	<ul style="list-style-type: none"> <li>• Business Law II</li> </ul>	<ul style="list-style-type: none"> <li>• Company Law (for Accounting, BA, HRM options)</li> <li>• Labour Law (HRM option)</li> </ul>	<ul style="list-style-type: none"> <li>• Business Ethics</li> <li>• Principles of Taxation</li> </ul>
5. Effectively communicate and be a resourceful team player.	<ul style="list-style-type: none"> <li>• Business Communication</li> </ul>		<ul style="list-style-type: none"> <li>• Corporate Internship</li> </ul>	

SPECIALIZATION LEARNING OUTCOMES- ACCOUNTING		YEAR 3	YEAR 4
1. Prepare financial accounting reports for all entities, specialized accounts and consolidated financial accounting, financial information using accounting systems and software in the context of current developments in the practice of financial accounting		<ul style="list-style-type: none"> <li>• Advanced Financial Accounting</li> <li>• Specialised Financial Accounting</li> <li>• Company Accounts</li> <li>• Management Accounting</li> </ul>	<ul style="list-style-type: none"> <li>• Accounting Information Systems</li> <li>• Advanced Management Accounting</li> <li>• Company Law</li> </ul>
2. Conduct audit and prepare management reports for decision making		<ul style="list-style-type: none"> <li>• Principles of Auditing</li> </ul>	<ul style="list-style-type: none"> <li>• Auditing and Investigations</li> </ul>
3. Apply Taxation principles and taxation Acts to compute tax liability and provide tax advice			<ul style="list-style-type: none"> <li>• Tax Laws and Practice</li> </ul>

SPECIALIZATION LEARNING OUTCOMES- FINANCE		YEAR 3	YEAR 4
1. Evaluate long term investment and financing decisions , business expansion and portfolio management and advise the management on the best course of action		<ul style="list-style-type: none"> <li>• Corporate Finance</li> <li>• Portfolio Management</li> </ul>	
2. Analyze the techniques of managing assets of both individuals and corporate investors and make appropriate decisions		<ul style="list-style-type: none"> <li>• Asset Management</li> </ul>	
3. Evaluate the techniques of management of retirement benefits, financial institutions and financial risk management for decision making		<ul style="list-style-type: none"> <li>• Management of Financial Institutions</li> <li>• Financial law</li> </ul>	<ul style="list-style-type: none"> <li>• Financial Risk Management</li> </ul>
4. Analyze and appraise the role of security markets, securitization and security valuation and provide investment and financing advice		<ul style="list-style-type: none"> <li>• Security Analysis and Securitization</li> </ul>	
5. Evaluate the impact of, national and international financial operations to the organization		<ul style="list-style-type: none"> <li>• Monetary Theory and Practice</li> <li>• Public Finance</li> </ul>	<ul style="list-style-type: none"> <li>• International Finance</li> </ul>

SPECIALIZATION LEARNING OUTCOMES- MARKETING		YEAR 3	YEAR 4
1. Conduct relevant marketing research for effective marketing decisions		<ul style="list-style-type: none"> <li>• Consumer Behaviour</li> </ul>	<ul style="list-style-type: none"> <li>• Applied Marketing Research</li> </ul>
2. Develop innovative products and programmes that effectively cater for customer needs and wants		<ul style="list-style-type: none"> <li>• Integrated Marketing Communication</li> <li>• Services marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Business to Business Marketing</li> <li>• Brand Management Strategies</li> <li>• Retail Management Strategy</li> </ul>
3. Design competitive marketing strategies		<ul style="list-style-type: none"> <li>• Marketing Planning and Strategies</li> <li>• Sales Management</li> </ul>	<ul style="list-style-type: none"> <li>• Global Marketing Strategies</li> </ul>

SPECIALIZATION LEARNING OUTCOMES- BUSINESS ADMINISTRATION		YEAR 3	YEAR 4
1. Develop strategic and operational plans		<ul style="list-style-type: none"> <li>• Business Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Strategic Management</li> </ul>
2. Manage projects			<ul style="list-style-type: none"> <li>• Project Management</li> <li>• Management of Non Profit and Public Sector Organizations</li> </ul>
3. Design and implement quality management practices			<ul style="list-style-type: none"> <li>• Quality Management</li> </ul>
4. Analyse the international dimensions of business management		<ul style="list-style-type: none"> <li>• Culture and Management</li> <li>• International Business Management</li> </ul>	
5. Ensure cordial relations with organizational stakeholders		<ul style="list-style-type: none"> <li>• Labour Relations</li> </ul>	
6. Discuss and explore contemporary issues and theories in management			<ul style="list-style-type: none"> <li>• Change Management</li> <li>• Contemporary Issues in Management</li> </ul>

SPECIALIZATION LEARNING OUTCOMES- HUMAN RESOURCE MANAGEMENT		YEAR 3	YEAR 4
1. Formulate and implement strategic Human Resource Management practices for an organization		<ul style="list-style-type: none"> <li>• Human Resource Training and Development</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health and Safety</li> <li>• Strategic Human Resource Management</li> </ul>
2. Develop a reward system for an organization		<ul style="list-style-type: none"> <li>• Reward Management</li> </ul>	
3. Formulate and operationalize retirement benefits scheme rules for a given organization		<ul style="list-style-type: none"> <li>• Retirement Benefits Management</li> </ul>	

4. Advice organization management on labour relation practices	Labour Relations	
5. Discuss global issues in human resource management		<ul style="list-style-type: none"><li>• Global Human Resource Management</li><li>• Contemporary Issues in Human Resource Management</li></ul>



## 9.0 COURSE DESCRIPTIONS

### 9.1 CORE COURSES

#### FIRST YEAR

1. Business Communication
2. Introduction to Business
3. Financial Accounting I
4. Micro Economics
5. Computer Studies
6. Quantitative Techniques
7. Principles of Management
8. Business Law I
9. Business Mathematics
10. Financial Accounting II
11. Principles of Marketing
12. Macro Economics

#### 1. Business Communication

##### Course Purpose

To develop the students ability to prepare reports and communicate effectively in a business environment.

##### Expected Learning Outcomes

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

1. Demonstrate ability of reading and writing techniques
2. Develop high quality messages and reports
3. Explain various models of communication
4. Demonstrate ability to speak publicly, make and defend arguments

##### Course Content

Use of the various aspects of grammar in communicating correctly; application of variety of vocabulary in communication; writing clearly and concisely for purpose of effective communication; working appropriate routine business letters and inter-office memoranda; taking notes in meetings and summarising speeches and minutes; writing appropriate business letters .Communication theory; writing techniques; grammar, spelling, punctuation and usage; reading and interpreting comprehension; composition of correspondence from given notes dealing with business transactions; letters of enquiry; complaint; sales letters memoranda, telegrams; telex and fax messages; composition of short reports; proof reading; editing written passages; summarizing speeches; reports and conversations; writing routine reports; composition and public speaking. Conducting and participating in meetings and interviews. Public speaking and preparation of public communication documents; making and defending arguments; agreeing and disagree;

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Becker, Howard S. (2007). *Writing for Social Scientist: How to Start and Finish Your Thesis, book or Article*. 2<sup>nd</sup> Edition. Chicago: Chicago University Press

Lunsford, Andrea & Connors Robert. *The St.Martins handbook*. New York :St. martins press

Kaul, A. (2009) *Business Communication*. 2<sup>nd</sup> Edition. New Delhi: PHI Learning Private Limited

Andrews, P.H., Baird, J.E. (2000). *Communication for Business and Professions*. 7<sup>th</sup> Edition. Boston McGraw- Hill

**2. Introduction to Business****Course Purpose**

To expose students to a wide range of interrelationships amongst the functional areas of the business enterprise (marketing, human resource management, operations management, finance and accounting) and its external environment.

**Expected Learning Outcomes**

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

1. Describe the breadth of issues involved in management and administration.
2. Examine the various management functions
3. Discuss business policies, plans, market systems

**Course Content**

Introduction to business enterprise; Interaction between business firms and society; Objectives of business; internal and external business environments; management functions; Forms of business ownership: such as sole-proprietorship, partnership, companies, government corporations and cooperatives; Overview of business functions - Human Resource Function; Marketing; Function; The Accounting Function; The Finance Function; Risk and insurance management; The Operations Management Function; Industrial relations; business policy; types of business plans; foreign exchange; risk taking and decision making; market systems in modern business; small business management; social responsibility; Sources of business finance; Stock exchange markets; How to enter foreign markets; foreign companies operating in Kenya; Current issues in modern business.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Bruce. Jewell (1996) *An integrated Approach to Business studies*. Hodder Arnold H&S.  
 Kibera, P. (1996) *Introduction to Business*. Nairobi: Kenya Literature Bureau

**3. Financial Accounting I****Course Purpose**

To introduce students to the nature, purposes of accounting, and the accounting cycle.

**Expected Learning Outcomes**

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

1. Describe the basic principles used in financial accounting
2. Prepare Basic Financial Statements.

**Course Content**

The course introduces students to financial accounting: - definition objectives, forms of business ownership, types of business transactions, and basis of Accounting (cash and Accruals), users of financial information. The double entry system, recording principal books, subsidiary books and ledger accounts will be discussed. It examines writing up journal proper, writing up petty cash, writing up cashbook, bank reconciliation, and writing up complete books of Accounts. The trial balance, errors not affecting the trial balance, preparation of financial statements for a sole trader:- profit and loss a/c. and balance sheet will be covered. End year adjustment: - prepayments, Accruals will also be discussed.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Farea A. J. (1980). *Practical Bookkeeping and Accounts*, 17th ed. London: University Tutorial press.  
 Knapp Mc (1996). *Financial Accounting: A focus on decision making*. Minneapolis/ Saint Paul: West Publishing Co.  
 Lee, G. A. (1979). *Modern Financial Accounting*, (2nd edition). London: Butler and Tanner Ltd.  
 Meigs, W. B. and Meigs, R. B. (1996). *Accounting: the Basis for Business Decisions*, (10th edition). London: McGraw-Hill.  
*The Accountant*. Nairobi: ICPAK.  
 Wood, F. (1996). *Business Accounting I*, (7th edition). London: Pitman.  
 Short, D.G. (1993). *Fundamentals of Accounting*, (7th edition). Boston: Irwin.

## 4. Micro Economics

### Course Purpose

To introduce students to the basic principles of micro - economic theory thereby laying a foundation for more advanced and diversified courses in Economics.

### Expected Learning Outcomes

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

1. Explain the usefulness of market forces in the study of economics.
2. Explain the various types of market structures existing in an economy.

### Course Content

Scope of economics and nature of economic systems; Methods of allocating economic resources: scarcity and choice; demand, supply, market price; equilibrium analysis and appreciation; price elasticity of demand; elastic and inelastic demand, utility theory, theory of the firm, theory of production, costs and supply of commodities; markets and market structures: perfect competition, monopoly, duopoly, monopsony, general equilibrium analysis, market failure and government regulations.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course textbooks

Hardwick ,P.Khan.B, langmead,J. (2003). *An Introduction to Modern economics*. Harlow : Prentice Hall

Pindyck,R. Rubinfeld, D.L. (2005). *Microeconomics*, 6<sup>th</sup> Edition, London: Prentice Hall.

## 5. Computer Studies

### Course Purpose

To provide a general overview of what a computer system is and lays a foundation of the science of computing.

### Expected Learning Outcomes

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

1. Relate the organisation and operation of popular peripherals to the theory of digital communication techniques;
2. Determine principles of computer architecture common to currently successful microcomputer systems;
3. Identify the association of number systems and data representations with the design of current computer systems;
4. Identify appropriate theories to underpin the learning of computing concepts

**Course Content**

History of computing; Computer generations, number systems, classification of computers. Hardware; Processor, input/output devices, display. Memory and storage: Bits, bytes, main memory, secondary memory, tape storage, disk, compact disk, emergent storage technologies, computer architecture: RISC, CISC, parallel and array design, processor generations. Software: Operating systems, application programs, utilities, translators, computer communication, application areas: spreadsheets, word processing databases, web browsers, accounting packages such as sage, lotus.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Norton, P. (2006) *Introduction to computers* 6<sup>th</sup> Ed; Boston; McGraw-Hill Technology Education.

Capron, H. L. (2004) *Computers; Tools for an information age*, 8<sup>th</sup> Ed, Upper Saddle, River, N.J. Prentice Hall,.

Kenneth C. M. Jr & Antonakos, J. L. (2000) *Introduction to computers*.

**6. Quantitative Techniques in Business****Course Purpose**

To develop an understanding of the concepts theory and applications of management science.

**Expected Learning Outcomes**

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

1. Relate management science to various types of managerial decision situations.
2. Construct and analyse simple management science models for making good decisions.

**Course Content**

Overview of probability, conditional probability, joint probability, Probability trees and decision trees, Bayes theorem, Decision theorem; Decision making under uncertainty. Calculus: Introduction; limits and continuity; differential calculus, multivariate function integration; classical optimization Techniques and application of calculus. Inventory Control:- Introduction; Types of costs; types of control systems; Economic order quantity and fixed order quantity calculation, lead time and inventory control models. Time series analysis;- variation in time series; trend analysis; cyclical variation; seasonal analysis and irregular variation.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Swift L. *Quantitative Methods for Business, Management and Finance*, Basingstoke; Palgrave, 2001.

Dewhurst, F. *Quantitative Methods for Business and Management* 2<sup>nd</sup> Ed. London; McGraw-Hill 2001.

Macleod' S. *Quantitative Methods*, Exeter; Crucial, 2002.

Mouhammed, A. H; *Quantitative Methods for Business Economics*, Armonk, N.Y; M.E. Sharpe 2000.

Buglear, J. *Quantitative Methods for Business the A-Z of QM* 4<sup>th</sup> Ed. Amsterdam; Boston; Elsevier Butterworth-Heiprmann 2005.

Waters C. D. *Quantitative Methods for Business*, 4<sup>th</sup> Ed. Harlow; Financial Times Prentice Hall, 2007.

## 7. Principles of Management

### Course Purpose

To introduce students to modern theories of business management and its basic principles and examine the process of achieving organizational goals through the use of operational strategies involving the four major management functions: planning, organizing, leading, and controlling.

### Expected Learning Outcomes

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

1. Describe the concept of management
2. Discuss the historical development and approaches of management
3. Examine the functions of management

### Course Content

Background to modern management, Nature, scope and importance of management, Growth and need for principles of management; the evolution of management; background to modern management. The concept of managers and management; Theories of management: classical, Neo-classical, Human relations; Approaches to management. Moral and social dimensions of management; functions of management - Planning; Organizing; Staffing; Directing; Controlling;; dynamics of management; Functional Management disciplines Accounting/Finance; Marketing; Human Resources; and Production; Moral and social responsibility in management, Management in the contemporary world

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Daft, R. L. (2008) *Management*. Melbourne: Thomson South-Western.  
 Drucker, P. F. (2008) *Management*. New York: Collins  
 Robbins, S. P. & Coulter, M. K. (2009) *Management*. Upper Saddle River: Prentice Hall.  
 Cole, G. A. (2003) *Management: Theory and practice*, London: DP Publications.

**Journals**

*Journal of Management Studies*  
*Academy of Management Journal*  
*Journal of Policy Analysis and Management*  
*African Management Development Forum*

**8. Business Law I****Course Purpose**

To give students a basic understanding of law and its importance in society and in the business world.

**Expected Learning Outcomes**

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

1. Examine the nature and functions of law.
2. Explain the various types of law - the laws of person, contract and agency.
3. Discuss the use of different negotiable instruments.

**Course Content**

Definition and Nature of Law; Purpose of Law, Classification of Law; Sources of Law; Constitution, Statutory Law, Delegated Legislation, Common Law, Equity, African Customary Law, Islamic Law, Hindu Customs, Case Law (Judicial Precedent); Structure of Kenyan Courts; Principles and Concepts:- Rule of Law, Separation of Powers and Fundamental Rights; Law of Persons:- Legal Personality, Unincorporated associations, Ultra Vires Rule; Law of Contract:- Nature of Contracts, Classification of Contracts; Essentials of a valid contract, Vitiating factors, Offer and acceptance, Exemption Clauses, Quasi-contracts, Discharge of a Contract, Remedies for Breach of Contract; Law of Tort:- Nature of a tort, elements of a tort, Specific torts, Defenses in tort and vicarious liability; Law of Succession, history of law of succession, Testate Succession, Intestacy, Grants of Representation of Estates; Arbitration:- Nature of arbitration, advantages and disadvantages of arbitration:- Contract of employment and trade union Law.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

*General principles and Commercial Law of Kenya* - A. HUSSEIN

*The Law of Kenya* - Tudor Jackson

*Kenya Commercial Law* - J.J. Ogola

*Business Law* - K.R. Abbot & Abbot J.N. Pendlebury

*Principles of Commercial Law*, K. Laibuta

## **9. Quantitative Methods in Business II**

**Course Purpose**

To develop an understanding of the concepts, theory and applications of management science.

**Expected Learning Outcomes**

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

1. Understand the capabilities of management science in various types of managerial decision situation.
2. Construct and analyse simple management science models for making good decisions.

**Course Content**

Linear Programming II: Overview of LP: simplex method for maximizing; simplex method for minimizing; sensitivity analysis and application of linear programming; Transportation models:- Introduction general structure of transportation problem, solving a transportation problem; Dummy variables, degeneracy test; maximization and minimization cases in transportation problem; optimality test, assignment model; - General structure of the model; assignment model for minimization and maximization, unequal sources and destination. Correlation and regression; Bivariable frequency distribution; scatter diagram; correlation analysis; regression analysis; Autocorrelation; non-linear regression and linearization; multi-Regression analysis. Simulation;- introduction; model construction; assessing a model's suitability; Monte Carlo simulation; variables in a simulation model and application of simulation; Queuing theory-Introduction; queuing structures; analysis of single and multi-channel queuing with exponential arrival and service process; queuing models.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %



**Course Texts**

- Swift L. (2001) *Quantitative Methods for Business, Management and Finance*, Basingstoke; Palgrave.
- Dewhurst, F. (2001) *Quantitative Methods for Business and Management* 2<sup>nd</sup> Ed. London; McGraw-Hill.
- Macleod' S. (2002) *Quantitative Methods*, Exeter; Crucial.
- Mouhammed, A. H. (2000) *Quantitative Methods for Business Economics*, Armonk, N.Y; M.E. Sharpe.
- Buglear, J. *Quantitative Methods for Business the A-Z of QM* 4<sup>th</sup> Ed. Amsterdam; Boston; Elsevier Butterworth-Heiprmann 2005.
- Waters C. D. *Quantitative Methods for Business*, 4<sup>th</sup> Ed. Harlow; Financial Times Prentice Hall, 2007.

**10. Financial Accounting II****Course Purpose:**

To introduce students to accounting for various forms of business organizations

**Expected Learning Outcomes**

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

1. Describe the methods used in preparing and presenting financial statements for various forms of business entities.
2. Identify and correct accounting errors
3. Prepare basic financial accounting statements.

**Course Content**

The course focuses on Accounting cycle, preparation of corrected income statement and corrected statement of financial position, correction of errors, Accounting for doubtful and provisional debtors accounting for depreciation, accounting for manufacturing enterprises of sole traders, control accounts incomplete records and non-profit making organization will also be done.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

- Farell A. J. (1980). *Practical Bookkeeping and Account*, 17th ed. London: University Tutorial press.
- Knapp Mc (1996). *Financial Accounting: A focus on decision making*. Mineapolis/ Saint Paul: West Publishing Co.
- Lee G. A (1976). *Modern Financial Accounting*, 2nd ed London Buther and Tanner Ltd.
- Meigs, W. B. and Meigs, R. B. (1996). *Accounting: The Basis for Business*

*Decisions*, (10th edition). London: McGraw-Hill.

Mosich, A. N. (1988). *Intermediate Accounting*, (6th edition). New York: McGraw-Hill.

Smith, J. M and Skousen, K. F. (1981). *Intermediate Accounting*, (7th edition). Ohio: South-Weston Publishing Co.

Wood Frank (1996). *Business Accounting I*, (7th ed) London Pitman

Wood, D and Sangsten (1996). *Business Accounting 2*, (7th edition). London:

## **11. Principles of Marketing**

### **Course Purpose**

This course demonstrates the role of marketing in an organization and helps students learn to make effective marketing decisions in a competitive market situation by equipping them with a comprehensive framework of marketing concepts and strategies.

### **Expected Learning Outcomes**

At the end of the course, students are expected to be able to:

1. Describe the role of marketing in the exchange relationship between the customer and the firm
2. Explain the challenges emanating from the dynamic marketing environment and the effective framework of capturing and addressing such challenges.
3. Develop relevant market segmentation, targeting and positioning strategies.
4. Evolve detailed marketing mix strategies.

### **Course Content**

An overview of the meaning and relevance of marketing; Evolution of marketing: concepts and philosophies of marketing; The Marketing Environment; Understanding customer behaviour- Consumer (individuals/households) buyer behaviour; Organizational/ industrial buyer behaviour; The Marketing Information System (MkIS)-Components of MkIS; Market Segmentation- Segmentation bases; Criteria for effective market segmentation; Market Targeting- Targeting options; Criteria for a targeting strategy assessment; Positioning concept- Meaning and value of positioning; Positioning bases; Applications of positioning maps; The marketing mix concept- Origins, contents and relevance; Product Decisions; Classification of products; The total product concept; New products/innovations development; The diffusion of innovations concept; The product life cycle (PLC) concept; Managing existing products-BCG matrix; Branding, packaging and labelling decisions; Services marketing and management; Distribution Decisions-Physical distribution and channel functions; Channel management decisions; Channel conflicts; Promotion Decisions- The communication process; Marketing promotion mix: advertising, sales promotion, Public relations and Personal selling; Factors influencing promotion mix selection; Developing and effective promotion plan; The integrated marketing communication (IMC) concept; Price decisions; Factors influencing pricing decisions; Price setting strategies; Advantages and disadvantages of competing on price; Strategic Marketing Planning;-Overview of the Strategic Marketing Planning framework; Benefits of strategic marketing planning

### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Kotler, Philip and Armstrong, Gary (2004): *Principles of Marketing* Prentice-Hall of India Private Ltd. New Delhi.

Thujo, Kuria J (2008): *Principles of Marketing: A Skill-Building Approach*. Acrodile Publishing Ltd. Nairobi.

Kibera, F.N and Waruingi, B.C (1988): *Fundamentals of Marketing: An African Perspective*. Kenya Literature Bureau. Nairobi

Palmer, A (2000): *Principles of Marketing*. Oxford University Press. London

Leader, W.G and Kyritsis, N (1995): *Fundamentals of Marketing* Stanley Thornes (Publishers) Ltd. London

Dibb, S., Simkin, L., Pride, W., and Ferrell, O (2000): *Marketing: Concepts and Strategies*, European edition, London.

**12. Macro Economics****Expected Learning Outcomes**

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

1. Define various concepts of macroeconomic analysis
2. Explain various macroeconomic models

**Course Content**

Basic concepts and scope of macroeconomic analysis; National income: Concepts and measurement; circular flow of income, Keynesian model of income determination; introduction to theories of consumption and investment; recession, inflation and unemployment; taxation and fiscal policy. Nature and functions of money; demand and supply of money; the banking system; central banking and monetary policy.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Mankiw, N.G. (2007) *Principles of macroeconomics*. 4<sup>th</sup> Edition, Australia

McAleese, D. (2001) *Economics for Business: Competition, Macro-Stability and Globalisation*. 2<sup>nd</sup> edition Harlow, England, Prentice hall

## **SECOND YEAR**

1. Purchasing and Supply Management
2. Business Law II
3. Intermediate Micro Economics
4. Intermediate Macro Economics
5. Human Resource Management
6. Accounting for Assets
7. Accounting for Liability
8. Financial Management
9. Insurance and Risk Management
10. Business Statistics I
11. Management Decision Models

### **13. Purchasing and Supply Management**

#### **Course Purpose**

Progressive business firms have long recognized the strategic importance of having a well managed purchasing function as a separate value activity since this significantly contributes to organizational efficiency and effectiveness. This course aims at equipping the student with a comprehensive framework of the purchasing and supply principles and strategies.

#### **Expected Learning Outcomes**

By the end of this course, the student is expected to be able to:

1. Appreciate the role and relevance of the purchasing function in an organization
2. Comprehend the key issues involved in the undertaking of purchasing function activities
3. Explain how the purchasing function can be effectively managed
4. Explain the ethical requirements of a modern purchasing and supply chain management professional.

#### **Course Content**

Meaning and importance of the purchasing function to the business. Emerging related concepts to purchasing management: Materials Management, Logistics Management, Supply Chain Management; Management in the Purchasing Function; Purchasing Planning- strategic, tactical and operational level; Organizing the purchasing department. Control of the purchasing department. The Purchasing Cycle- Key steps in the purchasing process; Quality decisions in purchasing- the role of quality, determining the right quality, description of quality, Controls over quality (inspections, supplier certification agreements, quality assurance). Purchasing quantity decisions- relevance of inventory holding, inventory costs, inventory control systems; Suppliers management- importance of selecting the right suppliers, the selection process, evaluating supplier performance, developing suppliers; Pricing decisions in purchasing- the right purchase price, determinants of purchase price, the influence of inflation on purchase price. Timing of purchases- the right time to buy, factors influencing the scheduling of purchases. Purchasing research- meaning, relevance and key areas of purchasing research; Negotiations in Purchasing- relevance, applicability and effective negotiation tactics; Other critical purchasing management frameworks-

Benchmarking, purchasing budgets, outsourcing, purchasing policy and procedure manuals, codes of ethics and conduct- a review of ethical codes of Kenya Institute of Supplies management (KISM), Chartered Institute of Purchasing and Supply (CIPS) of UK and the Institute of Supply Management (ISM) of USA.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts

Baily, P; Farmer, D; Jessop, D and Jones, D (1998) *Purchasing Principles and Management*. Pitman, London.

Van Weele, A.J (2000). *Purchasing and Supply Chain Management: Analysis, Planning and Practice*. Vikas Publishing House, New Delhi

Lysons, C.K (1996) *Purchasing*. Pitman Publishing, London.

Leenders, M.R and Fearon, H.E (1997) *Purchasing and Supply Management*. Erwin, Chicago.

Dobler, D.W and Burt, D.N (1996) *Purchasing and Supply Management; Text and Cases*. Mc-Graw-Hill, New York.

Fearon, H.E, Dobler, D.W and Killen, K.H (1993) *The Purchasing Handbook*. Mc-Graw-Hill, New York.

Bowersox, D.J and Closs, J.M (1996) *Logistics Management*. McGraw-Hill, New York

Hugo, W.M.J ; Van Rooyen, D.C and Bardemhorset, J.A (1997) *Purchasing and Materials Management*. J.L Van Schaik publishing, Pretoria, 3<sup>rd</sup> ed

## 14. Business Law II

#### Course Purpose

This course is designed to equip students with legal knowledge relating to commercial and property transactions.

#### Expected Learning Outcomes

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

1. Discuss the laws relating to partnerships
2. Explain the sale of goods law
3. Explain hire purchase laws, insurance laws
4. Describe property laws

#### Course Content

Agency Law:- Definition of agency and its essentials, Creation of agency, Classification of agents, Rights and Duties of an agent Principal, delegation of authority, Personal liability of an agent and Termination of agency; Sale of Goods:- formation of contract of Sale of Goods, Classification of Goods, Conditions and Warranties, Transfer of Property, Delivery of Goods, Rights of unpaid seller, Rights of a buyer; Partnership:- Definition

and essentials, Formation, Relations of Partners, Dissolution of a firm; Negotiable Instruments:- Negotiation, Promissory Notes, Cheques, Bills of Exchange, Parties to Negotiable Instruments, Presentment and Dishonor of a negotiable instrument, Discharge of a negotiable instrument; Hire Purchase:- Nature of Hire Purchase, Requirements of Hire Purchase agreement, implied Conditions and Warranties; Law of Insurance:- Types of insurance, Principles of insurance; Special Contracts:- Indemnity and Guarantee, Bailment and Pledge; Carriage of Goods:- By air, land and sea; Intellectual Property:- Copyrights, trademarks and patents; Bankruptcy:- Acts of Bankruptcy; procedure in Bankruptcy, Discharge of a debtor, and disabilities of undischarged bankrupt; Law of Property:- Meaning of Property, Types of property, leases, legal interests in land; mortgage and charges.

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### **Course Texts**

Redmond P. W. (1974) *General Principles of Law* MacDonald & Evans Ltd

Barnes, A. J at al (1991) *Law for Business*, Irwin

*General principles and Commercial Law of Kenya* - Ashiq Hussein

*The Law of Kenya* - Tudor Jackson

*Kenya Commercial Law* - J.J. Ogola

*Business Law* - K.R. Abbot & Abbot J.N. Pendlebury

*Principles of Commercial Law*, K. Laibuta

### **15. Intermediate Microeconomics**

#### **Course Purpose**

The course seeks to examine the theories of production and costs, price and output in various market structures, demand for and supply of factors of Production, economics of inter-temporal choice, welfare economics.

#### **Expected Learning Outcomes**

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

1. Demonstrate how price theory is applicable in business world today.
2. Explain the relevance of microeconomic principles to business practice

#### **Course Content**

Price theory and it's applications; income, cross, price, point elasticity equilibrium and disequilibrium models in microeconomic theory; indifference curve and consumer equilibrium; the mathematics of production; stages of product, returns to scale; theory of market structure; partial equilibrium of comparative markets; theory of general equilibrium in exchange and production economics; pareto optimality; introduction to welfare economics.

**Course texts**

Case, K.E., Fair, R.C., Oster, S.M. *Principles of Microeconomics*. New Jersey, Prentice hall.

Jack Harvey. *Modern economics*: 7<sup>th</sup> Edition. New York, Palgrave

**16. Intermediate Macroeconomics****Course Purpose**

To give students an analysis of the theory of income and employment, monetary theory, trade and capital flows under fixed and flexible exchange rates, stabilization policy and growth.

**Expected Learning Outcomes**

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

1. Explain various models of income determination
2. Differentiate between fiscal and monetary policies and their areas of application

**Course Contents**

Basic macroeconomic models of income determination; Keynesian, classical and monetarist model; money demand and supply; basic LM-IS Model of income determination, money and fiscal policies in the extended model. Treatment of aggregate consumption, and investment behaviour; the rate of interest and marginal efficiency of capital, the accelerator principal, inflation, unemployment; international trade and finance; introduction to growth theory.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course texts**

Abel, A. B. (2008) *Macroeconomics*. Boston: Pearson/Addison Wesley.

Campbell, M. R. (2009) *Macroeconomics*. New York: McGraw Hill

**17. Human Resource Management****Course Purpose**

The course is designed to prepare students to meet the demands of effective management of people which is crucial for business success in a competitive environment.

**Expected Learning Outcomes**

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

1. Explain various principles of effective human resource management
2. Distinguish between human resource management and personnel management practice

### Course Content

Introduction to human resource management; principles and functions of human resource management; human resources management and personnel management; sourcing HRM, attracting and retaining HRM developing HRM; manpower planning and staffing; introduction to strategic HRM.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course texts

Armstrong, M. (2006). *A handbook of Human resource management Practice*. 10<sup>th</sup> Edition, London. Kogan Page

Raymond, A.N. Hollenbeck Jr. (2007). *Fundamentals of Human resource management*, 2<sup>nd</sup> Edition. New Delhi, Tata McGraw Hill.

## 18. Management Accounting

### Course Purpose

To introduce students to the various methods of cost accounting and how to analyse cost data for product costing

### Expected Learning Outcomes

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

1. Analyze the managerial accounting methods and techniques
2. Apply methods in product costing, pricing, control and decision making.

### Course Content

The course introduces students to definitions of cost objects, cost centres, purpose of costing, factors affecting designing and installation of cost accounting systems, costing methods and techniques. It discusses Cost classification and analysis, objectives, methods, preparation of statement of costs of products. It examines accounting for materials, types of materials, roles of purchasing department, Centralized and Decentralised storage systems, material pricing valuation of stock-LIFO, FIFO, simple and weighted average costs standard cost and stock control, replacement cost. The course further focuses on accounting for labour- classification of labour costs, labour remuneration methods, bonus Schemes Hasey scheme, Hasey-weir scheme, Rowan scheme etc, group bonus schemes and other incentive schemes. Accounting for overheads: - Definition, Types, allocation/apportionment, treatment of under and over absorbed overheads job-costing: - nature, Job cost statements, Contract costing: Nature, Treatment, Analysis, preparation computation contract accounts, Valuation of work progress and service costing.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

*Certified Accountant*. London: ACCA.

Horngren, C. T. (1993). *Cost Accounting: A Managerial Emphasis*, (7th edition). New Jersey: Prentice-Hall.

Lucey, T. (1996). *Costing*, (5th edition). London: ELBS.

Nigam, S. (1987). *Advanced Cost Accounting*. Delhi: Himalaya Publishing House.

Rayburn, L. G. (1993). *Cost Accounting: Using a Cost Management Approach*, (5th edition). Memphis: Irwin.

Matz, A. and Usry, M.F. (1980). *Cost Accounting: Planning and Control*, (7th edition). Ohio: South Western Publishing Co.

Owler, L. W. J. and Brown, J. L. (1984). *Wheldon's Cost Accounting*, (15th edition). London: Macdonald and Evans.

*The Accountant*. Nairobi: ICPAK.

**19. Intermediate Accounting****Course Purpose**

To introduce the students to the application of accounting theory, standards, principles and procedures in financial accounting and reporting of assets

**Expected Learning Outcomes**

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

1. Account for various types of current assets
2. Account for marketable securities
3. Account for non current intangible and tangible assets

**Course Content**

The course discusses Accounting for Assets with emphasis on financial reporting standards. Differences in various GAAP'S are briefly considered on treatment on specific assets. In particular the following are covered Accounting for Cash, nature and composition of cash and cash equivalent, differentiating cash and profit, Accounting for receivables, Account receivables and notes Gross net methods of valuing receivables, factoring and assignment, Accounting for inventories, cost to be included in valuation Retail Method of valuation, treatment of damage and obsolete stock, special case e.g. buy-back arrangements, in transit goods, Accounting for marketable securities, equity and debt securities, accounting entries, disclosure in financial statements and depositions. Accounting for intangible Assets, recognition and Valuation, amortization, accounting for long term tangible assets, issues of valuation, revaluation and impairment

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

*Certified Accountant*. London: ACCA.

Jenning, A. R. (1994). *Financial Accounting*, (2nd edition). London: DP Publications Ltd.

Meigs, W. B. and Johnson. (1989). *Intermediate Accounting*, (6th edition). New York: McGraw-Hill.

Mosich, A. N. (1988). *Intermediate Accounting*, (6th edition). New York: McGraw-Hill.

Smith, J. M. and Skousen, K. F. (1981). *Intermediate Accounting*, (7th edition). Ohio: South-Western Publishing Company.

*The Accountant*. Nairobi: ICPAK.

## 20. Business Finance

**Course Purpose**

To introduce students to the basic tools and techniques used in financial management and their application in business finance.

**Expected Learning Outcomes**

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

1. Explain the nature and scope of financial management
2. Evaluate the cost of finance, working capital
3. Apply the capital budgeting techniques.

**Course Content**

This course focuses on introduction to business finance (Goals and functions of the firm, risk return trade off, sources of finance); Nature and role of financial markets; Time value of money; Cost of capital (Cost of equity, cost of preferred stock, cost of long-term debt, weighted average and marginal cost of capital); Techniques of investment evaluation, Net present value, Internal rate of return, non-discounted cash flow techniques (Payback period, Profitability Index, Accounting Rate of Return); Working capital management, definitions, approaches and importance of working capital, cash management, need for cash, cash collection management, cash disbursement management, cash forecasting, cash planning (cash budget); receivables management; payables management and basic inventories management; Financial Ratio Analysis.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Brealy R. A. and Myers S.C. (1996) *Principles of Corporate Finance* Mc Graw Hill.  
 James C. Van Horne (1991) *Financial Management and Policy* 8<sup>th</sup> Edition.  
 Bringham E.F. (1992) *Fundamentals of Financial Management* 6<sup>th</sup> Edition New York Dryden Press.  
 Ross S.A., Westerfield R.W. and Jaffe J.F.K. (1993) *Corporate Finance* Boston Times Norby.  
 Pandey I.M. (1997) *Financial Management* 7<sup>th</sup> Edition New Dethis Vikas Publishing House.  
*Journal of Finance and Accounting Research.*

**21. Insurance and Risk Management****Course Purpose**

This course is intended to equip the students with the knowledge and techniques of risk and general management of risk

**Expected Learning Outcomes**

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

1. Define general risks and identify corporate risks
2. Analyze corporate risks
3. Evaluate risk management practices.
4. Discuss the role of insurance in risk management.

**Course Content**

Insurance principles and requisites; underwriting insurance claims and marketing insurance; organization of income business. Economics and social significance of insurance in Kenya.

Definition of risk; development of corporate risk policy, risk identification; Risk analysis: measurement of risk, alternative ways of measuring risk, evaluation of likelihood of risk, measuring severity of risk; Risk control and reduction. Risk financing; risk retention and transfer Evaluation of risk management techniques, Moral hazards and adverse selection.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Dorfman, M. S. (2002) *Introduction to Risk Management and Insurance*. New Jersey: Prentice Hall.  
 Rejde, G. E. (2008) *Principles of Risk Management and Insurance*. Boston: Pearson/Addison Wesley.  
 Vaughan, E. J. (2001) *Essentials of Risk Management and Insurance*. New York: Wiley.

2. Design and apply transportation model, assignment model, inventory model, network model, queuing model
3. Apply the concepts of problem simulation

#### Course Content

Review of the Linear programming, Problem formulation, graphical solution, the simplex method, examples of application, transportation and assignment models, queuing theory, simulation, game theory, Network models and project scheduling, investment and replacement analysis, scheduling and sequencing, Markov chains and applications. Duality and sensitivity analysis. Decision analysis: decision under risk, decision trees, decision under uncertainty.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

#### Course Texts

Bronson R.S. Naadimythu, G. (2007) *Operations Research* (2<sup>nd</sup> Ed). Taata McGraw-Hill New Delhi: India.

Hezier, J. H. (2007) *Operations Management* 8<sup>th</sup> Ed. Upper Saddle River, NJ Pearson/Prentice Hall.

Bennett, D. *Operations Management*, Thousand Oaks, CA; Sage Publication Ltd, 2006.

Taha, H. A. (2008) *Operations Research*, (8<sup>th</sup> Ed) PHL Learning PVT Ltd, New Delhi, India.

Kolli S., (2000) *The Essentials of Production & Operations Management*, Piscataway, N. J.: Research & Education Association.

Stevenson, W.J. (2007) *Operations Management* 17<sup>th</sup> Ed; Toronto, Montreal McGraw-Hill Ryerson.

Noori, H. and Radford, R. (2001); *Production and Operations Management*.

Pannirselvam, R. (2002) *Production and Operations Management*, New Delhi prentice-Hall of India.

### YEAR THREE

#### CORE BUSINESS COURSES

1. Entrepreneurship and Small Business Management
2. Organizational Behaviour
3. Organizational Theory
4. Management Information System (MIS)
5. Business Research Methods
6. Corporate Internship

## 24. Entrepreneurship and Small Business Management

### Course Purpose

To give students an understanding of entrepreneurship and the necessary skills needed to become an entrepreneur

### Expected Learning Outcomes

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

1. Examine the nature of entrepreneurship
2. Develop insight into business innovation and creativity,
3. Discuss the issues involved in developing businesses
4. Describe the process of starting business ventures
5. Discuss the problems faced by entrepreneurs

### Course Content

Entrepreneurship and entrepreneur defined. The entrepreneur and society. Theories (sociological; economic; psychological; financial and trait); Entrepreneurship and self-employment. The government and Entrepreneurship. Driving forces to entrepreneurship; Entrepreneurial behaviour. The characteristics/ qualities/traits of an entrepreneur. The entrepreneur (owner-manager) and the entrepreneur (employed manager) - differences. Business ideas and opportunities: sources for business idea enabling environmental public policies. Legal aspects of business. Business formation: form of business organization. Registration of business. Trading licenses and other contracts. Sources of finance for small entrepreneurs. Private sources, banks, financial institutions and NGOs co-operatives. Decision-making and risk taking. Decision making process, decision making techniques, types of risks of business, assessing risks in self-employment, minimizing risks; Management of small scale business; role of management consultants in small scale business management.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Kuratko, D.F. & Hodgetts, R.M. (2007) *Entrepreneurship: Theory, Process, Practice*. Mason OH: Thomson.

Madura, J. (2006) *Introduction to Business*. Mason OH: Thomson.

Greene, C. L. (2009) *Entrepreneurship: Ideas in Action*. Mason OH: Thomson.

Drucker, Peter F. (1985) *Innovation and Entrepreneurship*,

## 25. Organizational Behaviour

### Course Purpose

Successful organizational managers are appropriately equipped with skills to understand and manage behaviour of employees under their direction. This course aims at equipping the student with key concepts and propositions driving human behaviour in organizational settings.

### Expected Learning Outcomes

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

1. Examine the key variables influencing human behaviour in organizational settings.
2. Relate to the various dynamics affecting employee survival and effectiveness in organizations.

### Course Content

Meaning of Organizational Behaviour (OB), its evolution and relevance to management; Individual perception and behaviour; Principles of Perceptual Selectivity-Internal & external factors. Social perception- attribution, stereotyping and halo effect; Individual learning and behaviour; Dimensions of learning-cognitive, affective, psychomotor learning; Learning processes; Learning by conditioning- classical conditioning, operant conditioning; Trial and Error Learning; Conceptual learning; Principles of learning; Individual motivation and behaviour-Theories of motivation; Individual personality and behaviour -meanings & controversies in the personality concept; General theories and contributors to the personality thought- psychoanalytic theories, type theories, trait theories, self-theories, social theories. Individual attitudes, values and behaviour-Nature & components of attitudes; Functions & relevance of attitudes; Meaning and relevance of values; Organizational stress and behaviour-causes of stress- organizational & individual stressors; Strategies for reducing work related stress; Organizational Group Dynamics and Behaviour;- relevance of group dynamics knowledge; Types of groups; Group development; Group structure; Group decision-making

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Fred, Luthans (2000) *Organizational Behaviour*. McGraw Hill, New York.  
 Dubrin, A.J (1996) *Fundamentals of Organizational Behaviour*. Prentice Hall. London.  
 Nzuve, Stephen N.M (1999) *Elements of Organizational Behaviour* . Nairobi University Press. Nairobi.  
 Cole, G.A (1995) *Organizational Behaviour*. Letts Educational. London.

## 26. Organizational Theory

### Course Purpose

Successful organizational managers are appropriately equipped with skills to ensure organizational effectiveness. This course aims at equipping the student with key concepts and frameworks on organizational design and effectiveness.

### Expected Learning Outcomes

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

1. Examine the key variables affecting organizational design and effectiveness.
2. Evaluate alternative organizational structures

### Course Content

The evolution of organizational theory; Organizational effectiveness-Basic organizational effectiveness criteria & characteristics; approaches to identifying org. effectiveness: The goal-attainment approach, the systems approach, the strategic constituencies approach, the competitive value approach; Organizational Structure-dimensions of organizational structure; Early thinkers on structure- Fredrick W. Taylor, Max Weber; Types of structures- geographic, functional, matrix, SBUs etc; determinants of structure- strategy; organizational size; technology; environment; power-control; organizational design- organizational design options; contemporary issues in organizational theory-managing the environment; managing organizational change; managing organizational conflicts; organizational culture; organizational evolution; Power and Politics in Organizations-Political manoeuvring and factors contributing to job politics in organizations; Power, authority and politics; Sources/ bases of power ; Power acquisition strategies; Reduction of political manoeuvring in organizations;

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Robbins, Stephen P (2003) *Organizational Theory: Structure, Design and Applications*. Prentice -Hall of India Private Limited, New Delhi.

Thomas J. Peters & Robert H. Waterman (1982) *In search of Excellence* Harper & Row. New York.

Henry Mintzberg (1998) *The structuring of organizations*. Prentice-Hall. Engelwood Cliffs; New Jersey.

## 27. Management Information System (MIS)

### Course Purpose

To provide students with the computer concepts within the framework of business application.

### Expected Learning Outcomes

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

1. Apply management information systems in report writing for management decision making.
2. Develop a management information system for a business.
3. Apply ethical practices in system analysis and design.

### Course Content

Introduction to management information system; classification of business information systems; importance and role of information to business organizations; services and type of information; information systems approach to management; information retrieval; assessment of information, requirement; information flow and co-ordination, automation of business information; Accounting information systems; Data processing and report writing systems in an organization; planning and development; ethical and security issues; system analysis and design.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Post, G.V.& Anderson, D. L. (2006) *Management Information systems; Solving Business Problems with Information Technology* 4<sup>th</sup> Ed; Boston, Mass McGraw-Hill/Irwin.

Mcleod, R. & Schell, G. (2007) *Management Information Systems*; Upper Saddle River, N.J. Pearson.

Haag, S. & Cummings, M. (2008) *Management Information Systems for the Information Age* 7<sup>th</sup> Ed, Boston; McGraw-Hill/Irwin.

O'Brien J' A. & Marakas, G. M. (2008) *Management Information Systems* 8<sup>th</sup> Ed. Boston; Irwin.

Laudon, K. C. & Laudon J.P. (2006) *Management Information Systems*.

## 28. Business Research Methods

### Course Purpose

To equip students with the necessary tools to undertake a scientific research in business.

**Expected Learning Outcomes**

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

1. Develop skills of finding and analysing data
2. Explain and criticize approaches to the construction of knowledge
3. Select appropriate research methods and sources for an identified research topic.
4. Develop a viable research proposal.

**Course Content**

Introduction: meaning and purpose of research; basic and applied research and scientific methodology overview of the research process; Basic terms in research: Identification and definition of a research problem: Identifying a research problem, stating the research problem, purpose, objectives, hypothesis/research questions, significance of the study, limitation of the study. Literature review: Purpose and Scope, steps and sources of literature review, sources of information and tips for good reviewing of literature. Method: Research design, population and sample, developing research instruments, piloting/pre-testing the instrument, data collection procedures - primary versus secondary data, plans for data analysis and interpretation; Data management, Data analysis: Tools of qualitative analysis and statistical analysis, interpretation, conclusions and recommendations; Issues in Research Quality - reliability, objectivity, validity. Writing research proposal and report.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Cooper D. R. & Schnidler (2008) *Business Research Methods*. Tata Mc Graw- Hill, New Delhi.

Mathooko Jude, et al. (2007) *Academic Proposal Writing* 1<sup>st</sup> ed. Amu Press

Saunders, Lewis, Thornbill *Research Methods for Business Students*

Olive Mugenda & Abel Mugenda (2001) *Quantitative and Qualitative Research Methodology*

Kothari, C. R. (1994). *Research Methodology*. London: Viltas. **Journals:**

*Journal of Public Administration Research and Theory*.

**29. Corporate Internship****Course Purpose**

To give students an opportunity to apply what they have learnt and be able to evaluate organizational practices

### Expected Learning Outcomes

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

1. Apply knowledge and skills learnt in various business functional areas in a business setting.
2. Prepare a report on the application of management theories and practices.

### Course Content

This involves directed internship in a private firm, a not-for-profit organization or a government agency for practical application of the courses studied. Students will be attached for three months to different organisations. They will be required to fully participate in the routine tasks and assignment of the organisation. The purpose is to enhance their understanding in the general areas of management such as; principles, organisational structure and design, organisational policies and work ethics, team building, communication and organisational performance. Each student will maintain a logbook containing weekly reports of the activities undertaken. A designated supervisor at the place of work will sign the logbook weekly. At the end of the attachment, each student will submit the logbook plus a detailed report of one major activity undertaken during the industrial attachment. The written report should detail their experiences during the attachment, linking the theory and practice. The report will be examined.

### Learning and Teaching Methodologies:

Application of management principles; mentoring by the supervisor of host institution.

### Assessment:

Type	Weighting
Host supervisor assessment	30 %
Lecturer assessment	30 %
Student report	40%
<b>Total</b>	<b>100 %</b>

### Course Texts

Not applicable.

## YEAR FOUR

### CORE BUSINESS COURSES

1. Managerial Statistics
2. Principles of Taxation
3. Strategic Management
4. Business Ethics
5. Management Research Project

### 30. Managerial Statistics

#### Course Purpose

To explore further the theories of both descriptive and inferential statistics as they apply to business environment and managerial decision-making.

#### Expected Learning Outcomes

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

1. Analyze quantitative data from a variety of sources.
2. Apply statistical methods to solve business problems.

#### Course Content

Sampling distribution; random sampling, distribution of sample statistical inference; estimation; hypothesis testing linear regression and correlation; linear regression model, evaluation of linear regression model; the correlation coefficient; introductory multiple correlation and multiple regression; time-series analysis; basic concepts; secular trend, the moving average, measuring seasonal variation, measuring cyclical variation; analysis of variance; completely randomized design; randomized complete block design; the latin square design; the factorial design; non-parametric statistics.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

#### Course Texts

Kohlter, H. (2002) *Statistics for Business and Economics* 6<sup>th</sup> Ed.; Cincinnati, Ohio: South - Western.

Downing, D. & Clark, J. (2003) *Business Statistics* 5<sup>th</sup> Ed., Hauppauge, NY; Borron's.

Newbold, P. (2007) *Statistics for Business and Economics* 6<sup>th</sup> Ed; Upper Saddle River, N.J: Prentice Hall.

Anderson D. R. (2008) *Statistics for Business and Economics* 10<sup>th</sup> Ed.; Mason OH. Thomson South-Western.

McClare J.T. (2008) *Statistics for Business and Economics* 10<sup>th</sup> Ed. Upper Saddle, N.J. Pearson.

### 31. Strategic Management

#### Course Purpose

To introduce students to the strategic management process.

#### Expected Learning Outcomes

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

1. Conduct a strategic analysis in an organization by focusing on both the external and internal environments.
2. Examine strategy formulation at business, functional, corporate and international levels.
3. Examine a framework for implementing and evaluating strategy.

**Course Content**

Strategic analysis: Mandate for strategic management - Vision, Mission, Goals, Objectives, Policies, Rules; Assessing the external environment (opportunities and threats) - SWOT analysis, PEST analysis, Competitive advantage, Industrial analysis; Assessing the internal environment (strengths and weaknesses) - Firm analysis, Social responsibility. Strategy formulation: Strategy formulation at business level (competitive advantage), functional level (value chain analysis), corporate level (diversification) and international level (global success) Strategy implementation: Translating strategy to action; the role of organisational structure, ensuring strategic control (evaluation), Balance score card, Strategic performance ;Monitoring and Evaluation; The role of leadership, culture and ethics in strategy implementation.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

- Dess, Gregory, G. (2008) *Strategic management: Texts and Cases*, Irwin/McGraw Hill  
 David, F. R. (2008) *Strategic Management: Concepts and Cases*, Upper Saddle River: Prentice Hall.  
 Hill, C.W.L. & Jones. G.R. (2007) *Strategic Management: An Integrated Approach*. Boston: Prentice Hall.  
 Pearce, J. & Robinson R. (2010) *Strategic Management: Formulation, Implementation and Control*, Homewood, IL: Irwin.  
 Thompson, A. A., Strickland, A. J. & Gamble, J. (2007) *Crafting and Executing Strategy: The Quest for Competitive Advantage*. Boston: McGraw Hill.  
 Thompson, A.A. & Strickland, A. J. (2008) *Strategic Management: Concepts and Cases*. Homewood, IL: Irwin.

**Journal**

1. *Harvard Business Review*
2. *Strategic Management Journal*
3. *Sloan Management Review*

**32. Business Ethics****Course Purpose**

Expose students to professional and ethical practices in business.

**Expected Learning Outcomes**

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

1. Identify social, professional and ethical implications of business
2. Evaluate codes of ethics of different organizations
3. Develop a code of ethics for an organization

### Course Content

The origin of ethics; Ethics in business; Consequential theories-egoism; Utilitarianism; Situational ethics; Moral issues connected with market economy; ethics in production; distribution and exchange of economic goods and services; pricing; advertising; profit motives; financial tradition monopolies; multinationals and oligopolies; competition versus trusts; Morality of both individuals and groups; principles of doubt effect; the relationships and obligations of employers and employees; producer and distributor; buyer and seller; firm and industry and nation with obligations of truthfulness; justice and charity; management of firm and society and also the business community; economics of consumption: economic and fair trade laws. Privacy information and disclosure; National standards; Consumerism; Minorities and disadvantaged groups; Protection of environment; Social responsibility, social obligation, social response; Business influence on governmental institutions; Profit motives vs social responsibility.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Myron Rush: *Management: A Biblical Approach*. Victor, Wheaton, 1983.

Manson T.W, *Ethics and the Gospel*, SCM, London, 1960.

Oruka H.O (1990) *Ethics: A Basic Course For Undergraduate Studies*, Nairobi University Press, Nairobi.

Robert F. Hartley. *An introduction to Business ethics*, John Wiley & Sons

George D. Chryssides. *Business Ethics: Violations of the Public Trust*, International Thomson Press.

## 33. Management Research Project

### Course Purpose

To test students conceptualization of research problems and enable a student to write a research report on a problem of his/her choice.

### Expected Learning Outcomes

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

1. Formulate a research problem
2. Conduct literature review on the research problem
3. Defend a research proposal
4. Gather data and analyze data
5. Prepare a research project report

## Course Content

### Research Report Format

**Preliminary Pages:** Title; Declaration (includes names and signatures of the student, supervisor and head of Department); Dedication (Optional); Abstract; Acknowledgements; Table of contents; List of tables; List of figures.

**Introduction:** Background to the problems; Statement of the problem; Objectives of the study/research questions; Hypothesis (if applicable); Significance of the study; Scope and delimitations of the study; Assumptions of the study (optional); Conceptual framework (optional); Definition of key terms; Organization of the study (optional).

**Literature Review:** This chapter includes related literature review. Its organization and the area to be treated depend upon the student and the supervisor's agreement.

**Research Design and Methodology:** Research Design; Description of the sample and sampling procedures; Description of instruments e.g. questionnaire, observation schedule; Data collection procedures; Data Analysis Procedures.

**Presentation and Discussion of the Findings:** This chapter presents the findings of the study and their interpretation.

**Summary, Conclusions and Recommendations:** One may pinpoint in his/her recommendations specific areas to be researched in future and new insights one has discovered.

**Reference:** Students should use APA Style.

**Appendices:** This includes list of institutions used and instruments.

### Learning and Teaching Methodologies:

Supervision of research project of lecturer

### Assessment:

Type	Weighting
Management research project I (research proposal)	40 %
Management research project II (research report)	60 %
<b>Total</b>	<b>100 %</b>

### Course Texts

American Psychological Association, [APA] (2001) *Publication Manual of the American Psychological Association*. Washington: APA.

Lester, J. D. & Weyers, J. (2003). *Writing Research Papers*. New York: Harper Collins.

Saunders, M.N (2009) *Research Methods for Business Students*, New York: Prentice Hall.

## 9.2 CORE SPECIALIZATION COURSES

### 9.2.1 ACCOUNTING OPTION

1. Advanced Financial Accounting
2. Specialized Financial Accounting
3. Company Accounts
4. Management Accounting
5. Advanced Management Accounting
6. Company Law
7. Principles of Auditing
8. Auditing and Investigations
9. Taxation Law and Practice
10. Accounting Information Systems

#### 1. Advanced Financial Accounting

##### Course Purpose

To develop competence in the discipline of financial accounting and reporting in the context of current developments in the practice of financial accounting.

##### Expected Learning Outcomes:

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

1. Explain the need of partnership accounts.
2. Translate a foreign branch or subsidiary for consolidation.
3. Explain the need of inflation accounting in times of rising prices.

##### Course Content

Partnership Accounts: realignments and dissolution of partnerships, conversions of partnerships to limited liability companies.

Branch Accounts: dependent branches, independent branches, accounting for foreign transactions, interdepartmental transfers, accounting for consignments, accounting for bills of exchange, promissory notes, current purchasing power accounts.

##### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

##### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

##### Course Texts

Kithari J and Barone. E (2008) *Financial Accounting: An International Approach*. 1<sup>st</sup> Edition. Pearson Longman Kenya.

Frank Wood and Sangster (2008). *Business Accounting*. 11<sup>th</sup> Edition. Prentice Hall.

Alexander. D and Nobes. C (2008). *Financial Accounting: An Introduction*. 3<sup>rd</sup> Edition Pearson Longman Kenya.

Melville. A (2008). *International Financial Reporting*. 1<sup>st</sup> Edition, Pearson Longman Kenya.

## 2. Specialised Financial Accounting

### Course Purpose

To provide students with an understanding of the application of accounting of the application of accounting principles and procedures in specialized accounting transactions.

### Expected Learning Outcomes:

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

1. Apply advanced principles and procedures in specialized areas of accounting practice.
2. Explain reporting issues related to specialized accounts.
3. Prepare specialized accounts.

### Course Content

Bills of exchange: Joint ventures, consignment accounts; Branch accounts; Hire purchases, Investment accounts, Royalties, Container accounts, Accounting for long-term construction contracts, segmental reporting accounting for banks and insurance companies' agricultural concerns.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Wood, F. & Sangster, A. (2008) *Business Accounting*. London: Financial Times  
 Hoyle, J. B., Schaefer, T. F. & Douppnik, T. S. (2009). *Advanced Accounting*, Boston: McGraw-Hill/Irwin.  
 Bearns, F. A. (2009) *Advanced Accounting*. Upper Saddle River: Pearson Prentice Hall.  
 Larsen E. J. (2003) *Modern Advanced Accounting*. Boston: McGraw Hill/Irwin.  
*The Accountant [Journal]*. Nairobi: ICPAK

## 3. Company Accounts

### Course Purpose

To develop the students' ability in group accounts and corporate reporting.

### Expected Learning Outcomes

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

1. Learn the roles of accounting standards in accounting practice
2. Demonstrate ability to handle consolidation accounts.
3. Differentiate between merger accounting and acquisition accounting as methods of business combination.

### Course Content

The regulatory framework of accounting. The role of accounting standards in regulating accounting practice. Business combination: profit and loss consolidation balance

sheet consolidation. Accounting for associate companies and other investments, legal and quasi - legal requirements, accrual accounting and fund accounting specialized financial reporting. The preparation and presentation of accounts and reports relating to prospectuses, stock exchange requirements, offers for sale, takeovers, mergers, acquisitions, amalgamations. Group accounts: group cash-flow statements.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Kithari J and Barone. E (2008) *Financial Accounting: An International Approach*. 1<sup>st</sup> Edition. Pearson Longman Kenya.

Frank Wood and Sangster (2008). *Business Accounting*. 11<sup>th</sup> Edition. Prentice Hall.

Alexander. D and Nobes. C (2008). *Financial Accounting: An Introduction*. 3<sup>rd</sup> Edition Pearson Longman Kenya.

Melville. A (2008). *International Financial Reporting*. 1<sup>st</sup> Edition, Pearson Longman Kenya.

## 4. Management Accounting

**Course Purpose**

To develop competence in the process of collecting, classifying, summarizing, analyzing and report accounting data for managerial decision making.

**Expected Learning Outcomes**

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

1. Explain the nature and purpose of management accounting.
2. Explain the basic concepts and techniques of management accounting.
3. Apply the principles to decision making.

**Course Content**

Nature, scope and purpose of management accounting: cost terms, concepts and cost classification. Cost behaviour decisions, basic cost - volume - profit (C-V-P) analysis; pricing decisions and profitability analysis. Product cost methods; variable versus absorption costing. Relevance and decision - making.

Budgeting and budgetary control standard costing, capital budgeting decisions, the use of accounting information by management; emerging trends in management accounting - strategic management accounting.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Drury, C. (2005) *Management and Cost Accounting* New York: Prentice Hall.  
 Kaplan, R. & Atkinson, A.A. (1998) *Advanced Management Accounting*. Upper Saddle River: Prentice Hall.

**5. Advanced Management Accounting****Course Purpose**

Designed to enable the students to prepare accounts for management purposes. This facilitates planning and control of the business operations.

**Expected Learning Outcomes**

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

1. Examine pricing decision responsibility accounting and transfer pricing.
2. Identify and interpret current trends in management accounting.
3. Perform advanced cost-volume-profit analysis and variance analysis.

**Course Content**

Differential cost analysis: (Decisions involving alternative choices); Decentralization and transfer pricing. Advanced cost analysis and pricing decisions; activity based costing. Responsibility accounting and income reporting; decision making under risk and uncertainty. Divestment ratio analysis, coverage of interest and preferred stock dividends, EPs, ROA, ROE return on scales; financial leverage and the statement of retained earnings, dividend payout ratio, dividend yield ratio, and cash flow statement.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Kishore R.V (2006). *Cost and Management Accounting*. Taxman Publishers.  
 Lucy, T. (2003). *Management Accounting*, 5<sup>th</sup> Edition, Book Power, Thomson Learning.  
 Pandey, M. (2008). *Management Accounting*, 3<sup>rd</sup> Edition, New Delhi: Vikas Publishers.  
 Drury, C. (2004). *Management Accounting*. 6<sup>th</sup> Edition, Thomson Learning.

**6. Principles of Taxation****Course Purpose**

To explore the purpose and principles of taxation, control and decision making

### Expected Learning Outcomes

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

1. Describe the taxation principles
2. Compute tax liability

### Course Content

The course focuses on definitions, classification of taxes, Administration and collection of taxes, direct vs indirect tax, proportional vs progressive taxation, single vs multiple taxes, optimal tax system, cannons of taxation impact, incidence and effects of tax.. Tax legislation: tax officers, year of income, residence year and full time director. Sources of taxable income :- Income from employment, professional duties income, Trusts and hiring, Businesses income, Capital deductions: - deductions in respect of capital expenditure on investments, Buildings, machinery plants, agricultural operations and types of taxes, capital gain tax, stamp duty, withholding taxes, PAYE system, VAT, levies and licences etc. Tax committees and Tribunals, Collections, recovery and tax refunds:- modes of tax collection.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

1. Gray, W. J. (1984). *A Guide to Income Tax in Kenya*, (4th edition). Nairobi: Longman Kenya.
2. Gray, W. J. (1985). *Kenya Income Tax: Questions and Answers*, (2nd edition). Nairobi: General Printers Ltd.

## 7. Tax Laws and Practice

### Course Purpose

To introduce the students to the tax laws, practice and planning techniques.

### Expected Learning Outcomes

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

1. Apply tax laws, techniques and planning to compute tax liability
2. Critically analyze tax laws and provide tax advice.

### Course Content

Statutes for imposition of taxes: the Income Tax act (Cap. 470), Finance Act and other legislation; tax chargeable to income from business, employment, use of property, dividends, pensions, trusts, gains from transfer of property, management or professional fees, royalties, interest and rents; ascertainment of total income liable to tax: business, employment, non-resident persons capital allowances, investment deductions and losses; relief allowances, deduction of tax: the PAYE, withholding taxes, double taxation relief arrangement; incidence of taxation, exemptions; tax

computations, accounting for tax on income, deferred taxation; tax returns and assessments.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course texts

1. Kanki, S. (1996). *Principles and Concepts of Taxation Law in Kenya*. Nairobi: Connection Publishers.
2. Ministry of Finance. *Finance Acts*. Nairobi: Government Press.
3. Ministry of Finance. *Kenya Income Tax Act (Cap 470)*. Nairobi: Government Press.
4. Saleemi, N.A. (1994). *Kenya Taxation*. Nairobi: Laser Composers
5. Spitz, B. (1972). *International Tax Planning*. London: Butterworths.
6. Tolley. (1989). *Tax Planning*. Tolley's publishing Company.

## 8. Principles of Auditing

#### Course Purpose

To introduce students to the basic principles and procedures of auditing

#### Expected Learning Outcome:

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

1. Explain the nature and concept of auditing in private and public organizations
2. Differentiate between internal check and internal control
3. Distinguish between internal and external audit
4. Design internal control systems
5. Prepare an audit report

#### Course Content

The course discusses the general audit environment, definition, distinction between auditing and accounting, objectives of an audit, types of audits, users of audited reports, internal vs external audits, stages of an audit, overview of an audit process, background information about the client, audit planning, controlling, recording and evaluation. The legal and professional requirement for an auditor, appointment letter of engagement, qualifications of an auditor, rights and duties of an auditor, legal liability of an auditor, dismissal of an auditor, auditors professional ethics, standards and guidelines. It examines internal control systems; definitions of internal checks, internal control s and internal audit, types of internal controls, qualities of a good internal control system, limitations of internal controls, ascertaining and recording internal control systems, evaluations and controlling internal controls and small Business controls, audit reports, contents and types, computerized auditing; computers impact in auditing, internal controls in a computerized environment (Auditing through and around the computer) will be examined.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

1. Manasseh, P. (1990). *A Textbook of Principles of Auditing*, (2nd edition). Nairobi: McMore Accounting Books.
2. Millichamp, A. H. (1994). *Auditing Manual*, (4th edition). London: The Guernsey Press Co. Ltd.
3. The Accountant. Nairobi: ICPAK.

### Textbooks and Journals for Further Reading:

1. Biggs, W. W. (1985). *Spicer and Pegler's Practical Auditing*, (15th edition). London: HFL Publishers Ltd.
2. Certified Accountant. London: ACCA.

## 9. Audit Planning and Investigation

### Course Purpose

To introduce students to auditing, planning and investigation and current developments in the auditing practice.

### Expected Learning Outcomes

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

1. Demonstrate competence in auditing, planning and investigations skills necessary for both public and private institutions.
2. Conduct audit investigations.
3. Preparing audit reports.

### Course Content

The course focuses on professional, and code of conduct and development; A legal liability of the condition, , Audit standards and guidelines structure of audit reports, Audit cost benefit analysis, Auditing beyond the financial statements. Reliance on internal audit and independence of internal audit committees, Impact of controls and information technology on severing relevance and reliability of audit evidence, Risk assessment of evidence from financial statement, Post balance sheet audits. Accounting reports; Unaudited financial statements, reports on prospectus, interim and proforma financial statements, tax certificates. Auditing investigations ; meaning and importance of audit investigations, types: interests acquisition audits, Fraud and errors investigation, management audits, professional tact undertaken on behalf of statutory authorities e.g. Registration of companies and controller and audit general ; Auditors responsibilities in receivership and liquidation, structure and contents of reports, ethical issues in receivership and liquidation. Audit approaches to specialized organizations; Banks, Charities and NGOs, Co-operatives, Small Business, Pension schemes, Forensic Auditing and investigations.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

1. Manasseh, P. (1990). *Principles of Auditing*, (1st edition). Nairobi: McMore Accounting Books.
2. Millichamp, A. H. (1994). *Auditing Manual*, (4th edition). London: BP Publications.
3. *The Accountant*. Nairobi: ICPAK.

**10. Accounting Information Systems****Course Purpose**

To develop students ability to capture and prepare financial information using the available accounting systems and software.

**Expected Learning Outcomes**

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

1. Explain the nature and purpose of accounting information systems.
2. Discuss the process of hardware selection and software selection.
3. Evaluate the accounting system and internal control systems to prevent the risks of material misstatement.
4. Demonstrate ability to operate accounting application software.

**Course Content**

Definition and significance of accounting systems (AIS); elements and procedures of AIS, hardware and software selection, outsourcing, system development and documentation technique: system analysis and design, Data modelling and Data warehousing, control and audit implications.

Accounting application software e.g. sage pastel, quick books and payroll system.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Bagranoff N. A. Simkin C. Norman A. S (2007). *Core Concepts of Accounting Information Systems* 10<sup>th</sup> Edition John Wiley and Sons.

Bodnar, G. H (2008). *Accounting Information Systems*. Pearson Longman Kenya.

## 9.2.2 FINANCE OPTION

1. Monetary Theory and Practice
2. Management of Financial Institutions
3. Corporate Finance
4. Public Finance
5. Financial Risk Management
6. Asset Management
7. Security Analysis and Securitization
8. Portfolio Management
9. International Finance
10. Financial Law

### 1. Corporate Finance

#### Course Purpose

To develop a framework that is useful for understanding broad range of important corporate financial decisions.

#### Expected Learning Outcomes

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

1. Describe agency relationships
2. Evaluate long-term investment and financing decisions under risk
3. Analyse business expansions.

#### Course Content

The course focuses on the goal of the corporate firm; Agency relationships, the economic environment. Long term investment decisions: project cash flow analysis, Risk Analysis, stand alone project risk, capital rationing, Adjusting for inflation abandonment decisions; long term financing decisions; -Common Stock, Venture Capital, Private equity, long term debt (public issue of debentures, bonds, lease financing etc) Capital structure theory and policy:- Debt Vs Equity, MM model, determining the optimal capital structure. Dividend policy decisions: - Cash dividend, stock dividends and stock splits. Capital Markets and Corporate finance:-Mergers and Acquisitions: - Types of Mergers, reasons for mergers, Leveraged buyouts,

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts

Ross, Westerfield & Jordan. *Fundamentals of Corporate Finance*, 5<sup>th</sup> Edition, Irwin McGraw Hill

Brealey R. A. & Myers S.C (1991). *Principles of Corporate Finance*, New York; McGraw Hill

Brigham. E.F. *Fundamentals of Financial Management*, 5<sup>th</sup> Ed. The Dryden Press  
 Brigham & Gapensilki, *Financial Management, Theory& Practice* 7<sup>th</sup> Edition The Dryden Press.

### Journals

*The Accountant*

*Journal of Finance*

## 2. Asset Management

### Course Purpose

To introduce students to the theory and techniques of managing assets of both individual and corporate investors and the rationale of asset management

### Expected Learning Outcome:

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

1. Explain the importance of asset management,
2. Describe the institutions involved in asset management
3. Describe types of pension schemes
4. Evaluate pension scheme administration strategies
5. Evaluate the instruments used in the financing of residential and income generating property
6. Evaluate asset management policy and analyze contemporary issues in asset management.

### Course Content

The course discusses the role and purpose of asset management, definition of asset management, asset management as a separate profession; emergence of asset management and magnitude world of asset funds and asset liability management. It examines mutual funds, pension funds, managing pension and retirement benefit schemes, measuring mutual and pension fund performance. Investment funds, investment trusts, roles and duties of fund managers, aspects of trustee law, Liquidity in fund management, analysis of mortgage-backed securities, brokerage and commissions, Emerging issues in asset management-ethical issues. It also focuses on legal and regulatory framework of property interests. Financing of residential properties- types of mortgages; fixed rate mortgages, variable rate mortgages, reverse annuity mortgages. Computations of mortgage payments and loan balance. Financing of income generating properties- Leases sale and leasebacks. Valuation of income generating properties , property investment and risk analysis. Real estate secondary markets , mortgage backed bond, mortgage pass through bonds , collateralized mortgage obligations, real estate investment trust.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

- Clay, B. Mansfield, Timothy W. Cunningha. *Pension Funds: A Common Sense Guide to a Common Goal*.
- Frank, J. Fabozzi, (ed). *Securities Lending and Purchase Agreements*.
- Frank, J. Fabozzi, Chuck Ramsey, Frank R. Ramirez, Michael Marz. *The Handbok of Nonagency Mortgage-Backed Securities*.
- Frank, J. Fabozzi, David P. Jacob (eds). *Handbook of Commercial Mortgage Backed Securities*.
- Ronald K. Rutherford, *The Complete Guide to Managing a Portfolio of Mutual Funds*.
- Atleberry William (1980). *Modern Real estate Financing* Grid Publishing Inc.
- Baum & Grosby Neil (1988). *Property investment Appraisal*. Routledge London.
- Brown, G. R. & Matysiak, G. A. *Real estate investment, a market approach*.

### 3. Security Analysis and Securitization

#### Course Purpose

To inform students about financial markets and securitization process.

#### Expected Learning Outcomes

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

1. Describe and appraise the role and operations of securities markets,
2. Analyse the securitization process
3. Analyse security valuation.

#### Course Content

This course discusses the following; Definition of securities, securities return, risks and markets, Market orders, institutional investors, market efficiency, information, allocation, nature of securities; bond, equity, derivative, securitization .process, Financial statement analysis, global market analysis, valuation of securities, Fundamental and technical analysis, emerging markets, Derivative securities convertible securities, security valuation.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

- Calamos, J. P (1998) *Convertible Securities*: McGraw Hill.
- Kepler M. and Lechner M (1994) *Emerging Market* McGraw.
- Ritchie, J. C (1996) *Fundamental Analysis*, McGraw.
- Pistolese, C (1994) *Using Technical Analysis*
- Shape W. F. et al (1999) *Investment International* edition, Prentice Hall
- Rees, B (1995) *Financial Analysis* 2<sup>nd</sup> edition. Prentice Hall
- Pike, r and Neale B. (1999) *Corporate Finance and Investment* 3<sup>rd</sup> edition.
- Bodie Z et al (1992) *Essential of Investment*, Irwin Boston

## 4. Portfolio Management

### Course Purpose

To introduce students to the concepts, principles of portfolio management.

### Expected Learning Outcomes:

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

1. Identify the capital structure of an organization
2. Evaluate the current portfolio structure and advise on the optimal structure
3. Determine portfolio performance management process and evaluation strategies

### Course Content

The course focuses on the definition of a Portfolio, Portfolio management process, Investment policy, portfolio construction (asset allocation, strategies, lifestyle theories of portfolio management, Markowitz portfolio theory, capital market theory, capital asset pricing theory, arbitrage asset pricing theory, equity portfolio pricing strategies, portfolio performance management evaluation strategies, attribution analysis, application of derivatives in portfolio management, and contemporary issues in Portfolio management.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Relly R. K. and Brown K.L. (2000) *Investment Analysis and Portfolio Management* 6<sup>th</sup> Edition Harcourt.

Shample W.F. et al (1999) *Investment* 6<sup>th</sup> Edition Prentice Hall International.

Shapiro A.C. (1999) *Multinational Financial Management* 6<sup>th</sup> Edition John Wiley.

Fabazzj F.J. *Investment Management* 2<sup>nd</sup> Prentice Hall.

Hangen R.A. (2001) *Modern Investment Theory* New Jersey 5<sup>th</sup> Edition Prentice Hall.

Bruno S. (2000) *International Investment* 4<sup>th</sup> Edition Addison Wesley.

Walmisley J. (1988) *The New Financial Investments* John Wiley and Sons New York.

Fisher D.E. and Jordan R.J. (2001) *Security Analysis and Portfolio Management*, Prentice Hall.

## 5. Financial Risk Management

### Course Purpose:

To enable students appreciate the concept and techniques of financial risk management.

### Expected Learning Outcomes:

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

1. Value financial risk in organizations
2. Explain the effect of risk on firm value
3. Evaluate the use of derivatives in mitigating financial risk.

### Course Content

The course focuses on the types of financial risk; liquidity risk, interest rate risk, foreign currency risk, commodity prices risk. Determination of financial risk, Evolution of financial risk management products. Strategies for financial risk management; risk reduction, subsidiaries, etc. Derivatives; interest rates swaps, forwards, futures, options. Contemporary issues in financial risk management.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Charles, Smithson and Clifford (1995) *Managing Financial Risk*. Irwin publisher: Chicago,.

Hull J. (1995) *Introduction to futures and options markets*, 2<sup>nd</sup> edition. Prentice Hall: New Jersey,.

## 6. Management of Financial Institutions

### Course Purpose

To give students a deeper knowledge on asset, liability, and capital management for firms operating in the dynamic environment of the financial-services industry.

### Expected Learning Outcomes:

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

1. Describe financial management concepts
2. Explain principles and practice of decision-making in various types of financial institutions.
3. Analyse the financing and investment policies.

### Course Content

The course provides an overview of Asset or liability management, GAP Analysis and Duration, Liquidity Management, Lending Policies, Capital regulations and management, Investment policies, Financial Engineering, The Payment System, the International Dimensions and performance evaluation.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

*An Asset/Liquidity Approach*, 4th edition Harcourts college publishers.  
*Financial Markets and Institutions*, Fredrick S. Nishkir, Stanley G. Eakins, 3<sup>rd</sup> Edition.  
 Gardener M. J. DL Millis and Cooperman (2000) *Managing financial institutions*.  
 Hempel G. H. D. G Simonson and A.B Coleman. (1994) *Bank Management: Text and Cases* 4<sup>th</sup> edition John Wiley and Sons.  
 Thygerson K. J. (1995) *Management of Financial Institutions*, Harper Collins.  
*Banking Act CAP 488*.  
*Capital Market Authority Act CAP 485A* and Rules and Regulations.  
*Central Bank of Kenya Act CAP 491*  
*Insurance Act CAP 487*  
*Retirement Benefits Act 1997*

**7. International Finance****Course Purpose**

To expose students to theories and practice of international financial management

**Expected Learning Outcomes:**

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

1. Describe the effects of international finance operations to an organization
2. Explain the factors influencing exchange rate movements
3. Analyse international tax management and international investment decisions
4. Identify challenges in international financial management

**Course Content**

The course provides an overview of international financial management, foreign currency markets, foreign exchange regimes, foreign exchange rates and factors influencing exchange rate movement Foreign exchange risks:- meaning, forecasting, foreign exchange rates, management of foreign exchange risks, economic, international tax management, international investment decisions: Management of political and financial risks. International capital budgeting, international investments and financing, international financial institutions, international financing decisions, current challenges in international financial management will also be covered. International trade (theories, balance of payments, equilibrium and disequilibrium correction)

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

**Course Texts**

Alan C. Shapiro (1996). *Multinational Financial Management* 5th ed. Allyn and Bacon.  
 D. K. and Stone Hill A. J. *Multinational Business Finance*, 5th ed. Addison-wesley publishing Co.

Jeff Madura (1997) *International Financial Management*, 5<sup>th</sup>. West Publishing Co. Eiteman

Levi D. Maurice (1995). *International Finance*, 3rd ed. McGraw-Hill

## 8. Monetary Theory and Policy

### Course Purpose:

To introduce students to the theories of money and policy instruments used in controlling the supply of money in an economy.

### Expected learning Outcomes:

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

1. Describe the evolution of money
2. Explain the process of money creation
3. Describe the mechanisms for regulating money supply in an economy.

### Course Content:

The course discusses the nature and functions of money. The theoretical and empirical definitions of money, The quantity theory of money and related controversies. The creation of money,  $M_1$  and  $M_2$

The supply of money, and its determinants, The demand of money. Control over the monetary system. The role of the control, monetary authority in controlling the money stock, Instruments of monetary policy investment, monetary policies and transmission mechanisms; sale of government securities, the use of treasury bills, the use of bonds and their relationship with the level of output and employment in country will be covered.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course texts

1. Jingan, M. L. (1990). *Macro-Economic Theory*. London: Prentice Hall.
2. London Business School Journal. London: London Business School.
3. Nigan, B. M. (1989). *Banking Law and Practice*. London: Prentice Hall.

## 9. Financial Law

### Course Purpose

To enable the students appreciate the legal financial aspects governing the financial system in the economy

### Expected learning Outcomes:

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

1. Apply banking laws other financial acts to explain the operation of commercial banks and financial system
2. Explain the operations of financial markets

**Course content**

Laws Governing Banking and Banks; Bills of Exchange Act; Exchange Control Act; Money Lenders Act; Securities Regulations; Operation of Stock and Capital Markets; offenses related to sell of securities.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts****10. Public Finance****Course Purpose**

To introduce students to the general principles underlying the role of the government in the provision of social or public goods and services in accounting

**Expected Learning Outcomes:**

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

1. Identify the structure of government revenue and expenditure.
2. Explain the framework of public finance, monetary and fiscal policies in Kenya and other East African Countries
3. Explain the role of public finance in the economic development of a country.

**Course Content**

The course discusses the functions of public finance in Kenya; fiscal institutions, theory of private and public goods, structure of fiscal expenditures and growth over time, expenditure valuation methods including cost-benefit analysis, the structure of government revenue, taxation and the tax system in Kenya, individual income tax, sales tax, payrolls tax, corporate tax, wealth tax, tax preferences, the fiscal incidence, the tax and expenditure incidence, fiscal stabilization, effect on the level of output and employment, the economics of public debt, the internal debt, external debt, public debt and public debt administration, the effect of public corporations in development and privatization.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

- Musgrave, R. A. and Musgrave, P. (1989). *Public Finance in Theory*. London: McGraw-Hill.
- Singer, N. M. (1976). *Public Micro-Economics*. Boston: Little Brown and Co.
- Jingan, N. L. (1993). *Money, Banking, International Finance*, (4th edition). New Delhi: Konark Publishers.
- Musgrave, R. and Musgrave, P. (1984). *Public Finance in Theory and Practice*. London: McGraw-Hill.
- Caylor, P. (1989). *Economics of Public Finance*. London: Macmillan.
- Yam, D. N. (1987). *Public Finance: A Contemporary Application of Theory to Policy*, 2nd edition. New York: The Dryden Press.

### Journals

- Journal of Policy Analysis and Management*.
- Harvard Business Review*
- The Economist*.
- Journal of Economic Issues*

## 9.2.3 MARKETING OPTION

1. Consumer Behaviour
2. Marketing Planning and Strategy
3. Integrated Marketing Communication
4. Sales Management
5. Services Marketing
6. Business to Business Marketing
7. Brand Management Statistics
8. Applied Marketing Research
9. Global Marketing Strategy
10. Retail Management Strategy

### 1. Consumer Behaviour

#### Course Purpose

To examine individual and group behavioural concepts and theories necessary to the understanding and analysis of behaviour of customers in the market place so as to equip students with an integrative framework for applying consumer behaviour knowledge in the design, implementation and evaluation of competitive marketing strategies.

#### Expected Learning Outcomes

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

1. Evaluate the psychological, social, cultural, and economic factors influencing customer dynamics in different marketing situations.
2. Identify the different needs that consumers have and how to satisfy them through use of different marketing strategies.
3. Apply consumer behaviour analytical skills and competencies for the successful development and implementation of effective marketing strategies

### Course Content

Managerial importance of customer behaviour; determinants of customer behaviour-market characteristics: climate, topography, and ecology; market context: economy, government and technology; personal context: culture, reference groups and personal worth; personal characteristics: genetics, race, gender, age, and personality; trends in determinants of customer behaviour; customer motivation: needs, emotions and psychographics; customer attitudes: cognitive and affective; researching customer behaviour; customer decision making: individual customer decision making; household customer decision making; business and government decision making; intermediary customer decision making; creating market values for the customer.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Sheth, Jagdish N., Mittal Banwari and Newman Bruce I (1999) *Customer Behaviour: Consumer Behaviour and Beyond*. New York: The Dryden Press.

Bitta, Albert J. Della (1993), *Consumer behaviour concept and application*; 4<sup>th</sup> edition, McGraw- Hill, New York

John, C (1995) *Consumer Behaviour* 4<sup>th</sup> edition Tanglewood Clif, N.J. Prentice- Hall,

Solomon, M., Bamossy, G., and Askegaard, S. (2002) *Consumer Behaviour: A European Perspective* Financial Times Prentice Hall.

Schiffman, L. and Kanuk, L. (2004) *Consumer Behaviour*, International Edition. Prentice Hall (Eighth Edition).

Michael R. Solomon (2002) *Consumer Behaviour: buying, having, and being*, Upper Saddle River, N.J.: Prentice Hall. 5<sup>th</sup> Edition.

Roger, D. Blackwell, Miniard .P, Engel J M (2001), *Consumer Behaviour*. Ft. Worth, Tex.; London: Harcourt College Publishers.

## 2. Marketing Planning and Strategy

### Course Purpose

This course provides analytical tools and integrated general management approaches for understanding competitive forces and setting strategy that emphasizes action. The course exposes students to the concept of competitive strategy, its formulation and implementation and develops their powers of diagnosis that is a critical element of effective decision making in marketing for creating and sustaining organizational competitive advantage.

### Expected Learning Outcomes

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

1. Appraise a range of corporate and business visions, missions and objectives and the processes by which they are formulated, in light of the changing bases of competitive advantage across geographically diverse markets

2. Identify, compare and contrast strategic options and critically evaluate and select appropriate strategic choices given the dictations of the firm's SWOT analysis
3. Formulate, present and justify creative, customer-focused and innovative competitive strategies for any given business context, incorporating appropriate implementation, control and contingency aspects.

#### Course Content

Relevance and scope of strategy in business; the strategic marketing planning framework; meaning and objectives of mission statement; formulation of an appropriate mission statement; Situational/Environmental/SWOT analysis/ Marketing Audit; Strategic Options and Strategic Choices; Frameworks and models of competitive advantage: Porter's Generic Strategies Model, Ansoff's Matrix, the Grand Strategy Selection Matrix, other strategic options analyses models; Criteria for evaluating strategic options and sustaining competitive advantage; Goals and objectives: the SMART criteria ; the Kaplan and Norton Balanced-Score Card approach.; Operational Marketing Strategies: Products mgt strategies- The BCG matrix, the GE matrix etc; Distribution, promotion and pricing strategies; Other marketing strategies: Customer relationship Management (CRM) strategy; Institutionalization of strategy: Tactics and strategy implementation frameworks; Budgets and implementation time frames, structure, leadership, culture, policies etc; Marketing Performance Evaluations; Marketing performance measurements and metrics; Strategy Controls and Contingency frameworks; Barriers to effective marketing plans implementation

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts

Aaker, David (1998) *Strategic Marketing Management*. John Wiley and Sons, New York.  
Thompson Jr, Arthur , Strickland III, A J., Gamble, John E and Jain, Arun K (2006). *Crafting and Executing Strategy: The Quest for Competitive Advantage*. Tata McGraw-Hill, New Delhi

Wilson, Richard M S and Gilligan Colin (1999): *Strategic Marketing Management. Planning, Implementation and Control*. Viva Books Private Limited. New Delhi.

Pearce II, John and Robinson, Richard B, Jr (2005): *Formulation, Implementation and Control of Competitive Strategy*. McGraw- Hill, Inc, New York.

Guiltman, Joseph and Gordon, Paul (1998). *Marketing Management: Strategies and Programs*, McGraw-Hill Book Company. New York.

Jain, Subash C (1997). *Marketing Planning and Strategy*. South Western College Publishing. Ohio.

### 3. Integrated Marketing Communication

#### Course Purpose

The course aims at providing students with an understanding of the process of development, implementation and evaluation of marketing campaigns.

#### Expected Learning Outcomes

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

1. Explain the major components of the communication mix
2. Describe the process of communicating to a firm's publics.
3. Apply communication concepts in brand building and development.
4. Gather the relevant research information to plan communication campaign
5. Write a brief and plan for a marketing campaign
6. Develop and evaluate different promotional campaigns

#### Course Content

The role of marketing communication; the communication process; Integrated Marketing Communication (IMC); meaning of IMC, implementation of IMC, benefits and challenges of IMC; the Marketing communication strategies: pull communication strategies; push communication strategies; profile communication strategies - Image positioning of the company; marketing communication budget: methods of setting the marketing communication budgets; evaluation of marketing communication campaigns; methods of evaluating marketing communication campaigns; international marketing communication; factors facilitating to cross boarder communication; communication standardization vs. Adaptation; emerging issues in marketing communication; legal restrictions; ethical, social and moral issues; global considerations

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts

Aaker D A, Batra R and Myers, J C. (1996) *Advertising management*, 5<sup>th</sup> edition, Prentice hall

Fill C(1999) *Marketing communication- context, content and strategies*, 2<sup>nd</sup> edition, prentice hall

Smith, P. R. *Marketing communication: An integrated approach*, Kogan Page Ltd.

### 4. Sales Management

#### Course Purpose

To equip the student with adequate expertise in the design of sales management strategies and tactics that can help an organization achieve its marketing goals.

#### Expected Learning Outcomes

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

1. Explain the types of sales jobs and credentials required for their effective performance

2. Describe the selling process
3. Describe in detail the appropriate management decisions deployed in sales force organization, staffing, directing, planning and evaluation
4. Explain the ethical requirements of salespeople

#### Course Content

Meaning of sales management; current and future changes in sales management; nature and types of sales jobs; main activities of sales people, new dimensions of personal selling; the nature of sales management- sales management responsibilities, skills of sales managers, sales managers as administrators, levels of sales management positions; the Personal Selling Process; prospecting, pre-approach, approach, need assessment, presentation, meeting objections, gaining commitment, follow-up; Sales Force Organization; The sales force staffing process: Planning, recruitment, selection, hiring and assimilation of new sales people; Directing sales force operations: Motivating the sales force; Sales force compensation; Management of sales force expenses; Leadership and supervision of sales force; Sales Planning: Estimating Market potential and forecasting sales; Sales territories- benefits, design assignment, coverage; Sales budgets and quotas; Evaluating Sales Performance: Analysis of sales volume; Market cost and profitability analysis; Evaluating a salesperson's performance; Ethical and legal responsibilities of sales managers; Ethics and the law, ethical situations facing salespeople, professional codes of ethics (CIM and AMA)

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts

Stanton, W. J & Spiro Rossan (1999) *Management of Sales Force*. Irwin McGraw-Hill, New York, 10<sup>th</sup> edn  
 Futrell, Charles (1991) *Sales Management*. The Dryden Press, Chicago, 3<sup>rd</sup> edn  
 Carlson, Richard K (1993) *Personal Selling Strategies for Consultants and Professionals: The perfect sales equation*. John Wiley & Sons, Inc, New York  
 Futrell, Charles (1993) *Fundamentals of Selling*. Irwin Inc, Boston, 4<sup>th</sup> edn.

### 5. Services Marketing

#### Course Purpose

To introduce students to the unique characteristics of services and their implications in order to come up with appropriate strategies to effectively manage service organizations.

#### Expected Learning Outcomes

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

1. Explain the nature and classification of services
2. Describe the concept of extended marketing mix
3. Describe the key issues required in managing service quality
4. Manage service organizations

**Course Content**

Meaning, importance and trends in services marketing; nature and characteristics of services; implications for their management; Classification of services; the extended marketing mix for services marketing and management: product, pricing, place, promotion, the role of people, physical ambience, process and appropriate setup strategies; services segmentation, targeting and positioning; the concept of service quality and customer service; Quality management tactics; the SERVQUAL questionnaire; dealing with service failures and complaint handling strategies; emerging trends in services management: relationship marketing and customer relationship management. Ethical issues in services marketing: moral philosophies that influence decisions; consequences of ethical misconduct; strategies to control ethical behaviour.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Gronroos, C (2000), *Service Management and Marketing: A customer relationship management approach*. Chichester: John Wiley.

Palmer, A (2001) *Principles of service marketing, integrating customer focus across the firm*. Boston: McGraw-Hill Irwin.

Gonclaves, KP (1998) *Services Marketing, A Strategic Approach*, Prentice hall.

Douglas K. Hoffman, Bateson G. John (1997) *Essentials of service marketing*, Harcourt Brace College Publishers.

Fitzsimmons, J.A and Fitzsimmons, M .J. (2001) *Service Management: Operations, Strategy and Information Technology*. New York McGraw-Hill, 3<sup>rd</sup> ed.

Bleuel, W.H and Patton J.D. (1994) *Service Management: Principles and Practices*. London, Research Triangle Park, 3<sup>rd</sup> ed.

Berry, L. (1995) *On Great Services*. New York, Free Press.

Roland Trust et al. (1996) *Service Marketing*. Harper Collins College Publishers, New York,.

Lovelock Christopher. (2001) *Services Marketing*. Pearson Education Pte, Singapore.

Balaji B (2002) *Services marketing and management*. S. Chand and Company Ltd, New Delhi.

**6. Business to Business Marketing****Course Purpose**

To enable students understand the unique nature of organizational customers and business markets and develop their capacity to evolve appropriate industrial marketing decisions.

**Expected Learning Outcomes**

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

1. Explain the unique characteristics of industrial customers



2. Identify the various types of industrial purchases
3. Explain how marketers can appropriately influence organizational purchases given industrial purchase motives
4. Apply relevant marketing mix decisions in evolving appropriate marketing strategies for industrial markets

#### **Course Content**

Meaning and scope of industrial marketing; the nature of industrial markets: distinctions between industrial and consumer markets; the organizational purchase process; types of organizational purchases: New task, modified re-buy, straight re-buy purchases; the concept of decision making unit (DMU) or the buying centre : key members and their roles; organizational customers: Commercial enterprises, government organizations and institutions; organizational buyer motives: rational and emotional motives; industrial buyer-seller relationships; industrial product decisions: meaning of industrial products; classification of industrial goods; factors influencing Industrial product strategies; industrial product strategies; industrial distribution decisions: distinctive nature of industrial channels; types of industrial channels- direct and indirect channel structures; types of industrial intermediaries/ middlemen; industrial pricing decisions; relevance of industrial pricing; factors influencing industrial pricing decisions; Industrial promotion/communication decisions; components of promotional mix; developing an effective communication programme

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

#### **Course Texts**

Reader Robert. R (1987) *Industrial Marketing: Analysis, Planning and Control*. Englewood Cliffs, Prentice-Hall, London.

Richard M. Hill, Ralph S., James Cross (2003) *Industrial Marketing*. AITBS Publishers, New Delhi.

Frank Bingham and Barney T. Raffield (1990) *Business-to-Business Management*. Richard D. Irwin, Inc, New York.

Krishna Havaladar (2002) *Industrial Marketing*. Tata McGraw-Hill Publishing Company, New Delhi.

## **7. Brand Management Strategy**

#### **Course Purpose**

To equip the student with a comprehensive framework required for the competitive management of brands.

#### **Expected Learning Outcomes**

By the end of this course, the student is expected to have acquired adequate knowledge on the following key aspects of brand management strategy:

1. Describe the value of branding to product management
2. Manage effectively brand portfolio
3. Measure brand equity
4. Design effective brand architecture

### Course Content

Evolution of brands, brands and their stakeholders, brand lifecycles, brand positioning, brand image, brand identity, adding value to brands, measuring added value, elements of brand strategy, considerations of brand strategy, importance of strategy for brands, brand management, brand plans, brand management scenarios, managing brand portfolio, brand architecture, ideal brand portfolio, brand equity, brand evaluation, brand valuation.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Wheeler, Alina ( 2009). *Designing Brand Identity*. New York: John Wiley and Sons  
 Aaker, David (1998) *Brand Equity*. New York: John Wiley and Sons  
 Aaker, David (2004) *Brand Portfolio Strategy*. New York: Free Press  
 Gelder, Van Sicco (2005). *Global Brand Strategy*. London. Kogan Page  
 Lars Finskud (2009). *Developing Winning Brand Strategies*. London. Business Expert Press

## 8. Applied Marketing Research

### Course Purpose

To provide students with the relevant skills to conduct meaningful research on various marketing problems

### Expected Learning Outcomes

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

1. Explain the relevance of research in the marketing function
2. Identify research problems within the marketing domain
3. Develop appropriate conceptual frameworks, measurement scales and research methodologies to effectively carry out marketing research

### Course Content

Relevance of marketing research; identifying marketing research problems; conceptual frameworks; research frameworks; sampling methods; measurement scales; data analysis methods; Product Research: New Product Research and Existing Product Research; Pricing Research; Promotion Research; Advertising Research, Media Selection Research, Copy Research; Distribution Research; Market Segmentation Research; Market and Sales Analysis Research: Measurements of Market Potential, Sales Forecasting and Sales Analysis; Consumer Research; Ethical issues in marketing research.

### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### **Course Texts**

Kinney, Thomas C and Taylor, James R (1991) *Marketing Research: An Applied Approach*. New York, McGraw-Hill Inc

Tull, Donald S (1984) *Marketing Research: Measurement and Method*. New York, MacMillan Publishers

Boyd, Harper Jnr; Westfall, Ralph and Stasch, Stanley F (1995) *Marketing Research: Text and Cases*. New York, Richard D. Irwin Inc.

Chisnall, Peter, *Marketing Research, Analysis and measurements* (1993). New York: McGrawhill Company

Malhotra, Naresh K. *Marketing Research: An Applied Orientation* (2005), Prentice-Hall of India. New Delhi.

Barnes G, James *Research for marketing decisions making* (1991), McGraw-Hill Ryerson Ltd

## **9. Global Marketing Strategy**

### **Course Purpose**

To expose the student to the theory and practice associated with the effective management of international/global corporations.

### **Expected Learning Outcomes**

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

1. Describe the changing nature of the international trading environment, the major trends, strategic and contextual, affecting the global decision and the different business conventions affecting buying behaviour.
2. Explain the complexities of international and global marketing in a variety of economies.
3. Determine the necessity for and available global entry strategies to global market players
4. Formulate and justify effective marketing mix strategies relating to product, distribution, pricing and promotion for global companies.

### **Course Content**

Key International trade theories; key international marketing orientations: ethnocentrism, polycentrism and geocentrism; the globalization of markets: meaning of globalization; implications of globalization to business; evolution of global marketing; Assessing the global environment: Key variables in global and domestic economies: the political legal environment: motivation of governmental controls over foreign trade; nature of government controls on international trade; The social/cultural environment: Meaning and elements of culture; implications of culture on global marketing; Global entry strategies: key decisions on global markets participation, factors prompting global

marketing, alternative global entry strategies: Export strategies; foreign production strategies; ownership strategies. Global product strategies: the global product policy, standardization vs modification of products, managing a global product-line; Global channel strategies; role of channels of distribution in global marketing, structure of distribution systems; factors influencing global distribution strategy, developing an international distribution system, Grey markets: causes of grey marketing; marketing challenges posed by grey markets; Global pricing strategies; key pricing considerations in global markets; major determinants of export price, Global promotion strategies: relevance of promotion, challenges facing global advertising, standardization vs customization of advertisement; Emerging issues in international/ global marketing

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### **Course Texts**

Chee, H and Harris, R ( 1998). *Global Marketing Strategy*. London. Pitman  
 Jeannet, J and Hennessey ,H (2000). *Global Marketing Strategies*. New York. Houghton Mufflin.  
 Keegan, W and Schlegelmilch, B (2000). *Global Marketing Management*. Hemel Hempstead. Prentice Hall  
 Doole, I and Lowe, R (2001). *International Marketing Strategy: Analysis, Development and Implementation*. London, Thomson Learning  
 Paliwoda, S and Thomas, M (1998). *International Marketing*. Oxford, CIM/Butterworth-Heinemann  
 Terpestra, V and Sarathy, R ( 1999). *International Marketing*. New York, Dryden  
 Czinkota, M and Ronkainen, I (2000). *International Marketing*. New York, Harcourt Brace  
 Bradley, F (2001). *International Marketing Strategy*. Harlow, Pearson.

## **10. Retail Management Strategy**

#### **Course Purpose**

To help students understand the dynamic retail environment and equip them with a comprehensive framework of retailing concepts and strategies.

#### **Expected Learning Outcomes**

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

1. Describe the nature of retailing and its benefits to customers.
2. Explain the challenges emanating from the dynamic retail environment.
3. Identify various retail strategies for creating competitive advantage.
4. Apply retail management concepts in key retail decisions of identifying store location and layout, retail supervision, retail merchandising and pricing and retail communication.

**Course Content**

Meaning and scope of retailing; benefits of retailing; the nature and classification of retailing; The Retail Environment; key factors affecting retailing including: professional ethics, the legal, economic, competitive, technological and global environments; the nature of retail customer; customer information: main retail research and information sources; creating competitive retail strategies; strategies for competitive advantage and positioning: location, merchandise, price, service, communications; the retail store location: relevance of location decision, location analysis: regional and trade area analysis, site evaluation and selection; the retail store design and layout: basic concepts and considerations regarding retail store exterior and interior designs and layout management; retail human resource supervision: essential skills required for effective supervision; functions of the retail supervisor, retail financial management: key financial records, financial planning: Key financial statements and ratio analysis, global financial dynamics on retail business; retail merchandizing and pricing: the merchandize budget and plan, planning merchandise needs, assortment planning and vendor relationships, pricing merchandise; retail communication: the role of retail communication, the retail promotion mix.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Berman, Barry and Evans, Joel R (2004) *Retail Management: A strategic approach*. Pearson Education Inc. New Jersey

Hasty Ron and Reardon James (2000) *Retail Management*. McGraw-Hill Inc, New York  
Little, Samson (1988) *Retail Merchandising: Consumer goods and services*. South-Western Publishing Co., Ohio

## 9.2.4 BUSINESS ADMINISTRATION AND MANAGEMENT OPTION

1. Business Planning
2. Company Law
3. Culture and Management
4. Labour Relations
5. International Business Management
6. Change Management
7. Project Management
8. Quality Management
9. Management of Nonprofit and Public Sector Organizations
10. Contemporary Issues In Management

### 1. Business Planning

#### Course Purpose:

This course is intended to teach students how to prepare a business plan.

#### Expected Learning Outcomes:

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

1. Examine the elements of a business plan
2. Develop a business plan
3. Present a sample business plan

#### Course Content:

Introduction to Business plans, Appearance and layout of a business plan, Elements of a Business Plan, Writing a business plan, Pitfalls in business plans, Creativity for entrepreneurship, Building legitimacy and reputation, How to present a business plan, Implementation, evaluation monitoring a business plan.

(Students are expected to develop and submit a business plan.)

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### Course Texts:

Kapron, J.E., (2004). *BizPlan Builder Express: A Guide to Creating a Business Plan with BizPlan Builder*. Mason, Ohio: Thomson.

Schwetje, G. & Vaseghi, S. (2007). *The Business Plan: How to Win Your Investors' Confidence*. New York: Springer.

Pinson, L.(2001). *Anatomy of a Business Plan: A Step-by-Step Guide to Building a Business and Securing Your Company's Future*. Chicago: Dearborn Trade Publishing.

Rogoff, Edward G. (2004) *Bankable Business Plans*. New York: Thomson.

Stutely, Richard (2002) *The Definitive Business Plan: The Fast Track to Intelligent Business Planning for Executives and Entrepreneurs*. London: Prentice Hall.

## 2. Company Law

### Course Purpose

To introduce students to different aspects of company law together with their effect in the conduct of business affairs.

### Expected Learning Outcomes:

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

1. Explain the basic concepts of company law
2. Explore the legislative framework of managing companies
3. Describe the process of incorporating companies

### Course Content

The company as a form of business association; definition and essential sources of company law; foundations of company law; the mechanics and consequences of incorporation; memorandum and articles of association. Promoters and pre-incorporation contracts; prospectuses; flotation of companies; debentures and charges; the rule in Turquand's Case; constructive notice organic theory; Company Management; division of powers between the general meeting and the board; board of directors; appointment; restrictions; loans to directors; obligations remedies against directors. methods of raising share and loan capital, Law of meetings: convention; conduct; voting; resolutions; statutory offenses in conducting a company's affairs; capital; alteration of capital; raising and maintenance of capital; majority rights and minority protection; appointment qualifications, rights and duties of auditors, accounts and auditors annual return; investigation of company affairs; winding up. Mergers and takeovers; Criminal responsibility of companies; companies and the stock exchange: listing, restrictions.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Abbott, K. R. (1993). *Company Law*. London: ELBS.

Donnell, John. (1991) *Law for Business* Irwin.

Government of Kenya *Companies Act cap 486 laws of Kenya* Nairobi: Government Press.

Law and Contemporary Problems. Durham, UK: Duke University School of Law.

Law and Society Review. Amherst: Amherst University of Massachusetts.

Ogolla, John J. (1996) *Company Law*. Focus

Oliver, M. S. (1995). *Company Law*. London: Macdonald and Evans.

## 3. Culture and Management

### Course Purpose

Every company has its own 'personality' or culture. For an organization to be successful

over the long term, its culture needs to be managed effectively. The purpose of this course is to expose students to a culture management process that is designed to help firms define their culture and understand how it affects behaviour and organizational success.

#### **Expected Learning Outcomes:**

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

1. Explore the importance of culture in the context of a company.
2. Link organisational culture to corporate goals.
3. Develop a plan to address cultural diversity in the workplace.

#### **Course Content**

Impact of culture on management, managers, cosmopolitans, communicators, negotiators; creators of cultural collaboration, leaders on cultural change, influences of organisational culture, influences of work and team culture. Culture impacts on international business. Managing for cross cultural effectiveness, transitions and foreign deployment, managing business protocol and technology transfer, managing human resources and cross cultural training and managing for energy among professionals and technicians; Cultural specific and business/service abroad.

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

#### **Course Texts**

Schein, E. H. (2009) *The Corporate Culture Survival Guide*, Jossey-Bass.

Cameron, K. S. & Quinn, R. E. (1999) *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework*, Jossey-Bass.

Harrison, R. & Stokes, H. (1992) *Diagnosing Organizational Culture Instrument*, Pfeiffer.

Schein, E. H. (1985) *Organizational Culture and Leadership*, Jossey-Bass.

### **4. Labour Relations**

#### **Course Purpose:**

To gain understanding on how to create harmony between the major stakeholders in the industry.

#### **Expected Learning Outcomes:**

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

1. Explain the concept of labour relations.
2. Discuss trade unions, collective bargaining and dispute resolution.
3. Examine the role of the industrial courts.

### Course Content

The concept, definition and scope of industrial relations. Industrial relations charter; overview of Kenyan labour laws; the causes and maintenance of industrial harmony; the role of industrial relations partners; development of the labour movement in Kenya, trade union policies and structures;. Child Labour, Collective bargaining; negotiations, professional fees and benefits, Management and industrial relations, workers participation in management, trade disputes conciliation, mediation and arbitration; disciplinary and grievance procedures; handling industrial disputes; contract of employment and the industrial unrest and the role of the industrial courts, the role of the International Labour Organisation (ILO) in labour relations; the future of labour-management relations.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations .

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
<b>Total</b>	<b>100 %</b>

### Course Texts

Ronald N. Ashkenas, et al. (1998). *The Boundaryless Organization: Breaking the chains of organizational structure*. Jossey-Bass Management.

Salamon, M. (1999). *Industrial Relations: Theory & Practice*, FT Prentice Hall.

Hollinshead, Tailby, Nicholls. (2002). *Employee relations*, FT Prentice Hall.

## 5. International Business Management

### Course Purpose

To make an intensive analysis of the international dimensions of business management.

### Expected Learning Outcomes:

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

1. Examine the effects of different national cultures on different aspects of business operations.
2. Analyse the structure and strategy of managing global corporations.
3. Analyse the major components, determinants and practices of conducting business internationally.
4. Explore the role of multinational enterprises in international business development.

### Course Content

Nature and scope of international business, Theories of international trade, modes of entry into foreign markets, multinational corporations. Corporate Socio-Cultural Interactions: Business-Government Linkages in and between Different Countries; Characteristics of MNCs; Conflicts between MNCs and Individual Countries. The International Business Environment: The Concept of the World Economy; Characteristics of Global Markets; The Process of Environmental Scanning; Environmental Demands and Adaptive Strategies; Business Ethics, Culture and The Law. The Organization of MNCs:

Organization Design; Problems of Culture; Management of Information. International Dimensions of Business Functions: International HRM; International Marketing and Research; International competition; International Production, Logistics and Operations Management; Finance; Strategy and Control: Policy and Decision Making; Relationship between HQs and Subsidiaries. Strategies and Methods of Control.

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

#### **Course Texts**

Ball, D. A. McCulloch, W. H. (1999). *International Business*, Irwin McGraw-Hill.  
 Griffin, R.W & Pustay, M.W. (2003). *International Business: A Managerial Perspective*, Prentice Hall.  
 Hill, Charles W.L. (2004). *International Business: Competing in the Global marketplace*, McGraw-Hill.

#### **Journals**

Business Horizon  
 Journal of Management Development

## **6. Change Management**

#### **Course Purpose:**

To enable students understand the dynamic nature of the modern business environment and formulate appropriate response strategies.

#### **Expected Learning Outcomes:**

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

1. Explain the forces of change in the modern business world,
2. Explore practical change models to guide managerial decision taking,
3. Discuss different strategies for handling resistance to change in organizations.

#### **Course Content:**

Meaning and nature of change, organization and environments in motion; Components and forms of change; Change process; Implementing change in organization; Organizational development of change.

#### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Bridges, W. & Bridges, S. (2009) *Managing Transitions: Making the Most of Change*. Jackson, TN: Da Capo Lifelong Books

Burnes, B. (2009) *Managing Change: A Strategic Approach to Organisational Dynamics*. London: Financial Times.

Harvard Business School (2009) *Managing Change and Transition*. Boston: Harvard Business School Press.

Jick, T. D. & Peiperl, M. (2002) *Managing Change: Cases and Concepts*. New York: McGraw-Hill/Irwin.

Kotter J. P. (1996). *Leading change*. Boston : Harvard Business School Press.

Luecke, R. (2003) *Harvard Business Essentials: Managing Change and Transition*. Boston: Harvard Business School Publishing.

### Journals

*Harvard Business Review*. Boston. Harvard: Harvard University Press.

## 7. Project Management

### Course Purpose

To equip the learners with knowledge, skills and abilities necessary for managing projects in a business environment.

### Expected Learning Outcomes:

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

1. Develop a feasible project proposal.
2. Develop a plan for allocation of resources to a project to accomplish project objectives.
3. Apply various project management tools and techniques in the planning, control and monitoring of projects.

### Course Content

Concept of projects; Project organisation and the project manager; The project life cycle: Project Identification; Project preparation and analysis; Feasibility study; Project planning I: Time and resource planning; Budgeting and cost estimation, scheduling, resource allocation, Models used Project planning II: The project planning matrix-Logframe; Project implementation; Project monitoring and information systems; Project evaluation. Human Resource management within projects; Project management software; Project termination

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Lock, D, *Project Management* Gower.

Cadle, J. and D. Yeates *Project management for information systems*: Pearson Education.

Mbeche I et al (eds) *Project Planning Implementation and Evaluation: A Training Manual* UNCRD Textbook Series, No. 8.

**8. Quality Management****Course Purpose:**

To give students an overview of the theory, methodologies and strategies for introducing and sustaining quality management in an organisation.

**Expected Learning Outcomes:**

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

1. Examine the principles of quality management.
2. Apply the tools and techniques of quality management.
3. Examine quality management systems.
4. Assess the effectiveness of quality management as a strategy for competitiveness

**Course Content:**

Key definitions; Historical evolution of quality thinking; development of quality management; Deming's principles; the Juran trilogy; Feigenbaum and total quality control; Crosby's quality management maturity grid; principles of quality management; the focus of quality management; the application of quality management; customer types and customer satisfaction. Quality planning; process control; benefits and costs of quality, quality in services; developing companywide quality culture; the human resource factor in quality management; motivation and commitment for quality; quality teams; quality leadership; benchmarking and business process engineering; supplier partnerships; tools and techniques of quality management; monitoring and measuring quality initiatives; quality systems and standards; designing organizations for quality, total quality and competitive advantage, emerging issues in total quality management.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts:**

Besterfield, D.H., Besterfield-Michna, C., Besterfield, G. H. & Besterfield-Sacre, M. (2003). *Total Quality Management*, 3<sup>rd</sup> Ed. Pearson Education, NJ.

Evans, J. R. & Dean J. W. (2003) *Total Quality: Management, Organisation and Strategy*. 3<sup>rd</sup> Ed. South-Western, Ohio.

Oakland, J.S. (2008) *Total Quality Management: Texts with Cases*. 3<sup>rd</sup> Ed. Elsevier, Amsterdam.

Ross, J. E. (1999) *Total Quality Management: Text, Cases and Readings*, New York St. Lucie Press.

## 9. Management of Nonprofit and Public Sector Organizations

### Course Purpose

To explore the role of management activity of not-for-profit and public organizations. Students develop a framework for analysing characteristics that differentiate not-for-profit, public sector and for-profit enterprises, and develop strategies and tactics for the management of not-for-profit and public organizations.

### Expected Learning Outcomes:

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

1. Contrast for profit, nonprofit and public organisations.
2. Develop management strategies for public and nonprofit organisations.
3. Examine the contribution of nonprofits and public institutions to national development.

### Course Content

Legal framework that governs formation and operation of public and nonprofit institutions; Nature of nonprofit organizations, role of nonprofit organizations in national development; management of nonprofit organizations. Marketing nonprofit organizations. Differentiating marketing in the for-profit and nonprofit institutions. Non-governmental organizations: Nature of NGOs. Role of NGOs in national development. Organisational structure. Management of NGOs.

Ownership of public enterprises; Source of capital, usefulness of public institution; Strategic and non-strategic public institutions; Development boards; Marketing boards; Financial parastatals regulatory boards; Bureau of Standards; Rehabilitation of public institutions; Privatization process; Public Accountability, Relationship with government; Management problems associated with public institutions.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Chew, C. (2009) *Strategic Positioning in Voluntary & Charitable Organisations*. London: Routledge.

Herrington J. Bryce (1999) *Financial and Strategic Management for Nonprofit Organizations*, Jossey-Bass

Jackson, P. M. & Fogarty, T. E. (2005) *Sarbanes-Oxley for Nonprofits*. Hoboken, NJ Wiley

Laws of Kenya: *The Public Enterprises Act*

Nichols, J. E. (2008) *Transforming Fundraising: A Practical Guide to Evaluating and Strengthening Fundraising to Grow with Change*. Hoboken, NJ: Jossey-Bass.

Oster, S. M. (1995) *Strategic Management for Nonprofit Organizations: Theory and Cases*. Oxford University Press.

Perry, J. L. & Kouzes, J. M. (2009) *The Jossey-Bass Reader on Nonprofit & Public Leadership*. Hoboken, NJ: Jossey-Bass.

Swoboda, D. & Swoboda, G. (2008) *Managing Nonprofits Financial and Fiscal Operations*. London: Management Concepts.

## 10. Contemporary Issues in Management

### Course Purpose:

To discuss and critically explore contemporary issues and theories in management and review trends in management thinking. The specific topics covered will of necessity change over time as some contentious questions get resolved and new ones come into being.

### Expected Learning Outcomes:

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

1. Discuss current issues in management
2. Develop critical sense in tackling management issues
3. Review trends in management thinking

### Course Content:

Issues management; ethical issues and corruption; corporate governance; social responsibility in business; stakeholder management; reputation management; management development; outsourcing and rightsizing; impact of ICT on management; E-commerce; change management; process management; knowledge management; Recent developments in management thinking; Role of government in Business; Globalization and management of organizations; impact of liberation, Any other emerging issues that may be arising, Politics and management, accountability and transparency in management, democratic management and total quality management.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts:

*Emerging Issues in Management: A Case Collection* Excel Books

Hickman C.R. (2005). *Management Malpractice: How to Cure Unhealthy management Practices That Disable your Organization*. Platnum Press, Avon MA.

Marcic, Dorothy *Management International Cases, Exercises and Readings*

### Journals:

*Academy of Management Journal*

*Academy of Management Review*

*Administrative Science Quarterly*

*Harvard Business Review*

*Journal of Management Studies*

*Nairobi Journal of Management*, Nairobi: University of Nairobi.

*Professional Manager*. London: Institute of Management.

### 9.2.5 HUMAN RESOURCE MANAGEMENT OPTION

1. Labour Law
2. Company Law
3. Human Resource Training and Development
4. Retirement Benefits Management
5. Labour Relations
6. Reward Management
7. Occupational Health and Safety
8. Global Human Resource Management
9. Strategic Human Resource Management
10. Contemporary Issues in Human Resource Management

#### 1. Labour Law

##### Course Purpose

This course is designed to equip students with knowledge on labour law practices in Kenya and ILO conventions governing the management of labour.

##### Expected Learning Outcomes

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

1. Explain the historical development of labour laws in Kenya
2. Identify and explain various cases that have been decided by the Industrial Court that have set precedent in Kenya

##### Course Content

Definition and scope of Labour Law; Historical development of labour law in general and Kenyan labour law in particular; Employment contracts-collective bargaining; , Legal aspects as they relate to relationships between and among employees and employers at the work places and in the society. The foundation of Labour Law, individual employment law, collective labour law, industrial conflict and trade unions law. The industrial court composition and the role played by the industrial court, the industrial relations charter the International labour Organisations (ILO) role to labour Law. Case laws relating to labour.

##### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

##### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

##### Core textbooks

Minja D, Aswani, D, (2009) *Industrial Relations Principles and Practices in Kenya*. Integrity Publishers, USA.

Honeyball, S. and Bowers, J, (2004) *Textbook on Labour Law*. 8<sup>th</sup> ed. Oxford: OUP.

Lewis, D. and Sargent, M. (2004). *Employment Law*. 8<sup>th</sup> ed. London: CIPD.

Sargeant, M. (2003). *Employment Law* 2<sup>nd</sup> ed. Harlow: Pearson.

Focum, J.A. (1995) *Labour Relations:-Development, structure and process*, 6<sup>th</sup> Ed,

Richard D. Irwin, Inc., U.S.A  
 The Labour Institutions Act, 2007  
 The Employment Act, 2007  
 The Labour Relations Act, 2007

## 2. Company Law

### Course Purpose

This course is designed to help students understand the process of incorporating and managing a company.

### Expected Learning Outcomes

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

1. Explain the process of incorporating a company.
2. Analyze a company prospectus and argue out whether it provides sufficient information for a prospective investor.
3. Explain the powers of majority and legal provisions for protecting the minority.

### Course Content

Nature of a Company; Types of Companies; Formation of a Company; Distinction between a Company and partnership; Memorandum of Association; Articles of Association; Prospectus; Membership of a Company; directors/secretary of the company Share Capital; Shares and Stock; Borrowing Powers; Debentures and Charges; Company Management; Meetings and Proceedings; Accounts and Auditors; Mergers and takeovers; liquidation and receivership; powers of majority and protection of minority, preventions of oppression and Management and winding up of a Company.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Abbott, K. R. (1993). *Company Law*. London: ELBS.  
 Government of Kenya. *Companies Act (Cap. 486)*. Nairobi: Government Press.

## 3. Human Resources Training and Development

### Course Purpose

This course is designed to help students understand the role of training and development in human resource management practice.

### Expected Learning Outcomes

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

1. Design a training programme for a cadre of staff
2. Explain the process of training needs analysis
3. Analyse the impact of a training programme

### **Course Content**

Meaning of training and development; objectives of training and development; training policy and strategy; training and development philosophy; training needs analysis; developing training programme; implementing training programme; evaluating training programme; management development; career management; methods of training; legislation governing training and development in Kenya.

### **Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### **Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### **Course texts**

Wilson John P. (2005) *Human Resource development*. 2<sup>nd</sup> Edition.

Armstrong, Michael (2003) *Handbook of Human Resource Management Practice*, 9<sup>th</sup> edition.

## **4. Retirement Benefits Management**

### **Course purpose**

This is designed to expose students to principles and practices of retirement benefits management.

### **Expected Learning Outcomes**

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

1. Explain the process of establishing a retirement benefits scheme for an organisation.
2. Explain the regulations governing administration and management of retirement benefits schemes.

### **Course content**

Development of employee benefit schemes; provident funds, pension schemes, individual retirement schemes, NSSF, Trustees, Trust Deed and Rules, methods of funding retirement benefits schemes; valuation reports, scheme accounting; Pension scheme administration strategies; general principles of establishment, appointment, role and removal of trustees, . Pension scheme benefits; death, withdrawal from service, normal retirement, early retirement, widows and orphans pensions, computation of benefits. Pension investment (types, pension investment plans, personal investment schemes, Evaluation, management and evaluation, challenges of pension investment and tax benefits). Government supervision (need for government control, forms of control), Retirement benefits Authority RBApayment of pension benefits; lump sum benefits, early and late retirement, death in service; despondence, augmented and escalating benefits, Amendments and reconstruction of schemes including the effects of mergers and takeovers; preservation and transferability of pension rights.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Tutt L. W; *Pension Law Administration and Taxation*, Chartered Institute of Insurance (CII) Tuition Text.

Reeve D; *Pension Scheme Design and Administration*.

Tourson N, (1982) *Modern Pensions*

*Retirement Benefits Authority (RBA) Act (1997) and Rules.*

*National Social Security Fund (NSSF) Act*

**5. Labour Relations****Course Purpose**

This course is designed to help students understand the practice of labour relations management in Kenya.

**Expected Learning outcomes**

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

1. Explain the industrial relations system in Kenya
2. Explain the process of collective bargaining

**Course Content**

The concept of Industrial relations, Introduction to the Kenyan systems of Industrial Relations; Labour and Employment Law - an overview with emphasis on hiring of Labour, Child Labour, professional fees and benefits Management; trade union structure and government; collective bargaining process. Grievance procedure and arbitration; industrial unrest, the future of labour - management relations.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Armstrong, M. (2006). *A Handbook of HRM Practice*. 10<sup>th</sup> ed. London: Kogan Page.

Gennard, J. and Judge, G. (2005). *Employee Relations*. 4<sup>th</sup> ed. London: CIPD.

Rose, E.D. (2004). *Employment Relations*. 2<sup>nd</sup> ed. Harlow: FT Prentice Hall.

Kathy Daniels (2006), *Employee Relations in an Organizational Context*, London: CIPD.

Blyton P. & Turnbull P. (2004), *The Dynamics of Employee Relations*, London: Macmillan.

## 6. Reward Management

### Course Purpose

The purpose of this course is to explore and critically analyze the main potential elements in a reward strategy and system, and assess the trends in their development.

### Expected Learning outcomes

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

1. Investigate the relationship between the human resource function and payroll administration
2. Outline the rationale behind different compensation packages
3. Evaluate the link between pay and performance

### Course Content

Employee Reward: Elements of reward systems, job evaluation, trends in the development of reward systems and strategies, pay structures, contingent pay, employee benefits - both financial and non-financial Concepts, theories and legislation related to employee compensation. Wages and salaries. Incentives and labour productivity. Benefits and services. Types of HR security. How to obtain maintain and retain an effective workforce. Role of HRM in compensation. Remuneration practices. Employer's liability. Labour turnover and termination of employment current issues and problems in workers compensation; loss control, fraud and systems abuse, expanding definition of compensation. Measurement and compensation of work, Work study, Job design, analysis and evaluation of the working environment.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Armstrong M. (2006) *A Handbook of Human Resource Management Practice*, 10<sup>th</sup> Edition, Kogan Page.

Gennard J. and Judge G. (2005) *Employee Relations* 4<sup>th</sup> Edition, CIPD, London.

Torrington D, Hall L, and Taylor S (2005) *Human Resources Management*, 6<sup>th</sup> Edition, FT Prentice Hall.

## 7. Occupational Health and Safety

### Course Purpose

Introduce students to various aspects of health and safety at the workplace.

### Expected Learning Outcomes

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

1. Explain various sources of health hazards in the workplace

2. Design a programme for preventing risks occurrences at the workplace.
3. Advise management on various techniques of enhancing safety in the workplace.

#### Course Content

Definition of occupational health and safety; working environment; identification and analysis of hazards; organizational health and safety policies; health and safety programmes; group welfare; legislation governing health and safety; *Factories Act; Public Health Act; Work Injury Benefits Act 2007*.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

#### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

#### Course Texts

Boyd, C. (2007) *Human Resource Management and Occupational Health and Safety*, Taylor & Francis, ASIN: B000OI0K1C.

Friend, M.A. & Kohn, J. P. (2010) *Fundamentals of Occupational Safety and Health*, Government Institutes; ISBN: 978-1605907062.

Reese C. D. (2008) *Occupational Health and Safety Management: A Practical Approach*, CRS Press, ISBN: 978-1420051803.

## 8. Global Human Resource Management

#### Course Purpose

This course is designed to expose students to global issues of concern in human resource management practice.

#### Expected Learning outcomes

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

1. Explain the international perspectives in human resource management practice
2. Explain factors affecting human resource management practice internationally.

#### Course content

Nature of human resource planning; factors affecting human resource planning; requisites for human resource planning; Future trends in human resource management ideas and practices. Human Resource Management; the international dimension, International human resources management and change. The Seven C's of international human resources management; cosmopolitan, culture, compensation, communication, consultancy, competence and co-ordination.

#### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Subba Rao P. (2009) *International human Resource management*, Himalaya Publishing House.

Perkins, Stephen J. Shortland, Susan M. (2007). *Strategic Human International Resource Management: Choice & Consequences in multinational people Management*.

**9. Strategic Human Resource Management****Course Purpose**

This course is designed to help students appreciate and understand the strategic role of HRM in organizational success.

**Expected Learning Outcomes**

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

1. Explain the need for strategic human resource management in an organization
2. Align business strategy to human resource management strategy

**Course Content**

The changing business environment, the changing social contract, corporate and business strategy, Contribution of HRM to business strategy, HR Planning, Career development, career stages and choices, career planning, quality of work life and social responsibility, group organizations, organization structure and HRM function, HRM Models and roles, HR development, HR management strategy, Dimension of HRM, Relation between mission, goals, strategy, value system and behaviour patterns of an organization, Integration of HRM with overall strategy of the organization.

**Learning and Teaching Methodologies:**

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

**Assessment:**

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

**Course Texts**

Armstrong, M. (2006) *Strategic Human Resource Management*, Kogan Page London.

Christensen, R. & Ulrich, D. (2005) *Roadmap to Strategic HR: Turning a Great Idea into a Business Reality*. AMACOM

Armstrong, M. & Baron, A. (2005) *Strategic Human Resource Management; The key to improved business performance*, London: CIPD.

Mellow, J. (2006) *Strategic Human Resources Management* 7<sup>th</sup> ed Kogan .



Armstrong, M. (2006) *Hand book of HRM Practice* London  
 Greer C. R. (2008) *Strategic Human Resource Management: A general Managerial Approach*.

## 10. Contemporary Issues in Human Resource Management

### Course Purpose

This course is designed to help students understand the emerging issues in human resource management practice.

### Expected Learning Outcomes

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

1. Identify and consider the emerging areas in HRM practice.
2. Critique research and current human resource management thinking
3. Write a paper on a contemporary issue in HRM.

### Course Content

Changing dynamics in employee behaviour, ethics and social responsibility, managing in an international arena- International management, international business, multinational corporation, environmental constraints in international operations.

### Learning and Teaching Methodologies:

Lectures, Tutorials, Case Studies, Group Discussions and Presentations

### Assessment:

Type	Weighting
Continuous Assessment	30 %
Examination	70 %
Total	100 %

### Course Texts

Losey, M. Meisinger, S. & Ulrich, D. (2005) *The Future of Human Resource Management: 64 Thoughts the Leaders Explore the Critical HR Issues of Today and Tomorrow*. Hoboken, NJ: Wiley.

Boudreau, J.W. (2007) *Beyond HR: The New Science of Human Capital*, Boston: Harvard Business School Press.

Hall, B.W. (2008) *The New Human Capital Strategy: Improving the Value of Your Most Important Investment - Year after Year*, AMACOM.

### Journals

*Personnel Management*

*International Journal of Human Resource Management*

*Human Resource Management Review*

*Employee Relations Law Journal*