

UNIVERSITY OF GHANA BUSINESS SCHOOL

DEPARTMENT OF ORGANIZATION & HUMAN RESOURCE MANAGEMENT

MA in Management & Administration

Objective and Aims

The objective of this programme is to provide administrators and others holding line management/supervisory positions in a variety of sectors the opportunity to receive administrative training. The aim is to provide skills in understanding and facilitating seamless administration of organisations and institutions – from office management through procurement/logistics; meeting management; to stakeholder management and public sector service delivery; as well as help build a core of professional administrative managers – since most administrators (including University administrators) often learn the practice on the job. We also aim to redirect the flow of applicant traffic away from the MBA HR option, to a more focused programme that addresses the needs of many of those whose real aim is to acquire a higher degree in management and administration.

Courses

The course programme is to be delivered in 2 Semesters. Each Semester is to run five 3-credit courses. To start with, all courses will be mandatory. Students will be expected to pass all core courses. All students will be required to do a Seminar/practice-based Dissertation. This will afford them the opportunity to develop a solution to a real administrative problem in their current organisation or intended sector.

Admission Requirements

A good first degree with at least a second class lower division in any field from a recognized university. In addition, a minimum of 3 years of post qualification working experience is required. Below are tabular presentations of programme requirements and structure.

MA in Management & Administration Programme Structure

Semester 1	Course	Credit
	OHRM 613 Administrative Management (Core)	3
	OHRM 615 Administrative Law & the Regulatory Environment (Core)	3
	OHRM 627 Budgeting & Financial Administration (Core)	3
	UGBS 609 Management Information Systems (Core)	3
	OHRM 619 Project Management	
	Total Credits	15
Semester 2	Course	Credit
	OHRM 622 Supply Chain & Procurement Management (Core)	3
	OHRM 624 Office Management (Core)	3
	OHRM 632 Advanced Managerial Principles	3
	UGBS 616 Human Resource Management	3

	OHRM 618 Business Ethics & Corporate Responsibility	3
	OHRM 620 Seminar	12
	OHRM 600 Long Essay/Dissertation	
	Total Credits	30
Sem. 1 & Sem. 2	TOTAL	45

Course Descriptions

OHRM 613 Administrative Management

This course will cover the rudiments of administration: from the functions of the administrator, distinctions between administration and management to types of administrative environments (higher education, NGO, civil service etc). Topics include: functions of the administrator, distinctions between administration and management, types of administrative environments, effective supervision, managing time, business presentations, improving business practices, writing business reports, communicating in business, principles for managing, office management and administration, advanced theory and practice of management and administration, networking, conducting dynamic negotiations, diversity management.

UGBS 616 Human Resource Management

This course describes the evolution of the Human Resource Management through Personnel Administration and Personnel Management to its present form as a separate function of management. It analyzes its basic concepts and principles. It also describes the way in which Human Resource Management (HRM) works today. Topics covered are as follows: historical overview of human resource management, HR challenges, recruitment and selection, HR planning, job analysis, HR training, career development, appraisal and performance management, work motivation and reward, reward management, conflict and resolution, health and safety, employee rights and discipline.

OHRM 618 Business Ethics & Corporate Responsibility

Administrators, PR and marketing professionals are often at the frontline of interaction with an organisation's publics. It is critical for them to appreciate the ethical dimensions of their organisation's behaviour and understand how to manage the corporate social responsibility initiatives of the organization in such a way as to achieve maximum benefit all round. This course will therefore cover topics including the Ghana business code, principles of CSR and management of ethical infractions, business ethics, strategies for corporate social responsibility, corporate governance and social accountability, sustainable decisions and organisations.

OHRM 615 Administrative Law & the Regulatory Environment

This course covers basic laws and legal frameworks necessary for effective institutional administration. Areas such as procurement law, internal audit act, etc will be covered. Students will also be taken through the regulatory environment in terms of understanding the institutions, laws, and processes of regulation: Securities & Exchange Commission, Environmental Protection Agency, Food & Drugs Board, Ghana Standards Board etc. Topics to be covered will include the Laws (consisting of rules, regulations, orders, opinions, or reports containing findings of fact and administrative hearing decisions); regulatory processes, and compliance systems.

OHRM 619 Project Management

This course provides the essential core skills needed by project management specialists. The course covers the broad field of project management as well as specified topics such as the nature of projects, the project life cycle and business case development as well as developing successful bids, proposal writing and negotiation strategies. Other topics also covered are: critical success factors, project management tools and human resource management including leadership and motivation of multidisciplinary teams and organising project teams.

OHRM 620 Seminar

Students will attend and present a seminar on the issue on which they are carrying out their applied dissertation. This seminar will be graded.

OHRM 600 Long Essay/Dissertation

The dissertation will require gathering and analyzing applied data after which students will be required to offer relevant solutions and present the work in a standard bound format.

OHRM 622 Supply Chain & Procurement Management

This course delves into the principles of supply chain: from the value chain analysis through the concepts of in-through-output and how such concepts are operationalized in organizations to sound procurement practice such as tenders, separation of functions between requisition/invoicing, purchasing, storage and stock control. This course will necessarily interface areas such as administrative law. The course will cover topics such as supply chain management, logistics management: the systems concept and total cost approach, classes of carriers, the economic order quantity model, procurement management and steps, plan purchases and acquisitions, contract types, contract negotiation.

OHRM 632 Advanced Managerial Principles

This course builds on basic management principles and aims to secure in students a high-level appreciation of the managerial control, planning, direction, decision-making and communication functions. The course will adopt a very practical orientation and use cases and scenarios to illustrate the application of these functions in the everyday organization.

UGBS 609 Management Information Systems

This course examines the fundamental principles associated with the strategic adoption, implementation, use and evaluation of information systems in organisations. It discusses the significant managerial aspects of treating information as an organisational resource and its increasing impact on today's organisation. The course consists of two primary components: business informatics – the study of the emerging technologies and knowledge management in the context of business organisations and development informatics – a focus on the interplay between the diffusion, transfer and impact of the ICTs on resource poor environments and institutional elements that would shape it. These components embrace topics including knowledge management; electronic business; mobile commerce; Web 2.0 for non-profit organisations; ICTs for development; technology and gender; technology and society; and health information technology.

OHRM 624 Office Management

Office management is often considered the preserve of secretaries. Its effective execution, however, complements the efforts of senior management and has to be properly thought through. Where it is not properly executed, mundane matters end up being escalated to senior executives thus crowding out time for strategic thinking. This course will cover areas such as management of office stock, meeting management, preparation for Board meetings, protocol, attention to office/organizational décor etc. it will be delivered in a highly practical manner with 40% of the time devoted to exploring practical office management scenarios such as the nuances of resource allocation.

OHRM 627 Budgeting & Financial Administration

This course will cover the rudiments of developing budgets, managing and monitoring budgets, setting up of financial administrative systems. This is not cast as an advanced course (since in most cases, organizations will have accountants or finance professionals to handle financial transactions), rather the aim is to ensure that students appreciate the nature of budgets, can interpret same and make meaningful contributions in the management of financial matters. The course will cover topics as: public budgeting, equity and budgetary analysis, budget execution, innovation in public budgeting, accounts, auditing and financial reporting, financial analysis, financial management practices, cash management practices, debt management, risk management.

MBA Human Resource Management

Programme Structure

In the **first year**, students will take a minimum of 30 credits, 15 per semester. The courses will be those common to all UGBS MBA students in the Departments of Organisation and HRM, Finance, Marketing, and Operations and Management Information Systems.

In the **second year**, students will be required to take a minimum of 39 credits; 18 in the first semester and 21 in the second semester.

These will be made up as follows:

Third semester – 9 UGBS required credits
 - 9 Departmental required credits

Fourth semester – 9 UGBS required credits
 - 9 Departmental required credits

MBA Year One

UGBS MBA CORE			
Semester One		Semester Two	
Code/Course Title	Credits	Code/Course Title	Credits
UGBS 601: Fundamentals of Accounting	3	UGBS 602: Research Methods	3
UGBS 603: Economics	3	UGBS 612: Financial Management	3
UGBS 605: Management Science	3	UGBS 614: Marketing Management	3
UGBS 607: Organisational Behaviour & Management	3	UGBS 616: Human Resource Management	3
UGBS 609: Management Information Systems	3	UGBS 618: Production and Operations Management	3
TOTAL CREDITS	15	TOTAL CREDITS	15

MBA Year Two

Semester One		Semester Two	
UGBS MBA CORE			
OHRM 600: Long Essay	3	OHRM 600: Long Essay	3
OHRM 610: Seminar I	3	OHRM 620: Seminar II	3
UGBS 613: Business Law	3	UGBS 622: Advanced Strategic Management	3

DEPARTMENTAL CORE			
OHRM 601: Human Relations in Organisations	3	OHRM 602: Industrial Relations and Labour Law	3
OHRM 603: Strategic Human Resource Management	3	OHRM 606: International HR & Comparative Management	3
OHRM: 605: CSR & Occupational Safety & Health Management (<i>New</i>)	3	OHRM 612: Change Management & Organisational Development	3

ELECTIVE			
		OHRM 614: Project Management	3
TOTAL CREDITS	18	TOTAL CREDITS	21

COURSE DESCRIPTIONS

UGBS 601: FUNDAMENTALS OF ACCOUNTING

The course is designed to enable students acquire and appreciate fundamental accounting knowledge in a business setting. At the end of the course, students should be able to explain the nature and role of accounting principles and concepts and apply same to basic financial accounting practice and also demonstrate a basic knowledge of the local and global accounting regulatory systems; and record, classify, prepare basic financial statements and analyse financial data.

UGBS 603: ECONOMICS

The workings of the economy have an awesome impact on businesses operations. Thus, Managers need to have an appreciable understanding of the environment they operate in for appropriate decision-making in their daily operations. The course is therefore designed to equip participants with knowledge of fundamental economic concepts and theory. This will not only help them improve their decision-making, but will also enable them capture the relevant scenario of the inter-play of economic variables in a forward-looking strategy. Topics include: Concept of Demand, Consumer Theory, National Income, Demand for and Supply of Money, Inflation, The IS-LM Model, Monetary and Fiscal Policy in the IS-LM Model, the IS-LM Model and the Aggregate Demand Curve, Government Budget Constraint, and the Breton-Woods Institutions and Macroeconomics Policies.

UGBS 605: MANAGEMENT SCIENCE

The course is intended to survey quantitative approaches to work in the social sciences. It is designed to introduce students to concepts, techniques and software with which all successful managers should be familiar. Topics covered include linear programming, network flow models, transportation, transshipment and assignment problems, probability and statistics, decision analysis, queuing analysis, forecasting demand.

UGBS 607: ORGANISATIONAL BEHAVIOUR AND MANAGEMENT

Organizational Behavior is about the human aspects of our life in the work place. It presents the thesis that all managerial effort is essentially directed at coordinating the work of people: people who have feelings, aspirations, failings and achievements and that people at work are influenced by societal linkages. Human behavior in the work place is also constrained by interpersonal interactions, values, group strength, the challenges of conformity and the drive to balance personal progress with organizational performance demands. Topics are as follows: Introduction to Organisational Behaviour, Factors that Influence Individual Behaviour, Employee Motivation, Organisational Culture, Organisational, Discourse /Communication and Management,

Organisational Climate, Organisational Design and Structuring, Organisational Activity, Organisational Power and Politics, Leadership and Governance.

UGBS 609: MANAGEMENT INFORMATION SYSTEMS

This course examines the fundamental principles associated with the strategic adoption, implementation, use and evaluation of information systems in organisations. It discusses the significant managerial aspects of treating information as an organisational resource and its increasing impact on today's organisation. The course will involve lectures, readings, cases and discussions. The course consists of two primary components: business informatics – the study of the emerging technologies and knowledge management in the context of business organisations and development informatics – a focus on the interplay between the diffusion, transfer and impact of the ICTs on resource poor environments and institutional elements that would shape it. These components embrace topics including Knowledge management; Electronic business; Mobile commerce; Web 2.0 for non-profit organisations; ICTs for development; Technology and Gender; Technology and Society; and Health Information Technology. The course will examine the theoretical underpinnings of the competitive advantage of information systems, change management, information systems development process (the life cycle concept) and the practical and policy aspects of IS planning and IS strategies and ethical issues in information systems.

UGBS 602: RESEARCH METHODS

Technology has important implications for the business world. First, we can collect huge amounts of data which need to be analysed to make sense of all the data we collect. Secondly, we have the power and responsibility to analyse data and make decisions on the basis of quantitative and qualitative analysis. The main aim of this course is to equip students with a variety of quantitative and qualitative methods to analyse data and make decisions. Topics to be covered include sampling and data collection techniques; data description using graphs, tables and summary statistics; statistical inference; interval estimation; hypothesis testing (t-test, Z-test, F-test, Chi-square test); nonparametric statistics; and simple and multiple regression analysis.

UGBS 612: FINANCIAL MANAGEMENT

This course provides participants with essential financial management skills for the effective management of firms. The course aims at equipping participants with comprehensive knowledge of financial principles and provides a rigorous foundation in the major areas of financial management. It also explores how value can be created through investment and financing decisions and the management of risks associated with such decisions. Topics include: Introduction to Financial Management, Time Value of Money, Risk and Required Rates of Return, Capital Budgeting, Financing Markets and Financing Decisions, Financial Analysis and Planning, Working Capital Management, and New Developments.

UGBS 614: MARKETING MANAGEMENT

The course presents marketing from a strategic perspective. Thus, it integrates the tools of marketing into a unified strategy that delivers value to customers to ensure sustainable competitive advantage. Key issues considered include: the marketing environment, the marketing value mix variables, strategic marketing planning and strategy implementation evaluation and control.

UGBS 616: HUMAN RESOURCE MANAGEMENT

This course describes the evolution of the Human Resource Management through Personnel Administration and Personnel Management to its present form as a separate function of management. It analyzes its basic concepts and principles. It also describes the way in which Human Resource Management (HRM) works today. For some time now, Personnel Administration has been a separate entity in organizations, being somehow detached from the organization and its goals and being concerned mainly with filling in vacant positions. However, recently, HRM or Human Capital Management (HCM) has moved from being a mundane aspect of the organization to a very critical function. Topics covered are as follows: Historical Overview of Human Resource Management, HR Challenges, Recruitment and Selection, HR Planning, Job Analysis, HR Training, Career Development, Appraisal and Performance Management, Work Motivation and Reward, Reward Management, Conflict and Resolution, Health and Safety, Employee Rights and Discipline.

UGBS 618: PRODUCTION AND OPERATIONS MANAGEMENT

Operations Management introduces the concepts and skills needed to design, manage and improve service and manufacturing operations. The course develops a managerial perspective of the operations function and an appreciation of the role that operations plays in creating and maintaining a firm's competitive edge. Topics to be treated include: operations strategy, products and services, processes and technologies, facilities, supplier selection, forecasting, capacity and aggregate planning, Just-in-time, scheduling, human resources in operations management.

UGBS 613: BUSINESS LAW

The aim of this course is to enable students to develop an understanding of the basic principles of business law and enhance an appreciation of their relationship in the economic and social environment in which relevant business operations are carried out. At the end of the course, students should be able to; demonstrate a working knowledge of the essential elements of the legal system in Ghana, including the source of law, structure and hierarchy of the court system and Alternative Dispute Resolution; explain the essential principles of contract in relation to formation, content and remedies for breach of contract; apply the legal rules governing special contracts to specific situations i.e. Agency, sale of goods and employment contracts; and explain the duty of care in relation to professional negligence; etc. The following topics are examined: Law and the Ghana Legal System, The Legal Environment of, Business in Ghana, The Law of Contract, Sale of Goods, Hire Purchase, Finance Leasing, Agency Law, Company Law, Other forms of Business Organisation, Banking Law and Negotiable Instruments, Basic Securities Law.

UGBS 622: ADVANCED STRATEGIC MANAGEMENT

This course is concerned with the decisions and processes by which managers and executives choose strategies, plans and options to maximize corporate objectives. The concept of a "strategy" in business raises the decision function beyond the mundane and routine. This course therefore covers areas such as competitive advantage, strategic planning, stakeholder's assessments, functional and business level strategy and leadership. Topics include: Overview of

Strategic Management, Strategic Analysis, Establishing Corporate Direction, Corporate Strategy Formulation, Corporate Strategy Implementation, Operational and Strategic Control.

OHRM 601: HUMAN RELATIONS IN ORGANISATIONS

Human Relations in Organisations deals with the procedural and relational elements of behaviours in work organisations. It is concerned with the understanding of the forces that shape human behaviour and ultimately, predict and influence conditions that affect people's performance at work.

The following topics are treated: Introduction to Human Relations, Interactional and Human Issues, Organisational Issues, Managerial Behaviour, Leader Power, Openness and Accountability, Procedural Justice and its Impact on Human Relations in the Organisation, Problems of Human Relations in Organisations (Victimization, Harassment, Nepotism, Gender), Discipline and grievance, The solutions and the Role of the HR function.

OHRM 603: STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic Human Resource Management (SHRM) is designed to expose and clarify to students the need for adopting a strategic posture in the management of organizational and national human resources. Some argue that SHRM is simply a new name for an old range of activities. To achieve this, two strands of HRM activities can be identified: those which relate to day-to-day operations on the shop floor (otherwise known as Effective HRM) and those which relate to corporate HR policy (otherwise known as Strategic HRM). Topics include: Introduction to Strategic Management, Developing Human Resource Policies, Human Resource Planning, Human Resource Development and Talent Management, Compensation Management, Costing and HR Issues, HR Function as a Consultant and Strategic Partner, Personnel Research, Role of HR in Transaction Advisory.

OHRM 602: INDUSTRIAL RELATIONS & LABOUR LAW

This course focuses on the diverse institutional arrangements that characterize and shape the employment relationship—from norms and power structures on the shop floor, to employee voice mechanisms in the workplace, to collective bargaining arrangements at a company, regional, or national level, to various levels of public policy and labor law regimes, to "varieties of capitalism" social democracy, and neoliberalism. Topics include: Principles of Industrial Relations, Trade Unions and Employers' Organisations, Collective Agreements, Unfair Labour Practices, Management-Labour Relations, Settlement of Industrial Disputes, Statutory Institutions Relating to the Law of Employment, Protection of Employment, Protection of Remuneration, Discharge of Contract.

OHRM 606: INTERNATIONAL HUMAN RESOURCE AND COMPARATIVE MANAGEMENT

International Human Resource and Comparative Management contributes significantly to the psychology of expatriation. It looks at the psychological dynamics and challenges confronting people who move across borders to staff organizations. This course therefore combines elements of history, strategy, marketing, HR and psychology. It also examines the management practices in different cultures and national environments. Topics cover: Why International HR and Comparative Management, Internationalization and the International firm, HR practices in the International Domain, Expatriation and Managing Diversity, Compensation in the International Domain, The Local HR Manager's Response.

OHRM 612: CHANGE MANAGEMENT & ORGANISATIONAL DEVELOPMENT

This course aims to build in students, an understanding of the psychological and business issues relating to corporate change. It further seeks to develop in course participants the requisite skills to manage change and ensure systematic corporate growth and internal stability. The course takes students through the processes of change management and how to effectively handle resistance to the change process. The following topic areas are covered: Theoretical Basis for Understanding Change and Organisational Development, The Concept of Change, Approaches to and ways of Changing Organisations, The Human Reaction to Change, The Politics of Change, Approaches to Managing Change, Strategies for Managing Change, Contemporary Change Issues for Today's Managers, Organisation Development and Maintaining Positive Results of Change.

OHRM 605: CORPORATE SOCIAL RESPONSIBILITY AND OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

The course will raise awareness and train business managers about the importance of Occupational Safety and Health (OSH) in business and how Corporate Social Responsibility (CSR) plays a significant role in this context. This course will address the benefits of CSR and the link with OSH. Topics include: Business Ethics, Strategies for Corporate Social Responsibility, Corporate Governance and Social Accountability, Sustainable Decisions and Organisations, Risk Assessment and Management, Occupational Health and Safety and the Law, Psycho-social Issues at the Workplace and Quality of Work life, Work-Life Balance.

OHRM 614: PROJECT MANAGEMENT

This course provides the essential core skills needed by project management specialists. The course covers the broad field of project management as well as specified topics such as the nature of projects, the project life cycle and business case development as well as developing successful bids, proposal writing and negotiation strategies. Other topics also covered are: Critical Success Factors, Project Management Tools and Human Resource Management Including Leadership and Motivation of Multidisciplinary Teams and Organising Project Teams.

OHRM 610: SEMINAR I

Students will attend and present a seminar on the issue on which they are carrying out their applied long essay/dissertation. This seminar will be organized weekly and graded. There would also be presentations and discussions on contemporary Human Resource Management issues as well as practitioner input on how theories/literature discussed are implemented practically in organizations.

OHRM 620: SEMINAR II

Seminar II focuses on presentations and progress report on the long essay/dissertation. This would also be organised weekly with students presenting their own work up to date. Every student will present verbally and in written form their long essay chapter by chapter which will be graded.

MPHIL Human Resource Management

Admission Requirements

A good first degree in Human Resource Management from a recognized University. Candidates with a good first degree in areas such as Psychology, Sociology, and other social sciences who can demonstrate the capacity and ability to cope with the programme may be considered. Candidates with the above qualifications as well as working knowledge of HRM may have an added advantage.

Duration of Study Programme

This is a two-year full-time programme.

Graduation Requirements

To graduate, students must pass all faculty and departmental required courses including seminar and thesis. In all cases, the University of Ghana Regulations contained in the *Handbook for Graduate Studies* shall apply. Students must obtain a total of 66 - 72 credits as described under "Structure of Study Programme".

Summary

First Year's Course Work	30 – 36 credits
Second Year:	
• Semester 1 Seminar Presentation (I)	3 credits
• Semester 2 Seminar Presentation (II)	3 credits
• Thesis work	30 credits
Total credits	66 – 72 credits

Structure of Study Programme

In the **first year**, students will take a minimum of 36 credits, 18 per semester. The credits will be made up of 15 credits common to all UGBS MPhil students, and at least another 21 credits required by this Department. At the end of the second semester, students will embark on the MPhil thesis.

In the **second year**, students are required to take 36 credits, 18 per semester. These will be made up of 15 credits of work on the MPhil Thesis and 3 credits from Seminar Presentations.

STRUCTURE OF THE MPHIL HRM PROGRAMME

Core UGBS requirements

To immerse MPhil graduates firmly in business decision making, all MPhil students will take 5 faculty core courses. These courses are meant to help the students grasp the following:

- Economics as the basis of business
- Strategy as the key to survival in business
- Research as the driving force for change and development
- ICT as the heart of the global village

The 5 faculty courses are:

1. UGBS 651: Economics for Business
2. UGBS 653: Research Design and Qualitative Technique
3. UGBS 655: Business Information Systems
4. UGBS 652: Multivariate Data Analysis for Business
5. UGBS 654: Business Strategy

Total credits: 15

In addition:

Departmental Requirements

- UGBS 616: Human Resource Management
- OHRM 603: Strategic Human Resource Management
- OHRM: 605: CSR & Occupational Safety & Health Management
- OHRM 606: International Human Resource & Comparative Management
- OHRM 602: Industrial Relations and Labour Law
- OHRM 612: Change Management & Organisational Development
- OHRM 614: Project Management

MPHIL Year One

Semester One		Semester Two	
Code/Course Title	Credits	Code/Course Title	Credits
UGBS 651: Economics for Business	3	UGBS 652: Multivariate Data Analysis for Business	3
UGBS 653: Research Design and Qualitative Technique	3	UGBS 654: Business Strategy	3
UGBS 655: Business Information Systems	3	OHRM 602: Industrial Relations and Labour Law	3
UGBS 616: Human Resource Management	3	OHRM 606: International Human Resource & Comparative Management	3
OHRM 603: Strategic Human Resource Management	3	OHRM 612: Change Management & Organisational Development	3
OHRM: 605: CSR & Occupational Safety & Health Management	3	OHRM 614: Project Management	3
TOTAL CREDITS	18	TOTAL CREDITS	18

MPHIL Year Two

Semester One		Semester Two	
Code/Course Title	Credits	Code/Course Title	Credits
OHRM 610: Seminar I	3	OHRM 620: Seminar II	3
OHRM 660: MPhil Thesis		OHRM 660: MPhil Thesis	30
TOTAL CREDITS	3	TOTAL CREDITS	33

COURSE DESCRIPTIONS

UGBS 651: ECONOMICS FOR BUSINESS

The course focuses on the importance of economics within business units. It is divided into two parts- the first part is on microeconomic issues which give a working knowledge of the analytical tools that bear more directly on the economic decisions firms must regularly make. It emphasizes the behaviour of individual markets and the producers and consumers that sell and buy in those markets. It focuses on cost analysis, the determinants of market demand, pricing strategy, market power and structure, and the implications of government regulatory policies. The second part of the course focuses on the policy and economic environment of firms with peculiar emphasis on economic variables such as the GNP, inflation, interest rates exchange rates and international trade. The emphasis here is on the impact of policies-monetary/fiscal on aggregate demand and output and the impact of international economic activity on developing economies like Ghana.

UGBS 653: RESEARCH DESIGN AND QUALITATIVE TECHNIQUES

This course provides students with a complete up-skill of their capacities in carrying out research in the phenomenological tradition as well as designing research generally. It explores the philosophical, the theoretical as well as the actual methods in use for all scientific inquiry. Topics to be covered include sampling and data collection techniques; data description using graphs, tables and summary statistics; statistical inference; interval estimation; hypothesis testing (t-test, Z-test, F-test, Chi-square test); nonparametric statistics; and simple and multiple regression analysis.

UGBS 655: BUSINESS INFORMATION SYSTEMS

The course examines the fundamental principles associated with IS development, operation, uses and management within the organisation, and the significant managerial aspects of treating information as an organisational resource and its increasing impact on today's organisation. The students gain a strong understanding of the integration of Business and Information Systems. The course provides the right balance of information systems and management training and equips students with the ability to combine these skills. Business Information Systems will involve a strong mix of Business related and Technology related topics. This will include a knowledge and application of information systems in management; marketing; human resource and accounting. It will also cover information systems strategy and project management; computer applications; enterprise resource planning systems; and information systems in entrepreneurship and international business.

UGBS 616: HUMAN RESOURCE MANAGEMENT

This course describes the evolution of the Human Resource Management through Personnel Administration and Personnel Management to its present form as a separate function of management. It analyzes its basic concepts and principles. It also describes the way in which Human Resource Management (HRM) works today. For some time now, Personnel Administration has been a separate entity in organizations, being somehow detached from the

organization and its goals and being concerned mainly with filling in vacant positions. However, recently, HRM or Human Capital Management (HCM) has moved from being a mundane aspect of the organization to a very critical function. Topics covered are as follows: Historical Overview of Human Resource Management, HR Challenges, Recruitment and Selection, HR Planning, Job Analysis, HR Training, Career Development, Appraisal and Performance Management, Work Motivation and Reward, Reward Management, Conflict and Resolution, Health and Safety, Employee Rights and Discipline.

OHRM 603: STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic Human Resource Management (SHRM) is designed to expose and clarify to students the need for adopting a strategic posture in the management of organizational and national human resources. Some argue that SHRM is simply a new name for an old range of activities. To achieve this, two strands of HRM activities can be identified: those which relate to day-to-day operations on the shop floor (otherwise known as Effective HRM) and those which relate to corporate HR policy (otherwise known as Strategic HRM). Topics include: Introduction to Strategic Management, Developing Human Resource Policies, Human Resource Planning, Human Resource Development and Talent Management, Compensation Management, Costing and HR Issues, HR Function as a Consultant and Strategic Partner, Personnel Research, Role of HR in Transaction Advisory.

OHRM 605: CORPORATE SOCIAL RESPONSIBILITY AND OCCUPATIONAL SAFETY AND HEALTH MANAGEMENT

The course will raise awareness and train business managers about the importance of Occupational Safety and Health (OSH) in business and how Corporate Social Responsibility (CSR) plays a significant role in this context. This course will address the benefits of CSR and the link with OSH. Topics include: Business Ethics, Strategies for Corporate Social Responsibility, Corporate Governance and Social Accountability, Sustainable Decisions and Organisations, Risk Assessment and Management, Occupational Health and Safety and the Law, Psycho-social Issues at the Workplace and Quality of Work life, Work-Life Balance.

UGBS 652 MULTIVARIATE DATA ANALYSIS FOR BUSINESS

This course is designed to provide an integrated and in depth, but applied approach to multivariate data analysis and linear statistical models. Most of the methods are actually special cases of the General Linear Model. By developing these techniques within this framework, the student is led to appreciate the conceptual unity underlying all forms of regression and all analysis of variance designs. This unification of these seemingly different forms of analysis is achieved through the use of matrix algebra to formulate various models. The topics covered will include: Statistical Inference, Regression Analysis, Univariate and Multivariate ANOVA and ANCOVA, Discriminant Analysis, Canonical Correlation Analysis, Principal Components and Factor Analysis, Cluster Analysis, Multidimensional and/or Logistic Regression. Students will be given instruction in using a computer package for matrix algebra.

UGBS 654: BUSINESS STRATEGY

This course brings core concepts in notions of the organization and society. It delves into strategy theorizing, strategy processes and models of decision-making and leader integrity. It is designed to force the student to think of strategy not only as within-business endeavours, but one that has individual-organisational-society ramifications. The following topics are covered: Philosophy and Theory of Organisation; Business and Society; Leadership Choices: CSR, Business Codes and Corporate Integrity; Strategy and Corporate Survival; Theories of Strategy; The Strategic Planning Process; Cognition & Executive Decision Making; The African Environment; Making Strategy work through Organisational Design.

OHRM 602: INDUSTRIAL RELATIONS & LABOUR LAW

This course focuses on the diverse institutional arrangements that characterize and shape the employment relationship—from norms and power structures on the shop floor, to employee voice mechanisms in the workplace, to collective bargaining arrangements at a company, regional, or national level, to various levels of public policy and labor law regimes, to "varieties of capitalism" social democracy, and neoliberalism. Topics include: Principles of Industrial Relations, Trade Unions and Employers' Organisations, Collective Agreements, Unfair Labour Practices, Management-Labour Relations, Settlement of Industrial Disputes, Statutory Institutions Relating to the Law of Employment, Protection of Employment, Protection of Remuneration, Discharge of Contract.

OHRM 606: INTERNATIONAL HUMAN RESOURCE MANAGEMENT AND COMPARATIVE MANAGEMENT

International Human Resource and Comparative Management contributes significantly to the psychology of expatriation. It looks at the psychological dynamics and challenges confronting people who move across borders to staff organizations. This course therefore combines elements of history, strategy, marketing, HR and psychology. It also examines the management practices in different cultures and national environments. Topics cover: Why International HR and Comparative Management, Internationalization and the International firm, HR practices in the International Domain, Expatriation and Managing Diversity, Compensation in the International Domain, The Local HR Manager's Response.

OHRM 612: CHANGE MANAGEMENT & ORGANISATIONAL DEVELOPMENT

This course aims to build in students, an understanding of the psychological and business issues relating to corporate change. It further seeks to develop in course participants the requisite skills to manage change and ensure systematic corporate growth and internal stability. The course takes students through the processes of change management and how to effectively handle resistance to the change process. The following topic areas are covered: Theoretical Basis for Understanding Change and Organisational Development, The Concept of Change, Approaches to and ways of Changing Organisations, The Human Reaction to Change, The Politics of Change, Approaches to Managing Change, Strategies for Managing Change, Contemporary Change Issues for Today's Managers, Organisation Development and Maintaining Positive Results of Change.

OHRM 614: PROJECT MANAGEMENT

This course provides the essential core skills needed by project management specialists. The course covers the broad field of project management as well as specified topics such as the nature of projects, the project life cycle and business case development as well as developing successful bids, proposal writing and negotiation strategies. Other topics also covered are: Critical Success Factors, Project Management Tools and Human Resource Management Including Leadership and Motivation of Multidisciplinary Teams and Organising Project Teams.

OHRM 610

Seminar I

Students will hold weekly seminars during which they will present their own work up to date. Every student will present verbally and in written form their proposal for the MPhil Thesis by the middle of the first semester. This proposal may be at an advanced stage. This defense of the proposal will be graded and students who pass will receive the green light to continue their thesis along the lines of the proposal or the suggested amendments.

OHRM 620

Seminar II

In the fourth semester, students will defend their work in progress or finished work. In this semester also, they will continue with the weekly seminars.

EMBA Human Resource Management

Admission Requirements

The admission requirement for the course is a good first degree (at least 2nd class lower division) from a recognized university or an equivalent professional qualification, with at least five (5) years relevant work experience in executive positions. Admissions are in February and August each year.

Duration of Study Programme

This is a four (4)-semester evening and week-end programme. Programme runs for two years.

Lecture Period

Lectures take place from 6.00pm to 9.00pm on weekdays and from 9.00a.m to 6.00pm on weekends. Thus, allowing the executive student to combine the programme and work.

Proposed date of commencement

It is proposed that the revised EMBA will start running from August, 2012. That is, the start of the 2012/2013 academic year.

Degree to be Awarded

The following degree would be awarded upon successful completion of the graduation requirements indicate below: **Executive Master of Business Administration (Human Resource Management).**

Credit Waiver

On admission to the Executive MBA programme, up to six (6) credits points may be granted by the Board of Graduate Studies on the recommendation of the Board of Business School for previous academic knowledge in the applicant's first degree or professional qualification. This has the effect of reducing the credit points that must be earned in the programme in order to graduate.

Graduation Requirements

To graduate, students must pass all faculty and departmental required courses. In all cases, the University of Ghana Regulations contained in the *Handbook for Graduate Studies* shall apply. Students must obtain a total of 63 - 72 credits as described under Structure of Study Programme.

Summary

First Year's Course Work	27 – 36 (course work credits)
Second Year's Course Work	24 – 36 (course work credits)
Long Essay	6 credits
Seminar	6 credits
Total credits	63 – 72 credits

Programme Structure

In the **first year**, students will take courses common to all UGBS EMBA students in Finance, Accounting, Marketing, Human Resource Management, Project Management and Entrepreneurial Management, in addition to a departmental core [Corporate Social Responsibility (CSR)]

In the **second year**, students will be required to take a minimum of 33 credits. These will be made up as follows:

18 UGBS required credits

15 Departmental core

EMBA Year One

Semester One		Semester Two	
Code/Course Title	Credits	Code/Course Title	Credits
MBAE 601: Business Economics	3	EHRM 606: Corporate Social Responsibility (CSR)	3
MBAE 603: Managerial Accounting	3	MBAE 612: Human Resource Management	3
MBAE 605: Organisational Behaviour & Management	3	MBAE 614: Marketing Management	3
MBAE 607: Information Management	3	MBAE 616: Quantitative Methods	3
		MBAE 618: Research Methods	3
TOTAL CREDITS	12	TOTAL CREDITS	15

EMBA Year Two

Semester One		Semester Two	
UGBS EMBA CORE			
MBAE 609: Ethics in Management	3	MBAE 604: Strategic Management	3
DEPARTMENTAL CORE			
EHRM 600: Long Essay		EHRM 600: Long Essay	6
EHRM 610: Seminar I	3	EHRM 620: Seminar II	3
EHRM 601: Comparative Management	3	EHRM 602: Change Management & Organizational Development	3
EHRM 603: Strategic Human Resource Management	3	EHRM 604: International Human Resource Management	3
Elective	3	EHRM 608: Labour Law & Industrial Relations	3
TOTAL CREDITS	15	TOTAL CREDITS	21

Electives

EHRM 605: Human Relations in Organisations

EENT 603: Managing Business Growth and Change

ESEM 603: Advanced Customer Relationship Management

Departmental requirements

Year Two: Semester 1

EHRM 601: Comparative Management

EHRM 603: Strategic Human Resource Management

Year Two: Semester II

EHRM 602: Change Management and Organizational Development

EHRM 604: International Human Resource Management

EHRM 608: Labour Law & Industrial Relations

COURSE DESCRIPTIONS

MBAE 601: BUSINESS ECONOMICS

Business economics is a branch of economics whose focus is on business enterprise with respect to its effective and efficient operations and management to attain principal organizational objectives. Business economics enquires into the factors that contribute to the diversity of organizational structures and to the relationships of firms with labour, capital and product markets. The course focuses on the importance of economics within business units. The course emphasizes the use of economic concepts in enhancing decision-making within organizations. Students are exposed to understanding the economic environment within organizations and how it shapes business behaviour. Topics include: Demand Analysis, Analysis of Production and Costs, Demand, Supply and Determination of Market Price, Market Structure, The Firm, Understanding Pricing Strategies, Analysis of Factor Markets, Government and Business, and Macroeconomic Policy Objectives.

MBAE 603: MANAGERIAL ACCOUNTING

This course seeks to ensure that all EMBA graduates have a firm understanding of basic accounting techniques and how company accounts such as balance sheets, profit and loss accounts are prepared. It explores the legal requirements governing the creation of financial statements and explores how to create accounting systems that ensure sound audit reports.

MBAE 604: STRATEGIC MANAGEMENT

This course is concerned with the decisions and processes by which managers and executives choose strategies, plans and options to maximize corporate objectives. The concept of a “strategy” in business raises the decision function beyond the mundane and routine. This course therefore covers areas such as competitive advantage, strategic planning, stakeholder’s assessments, functional and business level strategy and leadership. Topics include: Overview of Strategic Management, Strategic Analysis, Establishing Corporate Direction, Corporate Strategy Formulation, Corporate Strategy Implementation, Operational and Strategic Control.

MBAE 605: ORGANISATIONAL BEHAVIOUR AND MANAGEMENT

Organizational Behavior is about the human aspects of our life in the work place. It presents the thesis that all managerial effort is essentially directed at coordinating the work of people: people

who have feelings, aspirations, failings and achievements and that people at work are influenced by societal linkages. Human behavior in the work place is also constrained by interpersonal interactions, values, group strength, the challenges of conformity and the drive to balance personal progress with organizational performance demands. Topics are as follows: Introduction to Organisational Behaviour, Factors that Influence Individual Behaviour, Employee Motivation, Organisational Culture, Organisational, Discourse/Communication and Management, Organisational Climate, Organisational Design and Structuring, Organisational Activity, Organisational Power and Politics, Leadership and Governance.

MBAE 607: INFORMATION MANAGEMENT

This course offers three interrelated objectives. First, the course will provide students with the expertise of addressing the complex issues that lie at the intersection of business and technology. Students will be trained to lead their future organizations in developing and executing technology strategies and managing the change associated with technology adoption. They will examine how to harness electronic business, mobile and other internet applications for competitive advantage.

Second, since competitive advantage is primarily supported by strategies to manage information and knowledge, the course will explore the theoretical concepts and practical aspects of knowledge management and organizational learning in organizations. Students will have a practical experience of how Web 2.0 technologies or social networking platforms can be used to develop building blocks for organization learning and support, content creation, aggregation and sharing.

Third, students will learn how to conceptualize, develop, implement and manage information systems projects in organizations. Topics will include interpersonal skills for technology managers, risk management and monitoring, evaluating and auditing information systems.

MBAE 609: ETHICS IN MANAGEMENT

The actual nature of the ethical dilemma in management is very complex. Most ethical decisions have extended consequences. The results of managerial decisions do not stop with the first-level consequences. Rather, these results extend throughout society, and that extension constitutes the essence of the ethical argument: the decisions of managers have an impact upon others – both within the organization and within the society – that is beyond their control and that therefore should be considered when the decisions are made. This course therefore seeks to address public officials at all levels of government and business, who are frequently confronted with ethical issues.

MBAE 612: HUMAN RESOURCE MANAGEMENT

This course describes the evolution of the Human Resource Management through Personnel Administration and Personnel Management to its present form as a separate function of management. It analyzes its basic concepts and principles. It also describes the way in which Human Resource Management (HRM) works today. For some time now, Personnel Administration has been a separate entity in organizations, being somehow detached from the organization and its goals and being concerned mainly with filling in vacant positions. However,

recently, HRM or Human Capital Management (HCM) has moved from being a mundane aspect of the organization to a very critical function. Topics covered are as follows: Historical Overview of Human Resource Management, HR Challenges, Recruitment and Selection, HR Planning, Job Analysis, HR Training, Career Development, Appraisal and Performance Management, Work Motivation and Reward, Reward Management, Conflict and Resolution, Health and Safety, Employee Rights and Discipline.

MBAE 614: MARKETING MANAGEMENT

The course presents marketing from a strategic perspective. Thus, it integrates the tools of marketing into a unified strategy that delivers value to customers to ensure sustainable competitive advantage. Key issues considered include: the marketing environment, the marketing value mix variables, strategic marketing planning and strategy implementation evaluation and control.

MBAE 616: QUANTITATIVE METHODS

The course presents contemporary quantitative tools through business models in order to prepare students for other courses using quantitative methods. The course covers application of quantitative analysis to solving business and economic problems. Topics will include: basic functions peculiar to studying business (linear, quadratic, some polynomials exponential and logarithmic functions), algebraic relationships, systems of equations, linear programming, network flow models, time series analysis and business forecasting, probability and statistics, as well as decision analysis. The course requires the use of computer to sharpen students' analytical abilities.

MBAE 618: RESEARCH METHODS

The general objective of this course is to introduce students to methods of research. The specific objectives are: (i) to ensure that students acquire practical research skills for business and academic research; (ii) to help students understand principles of research; and (iii) to enable students to link the research process with theories of their specialist areas. The proposed research course has two separate but closely related components – qualitative research and quantitative research. By becoming familiar with the research process in practice, students should be competent in developing research proposals, designing research projects, collecting and analyzing research data and results in their specialist areas. The topics to be covered include the Meaning of Research, Research Process and Design, Components of Research Proposal, Literature Review, Research Strategies (Survey, Case Study, Action Research and Ethnography), Sampling Analysis, Questionnaire Design, Data Collection, Research Ethics, Qualitative and Quantitative Data Analysis and Report Writing. The student will engage in a mini-research project to obtain a first-hand experience in applying the methods taught in the course.

EHRM 601: COMPARATIVE MANAGEMENT

The course examines the management practices in different cultures and national environments. Its major concern is the search for the commonalities and differences in management practices. Through comparative analysis and cross-cultural research, the course seeks to investigate the logic in management development: culture free theories and cultural specific factors. Topics treated include International Comparative Management, The Meanings and Dimensions of Culture, Comparative Strategic Management, Comparative Strategy Formulation, Comparative Organisational Design, National Culture and Organisation Design, Motivation across Cultures,

Leadership across Cultures, Cultural Values and Managerial Behaviour in Africa, Intercultural or Cross-Cultural Communication, International Negotiation.

EHRM 602: CHANGE MANAGEMENT AND ORGANISATIONAL DEVELOPMENT

This course aims to build in students, an understanding of the psychological and business issues relating to corporate change. It further seeks to develop in course participants the requisite skills to manage change and ensure systematic corporate growth and internal stability. The course takes students through the processes of change management and how to effectively handle resistance to the change process. The following topic areas are covered: Theoretical Basis for Understanding Change and Organisational Development, The Concept of Change, Approaches to and ways of Changing Organisations, The Human Reaction to Change, The Politics of Change, Approaches to Managing Change, Strategies for Managing Change, Contemporary Change Issues for Today's Managers, Organisation Development and Maintaining Positive Results of Change.

EHRM 603: STRATEGIC HUMAN RESOURCE MANAGEMENT

Strategic Human Resource Management (SHRM) is designed to expose and clarify to students the need for adopting a strategic posture in the management of organizational and national human resources. Some argue that SHRM is simply a new name for an old range of activities. To achieve this, two strands of HRM activities can be identified: those which relate to day-to-day operations on the shop floor (otherwise known as Effective HRM) and those which relate to corporate HR policy (otherwise known as Strategic HRM). Topics include: Introduction to Strategic Management, Developing Human Resource Policies, Human Resource Planning, Human Resource Development and Talent Management, Compensation Management, Costing and HR Issues, HR Function as a Consultant and Strategic Partner, Personnel Research, Role of HR in Transaction Advisory.

EHRM 604: INTERNATIONAL HUMAN RESOURCE MANAGEMENT

International Human Resource Management contributes significantly to the psychology of expatriation. It looks at the psychological dynamics and challenges confronting people who move across borders to staff organizations. This course therefore combines elements of history, strategy, marketing, HR and psychology. Topics cover: Why International HR Management, Internationalization and the International firm, HR practices in the International Domain, Expatriation and Managing Diversity, Compensation in the International Domain, The Local HR Manager's Response.

EHRM 605: HUMAN RELATIONS IN ORGANISATIONS

Human Relations in Organisations deals with the procedural and relational elements of behaviours in work organisations. It is concerned with the understanding of the forces that shape human behaviour and ultimately, predict and influence conditions that affect people's performance at work. The followings topics are treated: Introduction to Human Relations, Interactional and Human Issues, Organisational Issues, Managerial Behaviour, Leader Power, Openness and Accountability, Procedural Justice and its Impact on Human Relations in the Organisation, Problems of Human Relations in Organisations (Victimization, Harassment, Nepotism, Gender), Discipline and grievance, The solutions and the Role of the HR function.

EHRM 606: CORPORATE SOCIAL RESPONSIBILITY

The course will raise awareness and train business managers about the importance of Corporate Social Responsibility (CSR) in business and how Occupational Safety and Health (OSH) plays a significant role in this context. This course will address the benefits of CSR and the link with OSH. Topics include: Business Ethics, Strategies for Corporate Social Responsibility, Corporate Governance and Social Accountability, Sustainable Decisions and Organisations, Risk Assessment and Management, Occupational Health and Safety and the Law, Psycho-social Issues at the Workplace and Quality of Work life, Work-Life Balance.

EHRM 608: LABOUR LAW AND INDUSTRIAL RELATIONS

This course focuses on the diverse institutional arrangements that characterize and shape the employment relationship—from norms and power structures on the shop floor, to employee voice mechanisms in the workplace, to collective bargaining arrangements at a company, regional, or national level, to various levels of public policy and labor law regimes, to "varieties of capitalism" social democracy, and neoliberalism. Topics include: Principles of Industrial Relations, Trade Unions and Employers' Organisations, Collective Agreements, Unfair Labour Practices, Management-Labour Relations, Settlement of Industrial Disputes, Statutory Institutions Relating to the Law of Employment, Protection of Employment, Protection of Remuneration, Discharge of Contract.

EHRM 610: SEMINAR I

The seminar I course focuses on presentation on selected topics of recent interest in Human Resource Management. There would be presentations and discussions on contemporary Human Resource Management issues. There would also be practitioner input on how theories/literature discussed are implemented practically in organizations.

EHRM 620: SEMINAR II

Seminar II focuses on the research proposal presentation and progress report on the research. In the final semester, each candidate will be expected to make a presentation on a research proposal the candidate intends to work on for the research work. In the course of the second semester of the second year, the candidate will be required to give a progress report on the research.

EMBA Project Management

Admission Requirements

A good first degree (at least 2nd class lower division) from a recognized University or an equivalent professional qualification with at least five (5) years relevant work experience in executive positions. Admissions are in February and August each year.

Duration of Study Programme

This is a four (4)-semester evening and week-end programme. Programme runs for two years.

Credit Waiver

On admission to the Executive MBA programme, up to six (6) credits points may be granted by the Board of Graduate Studies on the recommendation of the Board of Business School for previous academic knowledge in the applicant's first degree or professional qualification. This has the effect of reducing the credit points that must be earned in the programme in order to graduate.

Lecture Period

Lectures take place from 6.00pm to 9.00pm on weekdays and from 9.00am to 6.00pm on weekends. This allows the executive student to combine the programme and work.

Graduation Requirements

To graduate, a student must pass all faculty and departmental required courses over a period of four semesters. In all cases, the University of Ghana Regulations contained in the *Handbook for Graduate Studies* shall apply to the Executive MBA programme. Students must obtain a total of (63 – 72 credits) as described under Structure of Study Programme.

Summary

First Year's Course Work	27 – 36 (course work credits)
Second Year's Course Work	24 – 36 (course work credits)
Long Essay	6 credits
Seminar	6 credits
Total credits	63 – 72 credits

Structure of Study Programme

In the **first year** students will take courses common to all UGBS EMBA students in Finance, Accounting, Marketing, Human Resource Management, Project Management and Entrepreneurial Management, in addition to a departmental core (Project Management Theory)

In the **second year**, students will be required to take all the departmental core courses as well as one (1) elective course:

EMBA Year One

Semester One		Semester Two	
Code/Course Title	Credits	Code/Course Title	Credits
MBAE 601: Business Economics	3	EPMN 602: Project Management Theory	3
MBAE 603: Managerial Accounting	3	MBAE 612: Human Resource Management	3
MBAE 605: Organizational Behaviour & Management	3	MBAE 614: Marketing Management	3
MBAE 607: Information Management	3	MBAE 616: Quantitative Methods	3
		MBAE 618: Research Methods	3
TOTAL CREDITS	12	TOTAL CREDITS	15

EMBA Year Two

Semester One		Semester Two	
UGBS EMBA CORE			
MBAE 609: Ethics in Management	3	MBAE 604 Strategic Management	3
DEPARTMENTAL CORE			
EPMN 600: Long Essay		EPMN 600: Long Essay	6
EPMN 610: Seminar I	3	EPMN 610: Seminar II	3
EPMN 606: Project Finance & Budgeting	3	EHRM 602: Change Management & Organisational Development	3
EPMN 607: Regulatory Environment of Projects	3	EPMN 604: Project Appraisal, Evaluation & Impact Assessment	3
Elective	3	EPMN 608: Project Profiles	3
TOTAL CREDITS	15	TOTAL CREDITS	21

Electives

EPMN 603: Total Quality Management
 EENT 603: Managing Business Growth and Change
 EFIN 611: Principles of Real Estate Analysis
 ESEM 603: Advanced Customer Relationship Management

Departmental requirements**Year Two: Semester 1**

EPMN 606: Project Finance & Budgeting
 EPMN 607: Regulatory Environments of Projects

Year Two: Semester II

EHRM 602: Change Management and Organisational Development
 EPMN 604: Project Appraisal, Evaluation & Impact Assessment
 EPMN 608: Project Profiles

COURSE DESCRIPTIONS

MBAE 601: BUSINESS ECONOMICS

Business economics is a branch of economics whose focus is on business enterprise with respect to its effective and efficient operations and management to attain principal organizational objectives. Business economics enquires into the factors that contribute to the diversity of organizational structures and to the relationships of firms with labour, capital and product markets. The course focuses on the importance of economics within business units. The course emphasizes the use of economic concepts in enhancing decision-making within organizations. Students are exposed to understanding the economic environment within organizations and how it shapes business behaviour. Topics include: Demand Analysis, Analysis of Production and Costs, Demand, Supply and Determination of Market Price, Market Structure, The Firm, Understanding Pricing Strategies, Analysis of Factor Markets, Government and Business, and Macroeconomic Policy Objectives.

MBAE 603: MANAGERIAL ACCOUNTING

This course is designed to enable candidates acquire and appreciate fundamental accounting knowledge in a business setting. At the end of the course, candidates should be able to explain the nature and role of accounting principles and concepts and apply same to basic financial accounting practice and also demonstrate a basic knowledge of the local and global accounting regulatory systems; and record, classify, prepare basic financial statements and analyze financial data.

MBAE 604: STRATEGIC MANAGEMENT

This course is concerned with the decisions and processes by which managers and executives choose strategies, plans and options to maximize corporate objectives. The concept of a “strategy” in business raises the decision function beyond the mundane and routine. This course therefore covers areas such as competitive advantage, strategic planning, stakeholder’s assessments, functional and business level strategy and leadership. Topics include: Overview of Strategic Management, Strategic Analysis, Establishing Corporate Direction, Corporate Strategy Formulation, Corporate Strategy Implementation, Operational and Strategic Control.

MBAE 605: ORGANIZATIONAL BEHAVIOUR AND MANAGEMENT

Organizational Behavior is about the human aspects of our life in the work place. It presents the thesis that all managerial effort is essentially directed at coordinating the work of people: people who have feelings, aspirations, failings and achievements and that people at work are influenced by societal linkages. Human behavior in the work place is also constrained by interpersonal interactions, values, group strength, the challenges of conformity and the drive to balance personal progress with organizational performance demands. Topics are as follows: Introduction to Organisational Behaviour, Factors that Influence Individual Behaviour, Employee Motivation, Organisational Culture, Organisational, Discourse /Communication and Management, Organisational Climate, Organisational Design and Structuring, Organisational Activity, Organisational Power and Politics, Leadership and Governance.

MBAE 607: INFORMATION MANAGEMENT

This course offers three interrelated objectives. First, the course will provide students with the expertise of addressing the complex issues that lie at the intersection of business and technology. Students will be trained to lead their future organizations in developing and executing technology strategies and managing the change associated with technology adoption. They will examine how to harness electronic business, mobile and other internet applications for competitive advantage.

Second, since competitive advantage is primarily supported by strategies to manage information and knowledge, the course will explore the theoretical concepts and practical aspects of knowledge management and organizational learning in organizations. Students will have a practical experience of how Web 2.0 technologies/social networking platforms can be used to develop building blocks for organization learning – support content creation, aggregation and sharing.

Third, students will learn how to conceptualize, develop, implement and manage information systems projects in organizations. Topics will include interpersonal skills for technology managers, risk management and monitoring, evaluating and auditing information systems.

MBAE 609: ETHICS IN MANAGEMENT

The actual nature of the ethical dilemma in management is very complex. Most ethical decisions have extended consequences. The results of managerial decisions do not stop with the first-level consequences. Rather, these results extend throughout society, and that extension constitutes the essence of the ethical argument: the decisions of managers have an impact upon others – both within the organization and within the society – that is beyond their control and that therefore should be considered when the decisions are made. This course therefore seeks to address public officials at all levels of government and business, who are frequently confronted with ethical issues.

MBAE 612: HUMAN RESOURCE MANAGEMENT

This course describes the evolution of the Human Resource Management through Personnel Administration and Personnel Management to its present form as a separate function of management. It analyzes its basic concepts and principles. It also describes the way in which Human Resource Management (HRM) works today. For some time now, Personnel Administration has been a separate entity in organizations, being somehow detached from the organization and its goals and being concerned mainly with filling in vacant positions. However, recently, HRM or Human Capital Management (HCM) has moved from being a mundane aspect of the organization to a very critical function. Topics covered are as follows: Historical Overview of Human Resource Management, HR Challenges, Recruitment and Selection, HR Planning, Job Analysis, HR Training, Career Development, Appraisal and Performance Management, Work Motivation and Reward, Reward Management, Conflict and Resolution, Health and Safety, Employee Rights and Discipline.

MBAE 614: MARKETING MANAGEMENT

The course presents marketing from a strategic perspective. Thus, it integrates the tools of marketing into a unified strategy that delivers value to customers to ensure sustainable competitive advantage. Key issues considered include the marketing environment, the marketing

value mix variables, strategic marketing planning and strategy implementation evaluation and control.

MBAE 616: QUANTITATIVE METHODS

The course presents contemporary quantitative tools through business models in order to prepare students for other courses using quantitative methods. The course covers application of quantitative analysis to business and economic problems. Topics will include basic functions peculiar to studying business (linear, quadratic, some polynomials exponential and logarithmic functions), algebraic relationships, systems of equations, linear programming, network flow models, time series analysis and business forecasting, probability and statistics, decision analysis. The course requires the use of computer to sharpen students' analytical abilities.

MBAE 618: RESEARCH METHODS

The general objective of this course is to introduce students to methods of research. The specific objectives are: (i) to ensure that students acquire practical research skills for business and academic research; (ii) to help students understand principles of research; and (iii) to enable students to link the research process with theories of their specialist areas. The proposed research course has two separate but closely related components – qualitative research and quantitative research. By becoming familiar with the research process in practice, students should be competent in developing research proposals, designing research projects, collecting and analyzing research data and results in their specialist areas.

The topics to be covered include the Meaning of Research, Research Process and Design, Components of Research Proposal, Literature Review, Research Strategies (Survey, Case Study, Action Research and Ethnography), Sampling Analysis, Questionnaire Design, Data Collection, Research Ethics, Qualitative and Quantitative Data Analysis and Report Writing. The student will engage in a mini-research project to obtain a first-hand experience in applying the methods taught in the course.

EPMN 602: PROJECT MANAGEMENT THEORY

This course provides the essential core skills needed by project management specialists. The course covers the broad field of project management as well as specified topics such as the nature of projects, the project life cycle and business case development as well as developing successful bids, proposal writing and negotiation strategies. Other topics also covered are: risk analysis, project monitoring, legal aspects of projects, critical success factors, project management tools and modeling techniques such as network analysis, resource scheduling, computer systems and software, human resource management including leadership and motivation of multidisciplinary teams and organising project teams.

EPMN 603: TOTAL QUALITY MANAGEMENT

The main objective of this course is to expose students to the growing project management concept of total quality management (TQM). It explores planning and time scheduling for projects and key considerations of quality systems' methods such as ISO 9000 as part of project

delivery. It is primarily driven by the desire to equip students with the qualities and skills needed to produce and achieve quality products and services on projects they work on. It emphasises that Quality must permeate all aspects of projects from inception to completion and throughout the whole project life cycle. Students will be exposed to topics including employee participation, TQM strategies, TQM Leadership, value addition, bench marking and building quality into projects.

EHRM 602: CHANGE MANAGEMENT & ORGANISATIONAL DEVELOPMENT

This course aims to build in students, an understanding of the psychological and business issues relating to corporate change. It further seeks to develop in course participants the requisite skills to manage change and ensure systematic corporate growth and internal stability. The course takes students through the processes of change management and how to effectively handle resistance to the change process. The following topic areas are covered: Theoretical Basis for Understanding Change and Organisational Development, The Concept of Change, Approaches to and ways of Changing Organisations, The Human Reaction to Change, The Politics of Change, Approaches to Managing Change, Strategies for Managing Change, Contemporary Change Issues for Today's Managers, Organisation Development and Maintaining Positive Results of Change.

EPMN 608: PROJECT PROFILES

The course defines project concept and examines how projects differ in the range of organizational settings with emphasizes on the use of case studies of projects in the public, private and not for profit organisations. There will also be strong emphasis on understanding of the pervasive nature of projects in today's business environment. Topics include: Project Management Book of Knowledge, Integrated Project Planning and Management Cycle, Government Projects, Donor Projects, NGO Projects Corporate Projects, Consultancy Projects.

EPMN 604: PROJECT APPRAISAL, EVALUATION & IMPACT ASSESSMENT

This course concerns itself with the mechanisms by which to select, assess, close and exit the project life cycle. The PM process encompasses many different, diverse elements, all of which must be meshed in a methodical and systematic fashion in order to achieve project objectives: appraisals aim at a rational allocation of a given budget amongst various alternatives; evaluation implies measurement against specific criteria; sustainability is the ability of a project to maintain its operations, services and benefits during its projected lifetime; and impact assessments are undertaken to estimate whether or not interventions produce their intended effect. This course addresses the interlinkages between these elements and crucially, how they affect PM and ultimately, project success – providing generic skills which cut across disciplines and project peculiarities. Under this course thought is given to issues associated with post – implementation of projects and an understanding of the real impact of projects after implementation and offers students with the skills needed for project postmortems and reviews. Specific topics comprise: Contemporary Issues in Project Management in Ghana, Project Appraisal Framework, The Project Document, Project Appraisal- A Multidimensional View, Project Appraisal Milieus,

Project Risk Diagnostic Procedures, Project Evaluation, Assessing Project Impacts and Sustainability

EPMN 606: PROJECT FINANCE & BUDGETING

This course will explore the concept of project and how different types of projects are financed with a strong emphasis on project finance methodologies. It will also expose students to vital ingredients of proper budgeting and cost control. Students will be armed with the tools required for project managers to be good stewards of money. Topics to be treated include: What is Finance? Time Value of Money, Risk, Return and Risk Management, Financing, Financial Planning and Business Plans, Project Finance for Profit and Not-for-profit projects, pricing and estimating and estimation strategies.

EPMN 607: REGULATORY ENVIRONMENT OF PROJECTS

This course is design to equip and to create the awareness in project managers about the regulatory issues that affect project and the environment within which they work. The need for project managers to be aware of their role of providing project management oversight for the Environmental, Regulatory, Safety, and Security contract to assure compliance with the Client's requirements/processes to support effective execution of defined work scope would be addressed on this course. Aspects of this course will include contract and procurement issues, financial administration, risk management and Law of contracts.

EPMN 610: SEMINAR I

Seminar I course focuses on presentation on selected topics of recent interest in Project Management. There would be presentations and discussions on contemporary Project Management issues, including the role of ICT in projects. There would also be practitioner input on how theories/literature discussed are implemented practically in organizations.

EPMN 610: SEMINAR II

Seminar II focuses on the research proposal presentation and progress report on the research. In the final semester, each candidate will be expected to make a presentation on a research proposal the candidate intends to work on for the research work. In the course of the second semester of the second year, the candidate will be required to give a progress report on the research.