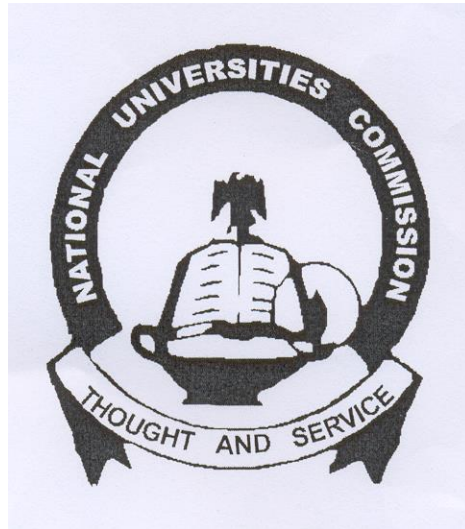


NATIONAL UNIVERSITIES COMMISSION



BENCHMARK MINIMUM ACADEMIC STANDARDS

FOR POSTGRADUATE PROGRAMMES IN

ADMINISTRATION

IN

NIGERIAN UNIVERSITIES

**NATIONAL UNIVERSITIES COMMISSION
P. M. B. 237
GARKI G.P.O
ABUJA**

NOVEMBER, 2011

PREFACE

A major function of the National Universities Commission is quality assurance. The Education (National Minimum Standards and Establishment of Institution) (Act) No. 16 of 1985 as amended by National Universities Commission (Amendment) (Act) No. 49 of 1988 empowers the Commission to lay down minimum standards for all degrees, awards and use the same standards to accredit them. The Commission, in collaboration with the universities, developed the first set of Minimum Academic Standards for the undergraduate degree programmes under the thirteen disciplines taught in all Nigerian Universities. The documents were approved by the Federal Government in 1989 and became major reference instrument for the establishment and accreditation of all undergraduate academic programmes.

After over a decade of use, the National Universities Commission commenced the process of review of the Minimum Academic Standards in 2001. The review sought to accommodate new frontiers of knowledge in all the academic disciplines, the impact of information and communication technologies and inclusion of languages and entrepreneurial studies to ensure response to current realities, global competitiveness and relevance. The documents also enunciated the Benchmarks for Learning Outcomes and Competencies expected of the graduates, making the standards not only content-based but also result-oriented.

With the success recorded in the development and use of Benchmark Minimum Academic Standards (BMAS) for undergraduate programmes, the Commission proceeded to establish the standards for postgraduate programmes. This started with a meeting of the Provosts and Deans of Postgraduate Studies in all Nigerian Universities, in 2004. The process was followed by a Needs Assessment Survey. The purpose was to determine the Expected Learning Outcomes, Entrepreneurial Skills and Competencies in Research and Developed in the same year. The first workshop was held in 2005 to produce BMAS for Master of Business Administration (MBA); as the pilot. The final product was approved in 2006 and has since been used to accredit the MBA programmes in all universities.

The experiences encouraged the Commission to convene the next workshop to develop the BMAS documents for all the other programmes. This was towards the end of 2006 and the drafts produced were sent to all universities for their comments and inputs. The comments and inputs generated were incorporated into the draft at another workshop held in 2008. The final workshop on the production of error-free documents was convened in 2009 and 2010, when academic experts took yet another look at the documents, and any programme that was omitted was included. Finally, in 2011 the drafts were subjected to editorial scrutiny of experts so as to prepare them for printing.

Although the process had been long and arduous, the Commission is delighted to present the first set of postgraduate BMAS for all identified postgraduate programmes taught in Nigerian Universities for learning and accreditation of the programmes.

On behalf of the National Universities Commission, I wish to express sincere gratitude to all the Nigerian Universities and their staff who participated in the development of these documents.

PROFESSOR JULIUS A. OKOJIE
EXECUTIVE SECRETARY
NUC, ABUJA. November, 2011

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1.0 INTRODUCTION

The National Universities Commission (NUC), as a regulatory agency for University Education in Nigeria, has as one of its mandates, the definition and maintenance of academic standards. The Commission has in the past organized the definition of Minimum Academic Standards and subsequently accreditation for all approved undergraduate programmes offered in Nigerian Universities. For postgraduate programmes, NUC has commenced the process of defining benchmarks and minimum academic standards as a follow-up to the success recorded in the undergraduate programmes. Benchmark Minimum Academic Standards (BMAS) for the Masters in Business Administration (MBA) programme had earlier been prepared and used for the accreditation of the programme in July 2006. This document contains the BMAS for other post graduate programmes in Administration.

2.0 BENCHMARK/MINIMUM ACADEMIC STANDARDS FOR POSTGRADUATE PROGRAMMES IN ADMINISTRATION IN NIGERIAN UNIVERSITIES

The Benchmark statements contained herein, describe the minimum requirements each for postgraduate programmes in Administration.

2.1 Programmes

- 1) Accounting
- 2) Banking and Finance
- 3) Business Administration
- 4) Public Administration
- 5) Insurance
- 6) Actuarial Science
- 7) Marketing
- 8) Industrial and Labour Relations
- 9) Human Resource Management
- 10) Office and Information Management
- 11) Agricultural Cooperative and Rural Development
- 12) Transport Management
- 13) Management Information Science

2.2 Philosophy

The general philosophy of programmes in Administration is to provide graduate education and training in the various areas of Administration, which develops and deepens the spirit of enquiry and responsibility in the graduate students, to take on research, teaching and administrative responsibilities, in public and private sectors of the nation and global economies.

2.3 Objectives

Provide in depth understanding of the various programmes in the disciplines.

- a) Provide training in research for those whose future careers will lie in teaching and research at the University and other institutions and for those who may have to operate in research and development environments in the public private sectors.
- b) Provide training aimed at improving and upgrading the existing and potential manpower needed for national development.

2.4 Degrees/Diplomas in Different Programmes

1)	Accounting	PGD, MSc, PhD
2)	Banking and Finance	PGD, MSc, PhD
3)	Management	PGD, MBA, MSc, PhD
4)	Public Administration	PGD, MPA, MSc, PhD
5)	Insurance	MSc, PhD
6)	Actuarial Science	PGD, MSc, PhD
7)	Marketing	PGD, MSc, PhD
8)	Industrial and Labour Relations	PGD, MILR, MSc, PhD
9)	Human Resource Management	MSc, PhD
10)	Office and Information Management	PGD, MSc, PhD
11)	Transport Management	MSc, PhD
12)	Management Information Science	PGD, MSc, PhD
13)	Agricultural Cooperatives and Rural Development	PGD, MSc, PhD

2.5 Course Coding

For the uniformity of course codes the following should be adhered to:

PGD _____ 700 Level

Masters _____ 800 Level

Ph.D. _____ 900 Level

2.6 Admission Requirements

(i) Postgraduate Diploma Programmes

Provided the matriculation requirements are satisfied;

- a) Five credit passes including English Language and Mathematics at the 'O' level.
- b) Relevant Bachelor's Degrees not lower than third Class Division from recognized Universities.
- c) Bachelors Degrees with at least second class lower Division in areas not related to Administration may be considered.
- d) Higher National Diploma at upper credit level.
- e) Relevant professional qualifications.

- ii) **Master's Degree**
Provided the University's matriculation requirements are satisfied;
 - a) Degree in relevant area from a recognized University with minimum of second class lower division may be admitted provided the university matriculation requirements are satisfied.
 - b) A postgraduate diploma at upper credit level in relevant area from a recognized university.

- iii) **Doctor of Philosophy (Ph.D.) Degree**
Provided that the university matriculation requirements are satisfied;
Relevant Master's degree with at least an average of B grade (60%) which includes coursework and research thesis from a recognized university.

2.7 Duration

A common and uniform duration for the programme for all universities, making allowance for minor individual university variation shall be adopted as follows:

- i) **Postgraduate Diploma Programmes (PGD)**
 - a) Full-time Diploma: Minimum of two (2) semesters and a maximum of four (4) semesters.
 - b) Part-time Diploma: Minimum of four (4) semesters and a maximum of six (6) semesters

- ii) **Master's Degree Programmes**
 - a) Full-time: A Minimum of four (4) semesters and a maximum of six (6) semesters
 - b) Part-time: A minimum of six (6) semesters and a maximum of eight (8) semesters.

- iii) **Ph.D. Programme**
 - a) Full-time: A Minimum of six (6) semesters, a maximum of ten (10) semesters.
 - b) Part-time: A minimum of Ten (10) semesters and a maximum of twelve (12) semesters.
 - c) For extension beyond the specified maximum period, a special permission of the Postgraduate Board shall be required.

2.8 Staffing Requirements

Teachers of postgraduate courses should be holders of Ph.D. Degrees with at least one year post-doctoral experience in a university or research institute. In special circumstances, other categories of teachers may be approved by the Postgraduate School Board on the recommendations of the Faculty Postgraduate Committee. All such lecturers must not be registered postgraduate students.

2.9 Requirements for Students Supervision

The requirement for supervision of postgraduate students shall be as follows:

- i) A Supervisory Committee shall consist of a minimum of 1 and a maximum of 2 supervisors for each postgraduate student on the masters programme and a minimum of 2 and maximum of 3 for doctoral degree programmes. One of the supervisors shall be designated the main supervisor and chairman, supervisory committee; and others, co-supervisors.
- ii) All lecturers qualified to teach postgraduate courses and who are not registered postgraduate students shall be eligible to supervise Masters degree candidates. For the Ph.D., supervisors must be of a rank not lower than senior lecturer and must not be registered postgraduate students.
- iii) A supervisor shall guide a student in his studies and keep a record of the candidate's progress and submit a regular progress report through the established channels to the Postgraduate School Board.
- iv) A supervisor may be changed where and when necessary subject to the approval of the Postgraduate School Board.

2.10 Workload for Postgraduate Programmes

Definition: A unit of workload consists of one hour lecture per week for 15 weeks (one semester).

- a) No course shall carry less than 2 credit units.
- b) A Postgraduate Diploma shall have a minimum of 28 credits units of workload broken into 24 credit units of course work and 4 credit units of project report.
- c) A Masters Degree programme shall have a minimum of 36 credit units of workload broken into 30 credit units of course work and 6 credit units of dissertation/thesis.
- d)
 - i) A Ph.D. Degree programme shall have a minimum workload of 30 credit units broken into 18 credit units of course work and 12 credit units of dissertation/thesis.
 - ii) A Ph.D. Student from other recognized Universities shall be allowed a credit transfer of not more than 18 credit units passed with a minimum of B grade at the Masters Degree level.

2.11 Examinations

2.11.1 Course work

- a) For all postgraduate coursework, the minimum pass score shall be 50%; continuous assessment shall constitute 30% of the examination for each course.
- b) To be in good standing, a student must in each semester have a Cumulative Grade Point Average (CGPA) of not less than 2.40.
- c) A student whose Cumulative Grade Point Average is below 2.40 at the end of a particular year of study, shall be placed on probation for one academic session.

Note: Scoring and grading of courses shall be as follows:

Marks	Letter Grades	Grade Points
70 and above	A	5
60 – 69	B	4
50- 59	C	3
Below 50	F	0

2.11.2 Thesis /Dissertation

A panel of examiners shall be constituted to assess a thesis or dissertation according to individual university characteristics, but the examination shall at least, be guided by the following:

- i) Postgraduate Diploma Project Report should be subject to moderation by an external examiner.
- ii) Master's Thesis/Dissertation
Panel of Examiners
 - a) Head of Department (Chief Examiner)
 - b) External Examiner (Chairman, Panel of Examiners)
 - c) Supervisors
 - d) Representative of Postgraduate School

Note that all Master's degree programmes, including such professional ones as MBA, MPA, MILR etc., shall be subject to external oral examination and moderation.

- iii) Ph.D. Thesis
Panel of Examiners
 - a) Head of Department (Chief Examiner)
 - b) External Examiner (Chairman, Panel of Examiners)
 - c) Supervisors
 - d) One other member who is not below the rank of a Senior Lecturer with PhD from a related Department within the University to be appointed by the Department subject to the approval of Postgraduate School
 - e) A Representative of the Postgraduate School Board.

2.12 Domain of Programmes

All postgraduate programmes identified in section 2.1 of this document shall be domiciled in the relevant Departments of the Faculty of Administration/ Management Sciences.

2.13 Academic Regulations

- (i) **Academic Session**
An academic session consists of two semesters. Each semester normally comprises 15 weeks of teaching and two weeks of examinations.
- (ii) **Course Unit System**
All postgraduate programmes shall be run on a Course Unit System. Credit weights should be attached to each course.
- (iii) **Definition of Credit or Unit**
Credits are weights attached to a course. One credit is equivalent to one hour per week per semester of 15 weeks of lectures or tutorials or three hours per week of term paper work/laboratory work/practicals per semester of 15 weeks.
- (vi) **Registration Procedure**
Students shall normally complete registration for courses of the programme not later than two weeks after the start of the semester. A student cannot withdraw from a taught course after a third of it has been given without permission from the Head of Department. A student who withdraws after this time or who fails to sit for the final examination without reasons acceptable to the Senate shall be deemed to have failed that course.
- (v) **Attendance**
In order to be eligible for examination in a particular taught course, a student shall have attended a minimum of 75% of the total period of formal instructions delivered for the course.

3.0 RESOURCE REQUIREMENTS FOR TEACHING AND LEARNING IN THE PROGRAMME

3.1 Academic Staff

i) Teacher to Student Ratio

The staff–student ratio for Masters/PhD programmes for taught courses should be 1:15.

Supervision of Thesis/Dissertation

A supervisor may supervise up to 10 postgraduate students at a time, provided that the PhD students are not more than three.

(a) Staffing

The NUC guidelines on staff/students ratio for Administration Discipline shall apply. However, there should be a minimum of six full-time equivalent of staff on the ground in a department. At least, 75% of teaching staff should have doctoral degrees as well as sufficient professional experience.

(b) Staff Mix

The staff mix recommended for effective curriculum delivery in the Postgraduate programmes is 20:30:50, Professor/Reader: Senior Lecturer: Others.

3.2 Non-Academic Staff

The services of support staff, which are indispensable in the proper operation of the programmes as well as for general administration, are required. It is important to recruit very competent senior technical staff to maintain teaching and research equipment. Universities should pay attention to optimum proportioning of the non-academic staff to avoid redundancy and overstaffing.

3.3 Computer Literacy

With the computer age and application of information technology, both academic and non-academic staff should be computer literate.

3.4 Academic Physical Space and Equipment Requirements

i) Professional Physical Facilities Requirements

- a) Computer Room, including Virtual Library facilities.
- b) Board Room to enhance professional development, similar to moot court.

ii) **Office Accommodation**

The Standard space requirement as shown below shall apply.

Position/Rank	m²
Professor's Office	18.50
Head of Department's Office	18.50
Tutorial Teaching Staff's Office	13.50
Other Teaching Staff Space	7.00
Technical Staff Space	7.00
Secretarial Space	7.00
Seminar Space/per student	1.85

iii) **Classroom Space and Examination Theatres**

- Adequate number of classrooms should be provided with enough chairs and tables.
- Examination halls and theatres should be provided to minimize the rate of examination malpractices.

iv) **Equipment**

For effective learning, the following equipment should be provided:

- Computers
- Photocopying Machines
- Video camera
- Tape recorders
- Internet and E-Mail facilities

3.5 Library Facilities

There must be adequate library facilities to cater for the interest of all the programmes in the discipline. These include current journals, handbooks, textbooks, manuals, codes of practice, standards and specifications, etc. in sufficient numbers.

4.0 BANKING AND FINANCE

4.1 PGD Banking and Finance

I. Philosophy

The philosophy of the Postgraduate Diploma programme is to provide remedial training in basic courses in banking and finance to prepare graduates of universities or equivalent qualifications of those who did not have first degrees in banking and finance to either pursue postgraduate degree programmes in the fields of study or prepare them for managerial positions in the Banking and Finance industry.

II. Objectives

The Postgraduate Diploma (B & F) is designed to:

- Provide understanding of the core courses in banking and finance
- Provide knowledge of the basic skills and tools for decision making in the discipline in the private and the public sector.

III. Course Structure

The programme is made up of 12 courses and one long essay. Six courses are offered during the first semester while six courses and a long essay are offered during the second semester. All courses are assigned 2 credit units. The long essay carries 4 credits.

Core Courses	Credit Units
Principles of Finance	2
Principles of Accounting	2
Principles of Management	2
Quantitative Techniques for Financial Decisions	2
Principles of Micro Economics	2
Principles of Macro Economics	2
Fundamentals of Marketing	2
Research Methodology	2
Financial Institutions and Markets	2
Investment Analyses and Portfolio Management	2
Business Finance	2
Micro and Small Business Financing	2
Regulation of Financial Institutions	3
Research Project	4

4.2 MSc. Banking and Finance

Philosophy

To broaden and deepen the intellectual exposure of students in core banking and finance course so as to develop their capability to undertake in depth postgraduate research in any of the core areas of the discipline.

Objectives

The M.Sc programme is designed to train and develop prospective academics, researchers and specialists in financial institutions and markets by providing thorough grounding in the intellectual traditions of the discipline.

Entry Qualifications

- a. A good honours degree (at least second class) in banking and/or finance from a recognized university.
- b. A postgraduate Diploma in Banking and/or Finance at upper credit in relevant area from a recognized university.

Course Structure

The M.Sc programme requires a minimum of 36 credit units made up as follows:

- Ten core courses 22 units
- Four electives courses 8 units
- Thesis 6 units
- Total 36 units

Core Courses	Credit Units
Corporate Finance	3
Theory of Financial Intermediation	2
Regulation of Financial Institutions	2
Management of Financial Institutions	2
Basic Econometrics	2
Research Methodology	2
Quantitative Techniques for Financial Decision	2
Microeconomic Theory	2
Macroeconomic Theory	2
MSc Research Seminar	3

Elective Courses

Choose any three courses from two areas of concentration (B1) Finance, and (B2) Banking

Finance Option

(B1) FINANCE

- International Business Finance - 2 units
- Investment Analyses and Portfolio Management - 2 units
- Derivatives Securities and Markets - 2 units
- Micro and Small Business Finance - 2 units
- Public Sector Financial Management - 2 units

(B2) BANKING

- International Banking and Finance - 2 units
- Bank Lending and Credit Administration - 2 units
- Marketing of Financial Services - 2 units

-	Financial Planning and Control	-	2 units
	Thesis		6 units

4.3 PhD Finance

Philosophy

To broaden and deepen the intellectual capacity of students and strengthen their research capability to prepare them for academic positions in universities and other tertiary institutions as well as management positions in both public and private sector.

Objective

To develop prospective academics and researchers and financial analysts by broadening the intellectual and research capabilities of the candidates.

Admission Requirements

A good MSc degree in Banking and /or Finance with at least an average of B grade (60%) which includes course work and thesis/dissertation.

Course Structure

The PhD programme requires a minimum of 36 credit units made up of 15 credit units of taught courses, 6 credits units of Seminar and 12 units for thesis made up as follows.

•	Five courses (3 credits each)	15 units
•	One course and two seminars in the areas of specialization	9 units
•	Thesis	12 units
•	Total	36 units

Core Courses

Credit Units

Advanced Theory of Corporate Finance	3
Advanced Portfolio Theory and Management	3
Advanced Theory of Financial Intermediation	3
Advanced Quantitative Decision Techniques	3
Advanced Research Methodology	3

Elective Courses

All candidates are required to take and pass the two PhD seminars and one course from one of the two areas of concentration: (B1) Finance and (B2) Banking

(B1) FINANCE

-	Empirical Investigations in Finance	-	3 units
-	Contemporary Issues in Finance	-	3 units
-	PhD Seminar in Finance I	-	3 units
-	PhD Seminar in Finance II	-	3 units

(B2) BANKING

-	Empirical Investigations in Banking	-	3 units
-	Contemporary Issues in Banking	-	3 units
-	PhD Seminar in Banking I	-	3 units
-	PhD Seminar in Banking II	-	3 units

Thesis **12 units**

COURSE DESCRIPTION

Principles of Finance

This is an introductory course to make students understand some basic concepts in finance. Topics covered include: money creation, credit operations and monetary control, savings mobilization, interest rates and lending process, money and capital markets, the foreign exchange market and financial intermediation processes, sources of capital, short and long term capital, internal and external finance, corporate securities, debt and equity finance, the Nigerian banking system and the Central Bank of Nigeria traditional and development roles, bank capitalization and recent developments in the Nigerian and global financial systems.

Principles of Accounting

Details as in Accounting programme

Principles of Management

Details as in Management programme

Principle of Micro-economics

Details as in Economics programme

Principles of Macro-economics

Details as in Economics programme

Micro-economic Theory

Details as in Economics programme

Macro-economic Theory

Details as in Economics programme

Fundamentals of Marketing

Details as in Marketing programme

Business Finance

This course covers working capital financial management: Accounts, Receivables Management, Inventory Management, and Cash Management. It also covers capital Budgeting decisions, and capital structure decisions.

Research Methodology

The course is designed to train students in the skill of scientific information gathering, analysis and interpretation in dealing with problems in finance and related topics. Through reading, assignments and direct experience students are exposed to the art of problem identification and analysis, data gathering, analysis and report writing. Emphasis will be placed on the approach at every stage.

Quantitative Techniques for Financial Decisions

This course aims at giving the students quantitative skills necessary for banking and financial decision making. The focus of the course will be more of application rather than of the theory *per se*. It covers descriptive statistics, probability and expectations, discrete and continuous distributions, and statistical decision theory, study of estimation, tests of hypotheses and confidence intervals. Time series Analysis, Index Number with applications in finance, multiple regression, including correlation analysis. Also it includes inventory, forecasting, queuing models, analysis of variance, use of computer as a tool, emphasized with application to finance.

Corporate Finance

The nature of the firm and corporate objectives. Implementation of the firms' goals for choice among alternative investment projects (the capital budgeting problems), market evaluation of non assets under uncertainty and implication for capital budgeting, analysis and illustration with problems of alternative investment criteria, alternative approaches to value of the firm and the cost of capital; discussion of corporate financial problems; e.g. leasing, mergers and acquisitions, and issuance of new securities.

Theory of Financial Intermediation

The course analysis financial markets conceptually and theoretically, emphasizing the role, structure and activities of financial intermediaries. The dynamic pattern of financial flows is analyzed by flow of funds, and uses/sources of funds, models of the process of financial intermediation and the theory of the banking firm. The crucial role of interest rate and structure of interest rates are analyzed. Also analyzed are the regulatory framework and its impact on banking operations, market structure and performance of the financial intermediation functions of the institutions.

Marketing of Financial Services

The course covers the nature, characteristics and consequences of financial services, and consequently, the need for products to be marketed in a special way. It is to enable students to skillfully apply marketing concepts, functions, strategies and techniques, for efficient provision of banking financial services. It also requires background knowledge of banking theory and practice for effective application of marketing principles to enhance financial services delivery at profit.

International Banking and Finance

Topics covered include; overview of the global financial system, foreign exchange market, national banking and financial markets, Euro-banks and euro financing, international trade financing; international financial institutions and financial integration in ECOWAS and Africa; problems of developing countries in the international financial system and markets; reform of the international financial system; external borrowing, debt and debt servicing problems; foreign aid and foreign direct investment; Nigeria and international trading, payments and financial issues in the context of the changing global financial developments.

Investment Analyses and Portfolio Management

The study covers portfolio selection as a problem of constrained utility maximization under conditions of uncertainty; Discussion of the different markets, along empirical evidence for validity of the theory; activities involved in making selection among alternative financial assets from the viewpoints of individuals and institutional investors; implications of the efficient market theory for the profitability of alternative investment; valuation of financial statements and analysis.

The empirical evidence for various mean variance models of assets for evaluating portfolio performance are emphasized.

Basic Econometrics

In this introduction to Econometrics covers, topics to be covered include: the study of the specification of econometric models in economics and finance theory, stochastic disturbances, and the link between conceptual variables and observable economic data are combined. Other topics include: estimation of single equation – linear; non-linear models by least squares (OLS) and other methods and estimation of time-series models and simultaneous equation models. Particular attention is given to specifications of problems and errors, and the application of the various tools to aid analysis in finance.

Management of Financial Institutions

The course is concerned with financial management of banks and other financial institutions. The management decision making problems in the course view, the financial firm as having goals of maximizing returns on assets subject to the constraints of the funds model, the maintenance of solvency, the capital adequacy problem and demands of the regulatory authorities. Also covered are the analysis of various issues and problems common to many financial intermediaries, such as corporate planning and control in financial institutions; competition for funds, assets and liability management, marketing of financial services, the measurement of performance, and the reconciliation of profit objectives with public relations and social obligations. Case studies are expected to be employed in illustrating typical real issues.

International Business Finance

It covers overview of the international financial system; international banking and financial market, including the foreign exchange risks and management practices by international businesses; Euro-banks and Euro-financing; financing methods in international trade; international financial management, capital budgeting, project finance, and transfer pricing by multinational corporations, foreign direct investment, multilateral investment guarantee and

investment codes; intentional business operations in the context of changing global financial developments.

Derivative Securities and Markets

The rapid and extreme development in financial services industry demand that graduates in finance be exposed to financial innovations in recent years. The course in derivatives and markets fulfills this requirements. The course introduces the students to the concepts, types, operations and regulatory framework of financial derivatives markets. It covers traded options, futures/future contracts, forwards, swaps, derivatives exchanges and traded systems.

Regulations of Financial Institutions

An advanced treatment of fiscal and monetary policy issues; in respect of economic stabilization measures. The instruments and targets of fiscal and monetary policies and theory impacts on macroeconomic aggregates including unemployment, income levels, inflation etc. regulatory institutions in domestic and international economic environment such as the CBN, NDIC/FDIC, IMF etc. as they affect national and international economic development.

Bank Lending and Loan Administration

The course is designed to expose students to the basic principles of lending and credit administration. It covers topics in bank credit organizations, the lending environment and financial statements analysis. Others are sectorial forms of lending such as commercial lending, consumer lending and credit administration. The course involves course work and case studies.

Micro and Small Business Finance

The course covers the problem of provision of microcredit and the financial problems of small business in the economy. Topics covered include: sources, acquisition and use of capital by small businesses; financial analysis relating to income, repayment of capital and risk management, leasing and other finance alternatives, the role of small business in the economy, required government assistance, how microcredit can be effectively provided and the provision of finance by credit institutions as well as the non-financial components to make finance be productively employed.

M.Sc. Seminars in Finance

This seminar introduces students to the most recent research in the area of Finance and Investment, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his/her research.

Advanced Quantitative Decision Techniques

It is designed to provide students the opportunity to explore more advanced quantitative techniques for decision-making in general and research in particular. Emphasis will be on: quantitative methodologies in business, export, commerce and international business, multivariate

statistical methods, advance topics in optimizing techniques and stochastic models; application of time series, Index Number, other vital statistics to issues in business studies.

In addition, it covers techniques of mathematical programming as applied in finance-the development of an intuitive appreciation of the techniques as opposed to rigorous mathematical derivation, illustration of the application in financial analysis-to be accomplished via a computer-assessed case, analysis and/or journal articles.

Advanced Theory of Corporate Finance

The course treats at the theoretical level the conceptual foundations of funds allocation among assets and assets classes, and analyses the effects of various corporate financial policy decisions (e.g. capital structure and dividends policies) on the value of the firm. It also includes analysis of the effects of taxes, bankrupting costs, and agency costs on these decisions. The analysis is conducted successively under the assumptions of perfect and imperfect markets, and certainty and uncertainty conditions.

In addition it covers recent literature with emphasis on mathematical techniques which have been used to solve problems in portfolio theory, multi period asset pricing models and option pricing models. Financial leverage, market efficiency and information economics, term structure models, capital market equilibrium models, corporate finance issues. Reading are drawn almost exclusively from the theoretical literature of corporate finance.

Advanced Portfolio Theory and Management

This course provides an advanced treatment of investment portfolio theories; computer enhanced models used to provide instruction in capital asset portfolio management and technique. Advanced treatment of diversification theories and applications in asset selection, analysis, and management and risk management are extensively discussed.

Public Sector Financial Management

This covers the procedure for estimation and control of government expenditure and the raising of revenue; estimation of expenditure, authorization of expenditure and accounting processes for planning public expenditure; efficiency of government expenditure; measurement of 'efficiency' of government expenditure; objective functions of government expenditure; the planning programming Budgeting system and other budgeting systems as an approach to cost effectiveness appraisal of government expenditure. Also included are: the multi-nature of public sector- federal state and local authorities and the financial relationship between government units; fiscal federalism, local government finance; rates, borrowing, federal/state grants, commercial activities; the systems of federal/states grants and changes overtime; the central of local authority expenditure: current and capital, its planning and control; pricing and investment problems, accounting and financial control in public owned enterprises.

Advanced Theory of Financial Intermediation

This is a more advanced and theoretical treatment of selected topics covered at the masters degree levels. Issues are dealt with in more details, bringing in relevant empirical analysis and proffering future directions of research with seminar papers prepared and presented on specific topics.

M.Sc. Research Seminars

Candidates are here required to make at least two well-researched seminar presentations. The first presentation is the thesis proposal if the approved proposal is completed. The presentation will emphasize the actual result of the students' research work.

Financial Planning and Control

The course emphasizes basic concepts and analytical tools essential for financial decision making and in understanding of the market environment in which the firm operate. Possible topics include the concepts of organizational goals and the selection and preparation of information essential to financial planning and control of firms operations such as cost estimation and analysis, cost volume profit analysis, budgeting and budgetary control, variance analysis and cost allocation.

Financial Institutions and Markets

The course covers: overview of the financial system, embracing banks, non-bank financial institutions, money and capital markets and the regulatory authorities- the Central Bank, the Securities and Exchange Commission, the Stock Exchange, survey of the structure and operation of the market for short, medium, and long term securities. Other topics include overview of the nature, types, sources and uses of term securities as well as the nature, objectives, structure, functions, and practices of institutions, such as the stock exchange, investment banking, insurance and pension institutions as well as international finance institutions. The other aspects include: economics and legal aspects of the capital market, analysis of interest rates, cost of capital, prices of securities, risk in securities operations and their implications for investment and performance of the financial operators.

Empirical Investigations in Finance

Market efficiency tests, term structure theory test, test of asset pricing models, test of divided policy and financial structure issues. Topics focus on statistical and methodological problems encountered in empirical research in related areas of economics and accounting.

Advanced Research Methodology

The course utilizes advanced research techniques to explore problems in Banking and Finance. In addition, the course teaches students the use of advanced research techniques to investigate empirical issues in Banking and Finance. Some of the topics to be covered, among others include advanced research designs, qualitative and quantitative methods of research, advance measurement scale, multidimensional scaling, complex sampling approaches, meta analysis, structural equation modeling in Banking and Finance, conjoint analysis. Specifically, the course aims to expose students to contemporary, but not common, research methods that are relevant for understanding and solving general business management problems. Students are to be exposed to scholarly works in journals and textbooks utilizing relevant advanced research techniques.

Contemporary Issues in Finance

This is a seminar to address emerging issues in theoretical and empirical literature in Finance.

Contemporary Issues in Banking

This is a seminar to address emerging issues in theoretical and empirical literature in Banking

PhD Seminar in Finance I

Candidates will be required to make a seminar presentation. Each student will be required to produce a manuscript in the usual journal format on the topic under investigation. For these candidates, a sound literature review and development of relevant mathematical models or techniques of analysis related to their research topics will be acceptable.

PhD Seminar in Finance II

Candidates will be required to make at least two seminars presentations. The first seminar presentation is the thesis proposal if the approved proposal is completed. The second seminar presentation will emphasize the actual results of the students research work.

Empirical Investigations in Banking

Market efficiency tests, term structure theory test, market structure, and financial structure issues. Topics focus on statistical and methodological problems encountered in empirical research in related areas of finance, economics and accounting.

PhD Seminar in Banking I

Candidates will be required to make a seminar presentation. Each student will be required to produce a manuscript in the usual journal format on the topic under investigation. For these candidates, a sound literature review and development of relevant mathematical models or techniques of analysis related to their research topics will be acceptable.

PhD Seminar in Banking II

Candidates will be required to make at least two seminars presentations. The first seminar presentation is the thesis proposal if the approved proposal is completed. The second seminar presentation will emphasize the actual results of the students research work.

5.0 ACCOUNTING

5.1 PGD Accounting

Philosophy

To strengthen the intellectual capacity of students in the accounting discipline so as to equip them with adequate knowledge needed for understanding and analysis of the basic issues in the private and public sectors of the Nigerian economy.

Objectives

- 1) To develop the competence of students in the basic accounting concepts and conventions
- 2) To equip students with the theoretical and conceptual tools for problem solving in the administration of industrial, commercial, public and other human organizations.

Course Structure

The PGD in Accounting programme requires a minimum of 30 credit units made up as follows:

- Ten core courses (2 credits each) 20 units
- Three courses from area of concentration (2 credits each) 6 units
- Research Project 4 units
- Total 30 units

Core Course	Credit Units
Principles of Accounting	2
Principles of Taxation	2
Quantitative Techniques	2
Principles of Micro Economics	2
Principles of Macro Economics	2
Introduction to Cost and Management Accounting	2
Auditing Principles and Practice	2
Research Methodology	2
Principles of Management	2
Principles of Finance	2

Elective Courses	Credit Units
Public Finance	2
Public Sector Accounting	2
Computer Applications in Business	2
Small Business Finance	2
Nigerian Economy	2
Research Project	4

Description of Courses

Principles of Accounting

Accounting and Auditing, the basic principles and concepts of accounting in the private business enterprises: book-keeping process. Elementary theory of accounts: basic practices of financial, cost and management, basic theory of auditing, internal and external.

Principles of Taxation

Basic concepts in taxation: elements of tax, formal and effective incidence of tax, tax shifting, direct and indirect taxes, tax shifting welfare effect of taxation, criteria to be observed in choosing a equitable tax. Distribution of the burden of taxation.

The income tax laws, including the Income Tax Management Act 1961, the Companies Income Tax Act 1979, the petroleum Profit Tax Act 1959, the Income Tax (Forces and other persons) (Special Provisions) Act 1972 and relevant amendments.

Computation of income tax: ascertainment of income, assessable income, total assessable income (including computation and treatment of capital allowances and losses), chargeable income and tax payable.

Research Methodology

The course is designed to improve the ability of students to carry out empirical research and to evaluate published research. Topics covered include the nature of scientific research, theory building, and concept definition, formulating hypotheses, validity and reliability, measurement and scaling methods, concepts, and problems in data collection and sampling, criteria for causal inferences, studies and control groups, considerable time will be devoted to report writing including editing, foot noting, etc.

Quantitative Techniques

The nature and objectives of statistics, frequency distributions, measures dispersion, essentials of probability, statistical distribution. Basic sampling techniques, decision theory, index numbers, time series, correlation and regression analysis. Introduction to Linear Programming. Practice in the use of Computer in problem solutions.

Principles of Micro Economics

Economics system and organization, demand and supply, individual consumer behaviour, the utility and indifference curve approaches. Market classifications, the principles of production, the firm and perfect competition, pure monopoly, monopolistic and oligopolistic competitions, pricing and employment of resources.

Nigerian Economy

The national development plans and their implications for growth and economic development; The ideological conflicts in Economic Planning, Capitalism, Socialism, Mixed Economics; International Trade and Bilateralism; Economics Cooperation in West Africa; Major Economic Infrastructures; The Nigeria Capital and Money Markets; Economics of Housing and Urban Development; the Indigenization Decree; the problem of Growth and Investment Opportunities in Nigeria; study of selected Industries and Public Corporations; the policies of Oil and OPEC; the Agricultural Development Programmes; Nigerian Cooperatives: Functions and Accomplishments; Land Tenure and its impact on Agricultural Development; Manpower Development, Shortages and implications; the Supply/Demand situation in Nigeria.

Public Sector Accounting

Introduction to public sector accounting – distinction between public private sectors, basic accounting for not-for-profit (NFP), classification of NFP, basic characteristics of governmental accounting. Structures of governmental accounting in Nigeria. The treasury

audit department, consolidated revenue fund, capital and development fund, fund accounting system and standardized uniforms for transactions.

Decision making and planning and control of public fund – application of costing methods, budgeting procedures, the use of audit department accounting for local government, educational and health institutions.

Planning, Programming and Budgeting System (PPBS). Recent developments and issues, the public sector – implication of Nigeria’s membership in ECOWAS, effect of restructuring public sector etc.

Principles of Macro Economics

The emphasis in this course is on the macro, or aggregative aspect the economy. Topics include National Income Account; the Determination of the Level of Aggregate Output, Employment and Prices; the Monetary System: Monetary and Fiscal Policies; Economic Growth; and International Monetary Economics.

Introduction to Cost and Management Accounting

Nature, scope and functions of cost and management accounting. The principle underlying the preparation and presentation of cost accounts for various types of businesses. The elements of costs. Cost accounting for materials, labour, overheads and equipment. The different meanings of costs, viz: historical, marginal , average, etc.

Costing methods: job and process cost accounting, elements of marginal costing and budgetary control, double entry accounts for cost control. Nature and use of accounting ratios; some current problems and issues.

Principles of Finance

An introduction of flow of funds analysis and the concept of cash flow as applied to the firm.

Auditing Principles and Practice

The nature and purpose of an Audit. The role of internal and external audits, reporting responsibilities, appointment dismissal and resignation of auditors. The concept of “true and fair view, independence of auditors”. Relationship of auditors to directors, shareholders and other financial statements users.

Auditing planning – initial review of accounting system, evaluation of internal control systems and procedures, - couching of accounts, verification of assets, sampling technique, flow charting, stock taking procedures, letter representation. The audit Report – statutory requirements for audit report (Companies Act, 1990). Types of audit reports. Professional requirements, duties and power under statute and case law independence and ethnical consideration.

Computer Applications in Business

Introduction to basic programming, Data types, Constant and Variables, Statement types, Assignment statements, Input – Output statements, Control statements.

Public Finance

Federalism and public finance, direct and indirect taxation in Nigeria, operation of federal and state finance fiscal system, public debt policy, role of public corporations and marketing boards, role of central bank, commercial and development banks; The budgeting cycle and public expenditure control, budgeting process.

Principles of Management

Principles of organization; classical organization theory human relations school, informal organization; bureaucracy, politics and administration relations; personnel administration, administrative decision-making, control and accountability; organization of job design analysis and staffing.

Small Business Finance

This course focuses on the nature and operational character of the small business in Nigeria in terms of its socio-economic significance, operational procedures and problems. Topics covered include: The nature of Small Business, Incorporating and starting a small Business in Nigeria, Idea Generation for a small Business, Raising Small Business Finance and the Small Scale Industries Credit Scheme, Investment Strategies for the Small Business, Production Management, Marketing and Personnel Administration in the Small Business, Ensuring cost-effectiveness and greater productivity, Planning for growth in the Small Business, Succession Crises, Problems and Future of Small Business in Nigeria.

5.2 M.Sc. Accounting

Objectives

The M.Sc. Programme is designed to:

- (a) Inculcate the requisite intellectual/conceptual foundations that will permit meaningful participation in the discussion or resolution of the problems which confront the accounting discipline in the contemporary world;
- (b) Encourage research into problems which impede the maximum contribution of accounting to national development and well-being of the people.
- (c) Develop skill in logical reasoning and critical analysis and improve the capacity of students in formulating sound accounting policies and strategies.

Course Structure

The M.Sc programme requires a minimum of 36 credit units made up as follows:

- Eleven core courses 24 units
- Three courses from area of concentration (Two credit each) 6 units
- Thesis 6 units
- Total 36 units

Core Course	Credit Units
Financial Accounting Theory	2
Research Methodology	2
Corporate Finance	3
Auditing Theory	2
Management Accounting Theory	3
International Accounting	2
Management Information System	2
Public Sector Accounting	2
Taxation Theory & Practice	2
Economic Theory	3
MSc Seminar	2
Elective Courses	
Management Theory and Practice	2
Portfolio Theory and Investment Analysis	2
Business Policy & Strategic Management	2
Management of Financial Institutions	2
Oil and Gas Accounting	2
Forensic Accounting	2
International Business Finance	2
Public Finance	2
Accounting Standards	2
Thesis	6

Description of Courses

Financial Accounting Theory

A review of basic accounting procedures, including the rationale of financial accounting and the economic foundations of accounting generally. Elements of the history of accounting. Working papers and the interpretations of financial statements, including the analysis of working capital and statements of the sources and application of funds and cash flows. Generally accepted accounting principles and net income concepts, including the valuation of stock and work-in-progress. The theory and techniques relating to balance sheet categories including cash, debtors, stock, investments, tangible and intangible fixed assets, liabilities and reserves, elements of the impact of price-level changes on financial statements.

Research methodology

Introduction – The domain of scientific research. Research design and strategy sampling. Activities of research department – model construction. Data-collecting strategies.

The questionnaire. The interview motivation research. Measurement and analysis of data. Report writing. Research in Nigeria. Ethics in management. Business and social responsibility. Research presentations. Guest lectures.

Corporate Finance

Theory and measurement of business income; finance and growth-investment selection, business valuation; financial planning and budgeting capital structure-sources, gearing, cost; financial criteria; new issue market and role of institutions; principles and law; international comparisons.

Auditing Theory

Advanced principles in external and internal auditing, practices and techniques; principles and practices of internal control: the auditor's report audit programme, auditing standards, professional ethics.

Management Accounting Theory

Nature, scope and purpose of costing. Theory of costing, elements of costing, material, labour and over-head (in outline only); cost allocation, apportionment; methods of costing. Marginal costing, costing ascertainment cost/profit/volume analysis break even analysis. Standard costing, profit contribution, mix and yield variances; interpretation of variances and their relationships.

International Accounting

The course is designed for students interested in accounting and financial control of international operations. It involves preparation, transition and analysis of financial statements for companies that have branches of foreign multinational companies.

Business Policy & Strategic Management

The course deals with the corporate Management of the business enterprise. The first part of the course focuses on the nature and dynamics of business policy, the strategy concept, missions and objectives. The rest of the course will cover the strategic Planning process, stakeholder or management, techniques for strategic appraisal, SWOT, industry and competitive analysis, portfolio analysis, development of strategic options, turn over and recovery strategies, mergers, acquisitions and divestment.

Management of Financial Institutions

A survey of the structure and operation of the market for medium and long-term securities. The course examines the nature, types, sources and uses of term securities as well as the nature, objectives structure, functions and practices of institutions such as the stock exchange, acceptance houses, trust, investment banks, insurance companies and international finance institutions.

Economics and legal aspects of the capital market, analysis of interest rates, cost of capital, prices of securities, risk dividend policies and their implications for investment decision and income are also studied

Public Finance

The nature and scope of public finance; comparative models of financial management; profit maximization, welfare maximization, value for money and accountability models. Objectives and functions of the government.

Organization of government for financial management; the functions and responsibilities of the Chief Executive and Accounting Officer, the Accountant General, the Revenue Collector, the Board of Survey, the Board of Inquiry, the Treasury Cash Officer/Sub-Accountant, the Store Officer, etc.

Financial and supplies; principles of sharing revenue among the tiers of government in a federal system – the Nigerian experiences; sources of revenue and their relative importance, the politics of revenue allocation in Nigeria.

The allocated and unallocated stores; the rationale for one establishment of allocated stores. The Nigerian public debt and its management. Funded and unfunded methods of debt payments and provision for debt repayment.

IT Application in Accounting

Computer, history, system theory, system design and analysis data network, file structure and file organization. Principles of data design. Data manipulation and administration. Methods of data collection and coding and output. Principle of programme stored instructions and languages, models and structured programmes.

Memory and backing store, input and output devices, data communication.

Public Sector Accounting

Basic accounting for non-profit organization; basic characteristics of government accounting; structure of governmental accounting in Nigeria; the treasury; audit department; consolidated revenue fund, capital and development fund; planning, programming and budgeting system (PPBS)

Taxation Theory and Practice

The principles, practice and theory of the Nigerian system of income tax, surtax, corporation tax and capital gains tax. Computation and assessments in relation to individuals, partnerships and limited companies. Procedures and practice relative to claims and appeals. Nigerian taxation in relation to foreign taxation.

Management Accounting Theory

Introductory matrix Algebra, linear programming and quadratic programming. Cost system, standards and control; input-output analysis, mathematical analysis of variances. Break-even analysis; cost-voluming-profit analysis, sensitivity analysis, Algol programming. Planning and budgeting; integrated forecasting and operating systems, planning and control of large-scale projects. Employee motivation and accounting. Divisional performance and transfer pricing

International Business Finance

Course content focuses on the government in which the international financial manager operates. You will study the risks of doing business overseas and the tools available to minimize those risks. Foreign exchange risks, political risk, working capital management, long-term investments and financial and accounting and control are examined within this context.

Management Theory and Practice

Conventional and modern conceptions of management, Definition and dynamics of management theory; levels and feature of theory in management. Applications and relevance of theory in the Nigeria context. Organizational design and outline managing group processes, problems of integration and control; managing change and development. Modern issues in management theory.

Portfolio Theory and Investment Analysis

Evaluation of securities; efficiency and technical analysis, ratio analysis, profit planning, definitions of capital projects, capital budgeting techniques, applications of Linear Programming in Capital Project, Feasibility studies: Project Conceptualization, design, market, Technical Economic analysis.

Management Information System (MIS)

This course is designed to expose students to the practical application of computers to management information processing. The course provides the steps followed in the utilization of electronic data processing (EDP) system in producing financial and management information, in feasibility studies, system analysis, system design and system implementation for computerized accounting system. Among other things, the course will examine the following issues: Elements of computing mechanical and electronic, types of computers and their applications, computer programming using either COBOL or FORTRAN, data processing manual and mechanized systems, system analysis and design, evaluation and administration of MIS with emphases on computer based systems, meaning of information technology and its application in business finance and management.

Economic Theory (Details in the Department of Economic)**Oil and Gas Accounting**

This course aim at introducing the students to the up and down streams of oil activities in Nigeria. Royalties, petroleum task and financial control activities in the oil and gas industry

Forensic Accounting

This course introduces the students to the investigative aspects of accounting.

Accounting Standards

The aim of this course is to inculcate in the students the understanding the major accounting standards bodies of the world including their history, methods and the standards they set. The Nigerian Accounting Standards Board (NASB) and the Statements of Accounting Standards (SASs); the Financial Accounting Standards Board (FASB-USA) and the Financial Accounting Standards (FASs), the Accounting Standard Board (ASB-UK) and the Statements of Standard Accounting Practice (SSAPs); and the International Accounting Standards Board (ISAB) and International Financial Reporting Standards.

5.3 M.Sc. Taxation

Objective

The M. Sc. (Taxation) programme is designed to provide individuals with the conceptual understanding and sound technical knowledge to compete successfully in the ever changing tax world.

Admission Requirement

Candidates seeking into M.Sc. (Taxation) programme shall possess a minimum of Second Class Lower Division in Accounting and Economics, or any other relevant degree in Management and Social Sciences Degree from a recognized University may be admitted provided the university matriculation requirements are satisfied.

Course Structure

The M.Sc. programme requires a minimum of 36 credit units made up as follows:

- | | |
|--|----------|
| • Core courses | 24 units |
| • Two courses from area of concentration | 6 units |
| • Thesis | 6 units |
| • Total | 36 units |

Course Outline

Tax Practices and Administration
Advanced Statistics
Research Methods
Public Sector Accounting I
Public Sector Accounting II
Public Finance/ Public Sector Economics
Tax Audit and Investigation
International Comparative Studies of Taxation
Financial Accounting Theory
Tax Laws and Cases
Taxation /Accounting Seminar
Thesis

M.Sc. Taxation Course Descriptions

Course Units should be appropriately assigned

Tax Practices and Administration

This course seeks to deepen students understanding of the more complex problems of tax practices and administration. Topics should include: tax planning, problems of enforcement of tax laws and remedies, tax payers census and ascertainment of tax bases. Appeal procedures in details, assessment, collection and recovery procedures. Various tax theories should be covered. Professional ethics and managing a tax practice.

Advanced Statistics

The objective is to provide the students with econometric tools that will be useful in their research efforts. The course begins with the basic probability theory, descriptive data analysis, statistical inference and simple regression analysis and so on. It then moves to econometrics proper including properties of estimator, test of significance test, simultaneous equations, heteroelasticity, auto-correlation, multicollinearity, identification and specification problem, distributed lag models and the use of dummy variables and time.

Research Methods

Designed to equip students with the techniques for identifying research problems, planning, executing and evaluating research problems. Topics covered include the nature of scientific research, a review of research process, theory building, advanced study of experimental designs, and analysis; concept of definition, formulating hypothesis, validity and reliability; measurement and scaling methods; concepts and problems in data collection and sampling, criteria for causal inference, studies and control groups, report writing including editing, footnoting etc; statistical inference and regression analysis; analysis of variance, non-parametric techniques.

Public Sector Accounting I

This course covers topics such as: above and below the line items, financial transactions recording in public sector, public accountability and preparation of financial statements, roles of Accountant General, Auditor-General and Public Accounts Committee/National Assembly in the process of public accountability and roles of IPSAC and INTOLSAI.

Public Finance/Public Sector Economics

This course will cover topics such as: overview of welfare economics; market failure and the rationale for government intervention; public expenditure theory (resource allocation mechanism, public choice theory, theories of public expenditure growth, public expenditure policy in Africa, public enterprise pricing); cost benefit analysis; investment rules and government failures; theory of taxation (overview of a good tax system, the incentive effects of taxation, theory of optimal taxation); tax policy (tax design and structure, tax administration, tax reforms); inter-governmental fiscal relations (principles of inter-governmental relations. Assignment of functions: Expenditure and tax

assignments. Revenue sharing mechanisms/inter-governmental grants and transfers: The African experience), public debt (Domestic and external debt: causes, management and financing. Overview of external debt in Africa and HIPC initiatives).

Tax Audit and Investigation

This course seeks to deepen students understanding of the more complex problems of tax audit and investigation. Topics should include: tax auditing principles; planning tax audit and investigation; controlling and recording an audit, interview techniques; audit evidence techniques and procedures; statutory powers of the tax auditors; and tax audit report writing.

International Comparative Studies of Taxation

This course seeks to deepen students understanding of the more complex problems in international comparative studies of taxation. Topic include: comparison of tax laws of difference economies; double taxation agreement (DTA); taxing rights under DTA; OCED model tax convention; UN model tax convention; International traffic, taxation of e-commerce; tax haven; regional cooperation in tax matters; and mutual assistance in collection of tax.

Financial Accounting Theory

A critical study of the general body of concepts and theory which underlie the measurements, preparation, presentation and interpretation of financial accounting statements with particular emphasis on their (structural) coherence, their interpretational (semantics) validity and their behavioural implications. Topics include approaches to the formulation of theory in accounting, nature of the objectives in financial accounting, history and development of accounting, some problems in the measurement of business income, value and capital, the need for accounting standards and so on. Contemporary proposals for expanding the scope of corporate reports (e.g. human resource accounting, accounting for cost of capital, cash flow accounting, segmental reporting, publication of forecasts, corporation social accounting, environmental accounting and so on) will also be discussed.

Public Sector Accounting II

A study of the special problems which arise in the planning and control of financial resources in public sector organisations, government companies, boards and corporations (utilities). Issues examined include, the role of public enterprise procedures for making investments and pricing decisions, and the constraints of these decisions; government budgeting and accounting systems; relationship between public enterprise and government; and the factors which tend to impede performance in this sector. The rationale, problems and prospects of privatisation and commercialisation of government business will also be considered. International comparisons will be drawn where relevant.

Tax Laws and Cases

This course seeks to deepen students understanding of the more complex problems of tax law and cases. Topics should include: national, state and local government laws such PITA, CITA, PPTA, CGT, VAT, Educational Tax and so on. Decided cases should be examined by the students.

Taxation/Accounting Seminars

The candidates are expected to produce three seminar papers in taxation.

5.4 PhD Accounting

Objectives

The doctoral programme in Accounting is designed to provide specialist education and training for researchers, in tertiary institution as well as for high level business managers. It requires general familiarity with critical knowledge of the various segments in the accounting discipline. A successful completion of the doctoral programme requires an ability to make full and intensive use of relevant concepts, tools, modern accounting techniques and an ability to communicate these to other people. In other words, the doctoral graduate should be able to impart his or her knowledge to others as colleagues, subordinates or students.

Course Structure

The Ph.D programme requires a minimum of 36 credit units made up as follows:

- Six core courses (3 credits each) 18 units
- Two courses from area of concentration (3 credits each) 6 units
- Thesis 12 units
- Total 36 units

Core Courses

	Credit Units
History of Accounting Thought	3
Advanced Financial Accounting Theory	3
Advanced Management Theory	3
Research Methodology	3
Advanced Auditing Theory	3
Contemporary Issues in Accounting	3
PhD Seminar	3

Elective Courses

Strategic Management	3
Advanced Theory of Corporate Finance	3
Public Sector Accounting	3
Environmental Accounting	3

Thesis/Dissertation	12
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Description of Courses

History of Accounting Thought

The nature and scope of accounting and its evolution; The accounting function and its relationship with the information systems of organizations. Accounting procedures and systems. Source documents, books of original entry and books of accounts. Double entry book-keeping systems, the trial balance, accruals, prepayments and adjustments. Provisions and reserves, classification of expenditure between capital and revenue, methods of recording accounting data-manual and mechanical; manufacturing, trader. Accounting treatment of control accounts and bank reconciliation.

Advanced Financial Accounting Theory

Further work on advanced company accounts including the accounts of banks and insurance companies, and the Nigerian Insurance Acts. Valuation of goodwill and company shares. Divisible profits and company dividends. Royalty and hire-purchase accounts. Consolidated and other group accounts.

Elements of mechanized accounting, including the application of computers and related systems to business accounts. Governmental, municipal and public utility accounting, with special reference to Nigerian Organisations.

Seminars on accounting systems, including business, governmental municipal and public utility accounting systems.

Advanced Research Methodology

Introduction to Research Methodology

Research in Social Sciences

Research in Physical and Natural Sciences

Problems of Research in Developing countries

Common errors in research

Research in Practice:

- (a) Problem identification
- (b) Literature review
- (c) Materials and Methods (Methodology)
- (d) Results (Data Analysis)
- (e) Discussions
- (f) Summary, Conclusions and Recommendations.
- (g) Report writing

Advanced IT Applications

Emphasis on this course will be computer simulation which is a tool in the study of a variety of complex business and social systems. Topics include modeling, and management information systems. Other areas covered include job shop scheduling;

inventory and queuing systems and management games. Examples will be drawn from business, health, public and education administration.

Public Sector Accounting

Basic accounting for non-profit organization; basic characteristics of government accounting; structure of governmental accounting in Nigeria; the treasury; audit department; consolidated revenue fund, capital and development fund; planning, programming and budgeting system (PPBS).

Management Theory and Practice

Conventional and modern conceptions of management, Definition and dynamics of management theory; levels and feature of theory in management. Applications and relevance of theory in the Nigeria context. Organizational design and outline managing group processes, problems of integration and control; managing change and development. Modern issues in management theory.

Advanced Auditing Theory

Evolution of auditing, procedures with particular reference to internal control systems, internal audit functions; sampling and statistical techniques; auditing standards and guidelines including exposure drafts; post audit review; audit of accounts of solicitors, charitable and other non-trading organizations.

Contemporary Issues in Accounting

Discussion and articulation of recent developments in the accounting literature.

Business Finance Theory

The principles and procedures underlying financial statements; financial transactions; alternative accounting statements; tools of analysis of ratios and other quantitative measures; accounting information useful for managerial action; application of information in decision situations. Project appraisal analysis of investment projects, the impact of risk, tax and inflation, the term structure of interest rates, the cost of capital and target rates of return; capital markets – its efficiency, the role of intermediaries, sources of finance, the borrowing decision and company valuation and optimal portfolio allocation; capital structure – optimal capital structure of firms, mergers and acquisitions and the market for corporate control, market efficiency, the principle of capital structure, gearing and the basis of hedging and international finance.

Contemporary Issues in International Accounting

The course is designed for students interested in accounting and financial control of international operations. It involves preparation, translation and analysis of financial statements for companies that have branches of foreign multinational companies.

Public Finance

Federalism and public finance, direct and indirect taxation in Nigeria, operation of federal and state finance fiscal system, public debt policy, role of public corporations and marketing boards, role of central bank, commercial and development banks; The budgeting cycle and public expenditure control, accountability and transparency in the budgeting process.

Strategic Management

The course deals with the corporate Management of the business enterprise. The first part of the course focuses on the nature and dynamics of business policy, the strategy concept, missions and objectives. The rest of the course will cover the strategic planning process, stakeholder or management, techniques for strategic appraisal, SWOT, industry and competitive analysis, portfolio analysis, development of strategic options, turn over and recovery strategies, mergers, acquisitions and divestment.

PhD Seminar

Each seminar relates to an examination of current issues in the area of specialization in consultation with supervisor. Results of such examinations shall be presented at departmental or faculty seminars. Requirement of the doctoral seminar shall be at the recommendation of the supervisor and the approval of the departmental post graduate sub-committee.

Environmental Accounting

This course has the aim inculcating in the students the idea of cost and control processes of the effects productive activities on the environment.

Advanced Management Accounting Theory

This course aims at introducing students to the advanced theories and practice of management accounting in the decision making process.

6.0 OFFICE AND INFORMATION MANAGEMENT

6.1 PGD Office and Information Management

Philosophy

The general philosophy of Post graduate programmes in office and information management is to provide graduate education and training in core office and information management in the direction of effective management and administration of offices which develops and deepens the spirit of enquiry and responsibility in the graduates to take on research, teaching and administrative responsibilities in all sectors of the global economy. It encompasses the development of scholarly competence.

Objectives

The aim of the post graduate programme is to prepare men and women who will serve the Industrial Administration needs of all sectors of Nigeria economy. Office and Information Management broadly refer to the processes of directing and controlling of both private and public organizations using human and computer based resources that result in collection, storage, retrieval, communication and use of information for the purpose of efficient management of business and business information. It is designed to address the considerable managerial problems that exist in the effective and efficient utilization of information systems in order to aid business performance and effectiveness. The programme aims at positioning graduates in the appropriate legal, and political business contexts as well as to equip them for competitive emergencies in the business environment. In detail, the specific objectives are therefore that the student should:

- Think strategically about the use of information management and its potential impact on the competitive forces.
- Understand business and information planning strategy and the multiple relationships between the two.
- Understand the practical aspects of managing information in a corporate business environment.
- Understand Office Administration and its interpretation within the private and public sector economies.
- Source, create and manage business information for optimal performance.
- Process and disseminate information for effective business performance.
- Optimize business information in view of business cost.

Course Structure

The PGD programme requires a minimum of 30 credit units made up as follows:

- | | |
|---------------------|----------|
| • Nine core courses | 26 units |
| • Research Project | 4 units |
| • Total | 30 units |

Core Course	Credit Units
Theories and Principles of Information and Systems Management	3
Introduction to Communications Management	3
Basic Statistics	3
Fundamentals of office Management	3
Global Economic Environment	3
Knowledge Organization and Discovery	3
Advanced Office Communication	2
The Nigerian Economy	3
Research Methodology	3
Research Project	4

Course Description

Theories and Principles of Information Management

This course embraces the underlying principles of information management in organizations. Data management, internet and intranet management. Concepts, principles and contemporary information management practices in the developing economies. Information systems and issues in the effective individual, organizational and societal exploitations of information systems networks and resources.

Introduction to Communications Management

The course introduces students to the nature of information, knowledge and communication, and developments skills in using wide range of electronic resources, such as computer databases, intranet and extranet services, multimedia, internet and web resources.

Basic Statistics

Topics in this include: Revision of basic algebra, set theory, permutation, and contributions. Annuity, cash flows, functions and functional relationship; analysis of marginal utility and integral calculus; partial and total derivatives. Emphasis will be on their specifics relevance to office and business management contents.

Foundation of Information and Systems Management

The course is designed to focus primarily on the key theoretical underpinnings of information systems and considers a defining conceptual framework for the field. Critical but elusive concepts such as 'information' and 'systems' are examined in depth so as to develop a solid theoretical foundation in the field.

Fundamentals of Office Management

The role of document processing in organizations. Topics will include strategies for managing the records life cycle, relationship between records, archives and document management, user requirements, document handling technologies.

Global Economic Environment

This course covers Nigeria and the global economy, the implication of the free market economy on business, government, consumers and labour. Strategic aspects of international trade, globalization and international institutions, multilateral negotiations, lessons from the Asia Tigers.

Knowledge Organization and Discovery

This course will critically examine recent developments in techniques for organizing knowledge for discovery. Topics will focus of cataloguing, indexing, classification, finding aids, abstracting, text retrieval systems, relational databases, metadata, data mining and warehouses, artificial intelligence, expert systems, intranets, portals, search engines, and system evaluation.

Advanced Office Communication

Communication theories and models: Interactional, transactional and ulterior models. Diversities of communication within the differing cultural and national frontiers. The treatment of African approach and the relevance of the Asian, American and European context in the competitive global business arena. Adequate examination of formal documents such as Wills and Codicils, Agreement, MOU, Communiqué, Press Release, Conferences etc and their applications using contemporary communication technology.

The Nigerian Economy

A systematic examination of the Nigerian Economy with a view to understanding the dynamics of change. Reflecting the increasing complexities of Nigerian socio-economic development shall be undertaken. Substantive problems of social and economic development which addresses themselves to the nature of societal organization and relationships will also be examine. The nature and relevance of social institutions over issues of significance, which involve the social, economic and political organization of Nigeria people.

Research Methodology

This course introduces the student to the rudiments of scientific enquiry through data gathering and analysis.

Research Project

A research based study and report on acceptable information and management problems area approved by the supervisor and the Department postgraduate Committee.

6.2 MSc. Office and Information Management

Philosophy

The philosophy of the M.Sc. programme is to broaden and deepen the intellectual exposure of students in the core Office and Information Management; to develop their capacity to assume higher administrative responsibilities in relation to management of office and information therein; to undertake in depth postgraduate research in any of the core area of the discipline.

Objectives

The M.Sc. programme is designed to train and develop prospective academics, researchers and specialists and office managers, in corporate organizations by providing thorough grounding in the intellectual traditions of the discipline. It is also aimed at equipping students with requisite knowledge competences and skills necessary to take on research, teaching and higher administrative responsibilities both in private and public sector of the nation and global economy.

Course Structure

The MSc programme requires a minimum of 36 credit units made up as follows:

- Eight core courses (3 credits each) 24 units
- Two courses (3 credits each) 6 units
- Thesis 6 units
- Total 36 units

Core Courses	Credit Units
Communication Theory and Practice for Managers	3
Strategic Information Management	3
Personnel Performance and Productivity	3
Global Economic Environment	3
Research Methodology	3
Information Policy and Security	3
Emerging Information Technologies	3
M.Sc. Seminar	3
Information Technology and the New Organization	3
Information and Knowledge Management	3
Information Organization and Retrieval	3
Contemporary Office & Business Ethics in Information Management	3
Elective Courses	Credit Units
E-Office and Business Management Strategies	3
Thesis	6

Course Description

Communication Theory and Practice for Managers

The intent of this course is to expose students to conduct an examination of communications theories and their application in parallel with recent advances in information and communications technologies to manage knowledge as a business resource. Topics include the key theorists in the field of media selection, business communication systems design, and communication audit. It will also examine some important concepts of information resource management and knowledge management, the relations between information management and organization, important information related roles and behaviours, information profession, information resources management and information stewardship.

Strategic Information Management

The course is designed towards the strategic use of information systems in management of an organization. It will deal with theoretical and practical aspects of strategy formulation and implement in information management. Attention is placed on the art of strategic thinking leading to creativity and innovation as well as rational strategic planning process.

Personnel Performance and Productivity

The focus of this course is on the use and application of psychology to industrial organization in order to improve productivity. Area of particular interest include attitudes, motivation, morale, job satisfaction, incentives and group processes; managerial psychology; human errors; fatigue, accidents and safety; consumer psychology; organizational effectiveness and psychological explanation of industrial behaviour such as labour-turnover, absenteeism and productivity.

Global Economic Environment

This situates Nigerian Economy within the broader global economy. It examines the implementation of the movement towards free market economy on stakeholders including business, government, consumers labour and public. The course takes a multidisciplinary approach drawing from international politics, economy, and finance, cross-cultural and business management. Topics to be covered include strategic aspects of international trade, globalization/international institutions, industrialization strategies, determinants of economic growth and poverty reduction in Africa; global power and wealth distribution; lesson from Asian and Mexican financial crisis; multilateral negotiations, global culture and information technology, exchange rates/inflations/interests rates.

Information Technology and the New Organization

Information technology assumes new and even greater importance as organizations de-layer, downsize, re-engineer, focus on their core competencies, and outsource some of their components. Widespread adoption of team structure internally, and new inter-organizational relationships externally technology within and across firms. The course

also examines the role and function of information technology within the context of such new organizational arrangements.

Information and Knowledge Management

The course is designed to introduce the intellectual foundations of information organization and retrieval: conceptual modeling, semantic representation, vocabulary and metadata design, classification, and standardization, as well as information organization and retrieval practices, technology, and applications, including computational processes for analyzing information in both textual and non-textual formats. Students will learn how information organization and retrieval is carried out by professionals, authors, and users; by individuals in association with other individuals, and as part of the business processes in an enterprise and across enterprises.

Research Methodology

This course is designed to sharpen the students' skills and appreciation of organized enquiry. Topics to be covered include the following: meaning and nature of research; comparison between research, common sense and science. Types of research; the research cycle; selecting research topics: problem, and hypotheses formulation. Research design; research report; report, research and the issue of relevance ethical issues in research.

Information Organization and Retrieval

This course focuses on the effective management of information and knowledge assets in alignment with the strategic goals of the organization. Understanding the different strategies that may be employed in managing information (tangible) versus managing knowledge (tacit). Critical success factors in creating learning organizations situated within an awareness of the cultural norms that may regard knowledge as a power resource. Examining legal aspects and understanding information technology solutions in the effective sharing of organizational knowledge.

Classification scheme and taxonomies for knowledge and information sharing. Incorporating studies of information architecture.

Information Policy and Security

The course intends to examine the nature of information policy especially in the areas of international, national and organization informal policies, information life-cycle, information audit, policy development, censorship, privacy, access to official information, trans-border data flow. In terms of security topics include authentication, access control, intrusion detection, malicious software, and firewalls and human factor.

Emerging Information Technologies

An examination of both benefits and risks associated with new technology adoption, drawing on theories include technological determinism, the diffusion of innovation, and the technology acceptance model, as well as providing skills needed by evaluator of technological innovation

M.Sc. Seminar

This seminar introduces students to the most research in the area of research in communication, office administration and information management, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution and results of his or her research.

E-Office and Business Management Strategies

This course deals with the office management tasks in an e-office and business: planning, managing teams, outsourcing, external regulations, work flows, security, business process, Business-to-business, supply chain-to-supply, mobile and e-commerce relations. It also includes maintaining information published on websites, tracking users and customer of the site and tracking information; storing the structure and content of the web pages, and information collected from input forms, email and databases protection, e-office and management strategies. Additional graphics database and interactivity on the website; online resources for internet management and the smart card game, etc will be employed.

Contemporary Office & Business Ethics in Information Management

The course is designed to cover the concept and context of corporate ethical issues relating to the office and information management, challenges of ethical behaviour in the office, managerial ethics and employee work behaviour, ethical standards and rules, corporate social responsibilities. Office leadership paradigms and adaptation; communication of corporate goals and business strategies and the dimension of personnel administration vis-à-vis the situational issues in personnel development and environment of business. It will also cover contract management, privacy, and confidential information, intellectual property, electronic commerce, systems integrity, the regulatory environment, service providers liability and telecommunications and internet issues.

Thesis

An empirical based study and report on an acceptable communication and information management problem area approved by the supervisor and the Departmental Postgraduate Committee.

6.3 PhD Office and Information Management

Philosophy

The philosophy of the programme is to broaden and deepen the intellectual capacity of candidates and strengthen their research capability to prepare them for academic positions in the universities and other tertiary institutions.

Objectives

The objective of the PhD programme is to develop prospective academics; researchers in office and information management, analysts in the core discipline by broadening the intellectual and research capabilities of the candidates.

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- Eight core courses (3 credits each) 24 units
- Thesis 12 units
- Total 36 units

Core Courses	Units
Communication and Critical Thinking in Strategic Information Management	3
Cross-Cultural Information Management	3
Advanced Research Methodology	3
Management of Change in Information Management	3
Information Technology Cases	3
PhD Seminar I	3
PhD Seminar II	3
Information Management Thought	3
Thesis	12

COURSE DESCRIPTION

Communication and Critical Thinking in Strategic Information Management

A critical approach to the role of communication in an environment of exponential growth of new information will be adopted. The course is concerned with the principles of communications design and critical thinking with specific reference to communication mediated through information technology. It also covers the strategic use of information systems in management of an organization. Topics will be selected from corporation wide information architecture, the alignment of information services with the corporate

environment, intra-organizational systems, strategic alliance e, sustaining innovation, and information technology for advantage.

Cross-Cultural Information Management

The impact that different and diverse cultures play is in the management of knowledge, organizational learning and global networking. Topics will cover intercultural communication, cross-cultural management as knowledge management, managing in cross-cultural organization interfaces such as mergers, negotiations, teamwork, etc.

Advanced Research Methodology

The objective of this course is for students to examine the qualitative and qualitative research methods relevant to information management and communications.

Management of Change in Information Management

Management of change is designed to acquaint participants with issues concerned with IT-related change, techniques, and strategies for the management of change. Topics will be selected from: planning for change, dealing with resistance to change, business process re-engineering, the impact of computers on individuals and the work place. Students will also discuss and make presentation on current issues, such as employees ownership, team-based management, mergers and acquisition, and organizational renewal, a change, course end participants will understand the techniques for creating change, managing resistance, and applying change models to various industries and situations.

Information Technology Management Cases

This is a basic capstone course for the programme. Its main focus is to integrate some of the basic principles in the major areas of systems and information management to ensure that there exist some forms of annalistically and functional unit. Specially, topics may include: managing IT-related organizational change, help desk operations and management, IT-planning. Working in on outstanding environmental and working with IT professionals.

Seminar I

Oral presentation of seminar paper on contemporary issues in Office and Information Management in the department or faculty directed by academic staff.

Seminar II

Oral presentation of seminar paper in management of change in Office and Information Management in the department or faculty directed by academic staff.

Thesis

Students are expected to carry out independent empirical investigations of selected information management issues. Students are required to complete details and original research project.

7.0 PUBLIC ADMINISTRATION

7.1 PGD Public Administration (PGDPA)

Philosophy

The philosophy of the post-graduate Diploma programme is to provide remedial training in basic courses in Public Administration to prepare graduates of universities or equivalent qualifications of those who did not have First Degree in public Administration to either pursue a post graduate degree programmes in the field or prepare them for managerial positions in the public or private sectors.

Objectives

The Post Graduate Diploma (PGDPA) is designed to

- Provide understanding of the core courses in public administration
- Provide knowledge of the basic skills and tools for decision making in the discipline in the public and private sector

Course Structure

The programme is made up of 13 courses and one long essay. Seven courses are offered during the first semester while six courses and a long essay are offered during the second semester. All courses are assigned 2 credit units each. The long essay carries 4 credits

Core Courses	Credit Units
Introduction to Public Administration	2
Development Theory and Administration	2
Administrative Law	2
Local Government Administration	2
Public Finance	2
Comparative Public Administration	2
Administrative Theory	2
Public Enterprises Management	2
Public Policy Analysis	2
Project Analysis and Implementation	2
Organizational Behavior	2
Public Personnel Administration	2
Research Methodology	2
Research Project	4

COURSE DESCRIPTION

Introduction to Public Administration

The course examines the scope, nature and approaches to public administration. Public and private administration are compared, special emphasis will be placed on the Nigeria civil service.

Development Theory and Administration

The course examines smooth modes, development theories (economic growth, redistribution with growth, basic needs, the Marxist conception, the World Bank concept of the development) decentralization and development and participatory development. It considers approaches to rural development, the role of bureaucracy in third world development, and constraints to effective development. Other issues examined include population and development, culture and development. The concept of human development and how it relates to economic growth; and strategies for human development.

Administrative Law

The course examines the growth and characteristics of Administrative Law, legal safeguard over administration, judicial review of administration, administrative procedure, and the Ombudsman. Case studies of legal adjustments of administrative authority and individual liberty, the distinction between public administration and private action, personal liability of officers,, and scope and limits of administrative power.

Local Government Administration

The nature, scope, significance and development of local government, Evolution of local government system in Nigeria, Management problems in local government/intergovernmental relations and service delivery, local governments as agents of socio-economic and political development.

Public Finance

Examines the distinctive characteristics of government and institutional accounting in financial management, federal, state and local organization. Special methods of accounting and auditing in public agencies and levels of government. The course considers Macro/Micro allocation of resources, types of budgeting, incrementalism, programme budgeting, zero base budgeting, MBO, bulk budgeting, structural budget margin, inter-governmental budget control, coordination of taxation.

Comparative Public Administration

The course covers the concept of comparison in public administration, and examines the context and system of administration in selected developed and developing countries. It emphasizes the political and policy-making roles of public bureaucracies, the relationship between organized interests and public agencies and the problems of bureaucratic accountability of political accessory in nation and the globe.

Administrative Theory

This course examines the nature of theory and review major administrative theories. Emphasis will be on classical, neoclassical and modern theories. Theories from behavioural sciences as they apply to the understanding of the role of the individual as a member of organizations and to the effects of organization on members, organizational socialization, climate and effectiveness, power, authority and decision-making in groups.

Public Enterprises

This course explores the problem of resources management in public sector organizations responsible for producing both private and social goods. The basic philosophy of public enterprises needs, wants, social obligations and responsibilities; and the interface between economic, social and political factors on one hand, and public sector decision-making on the other shall be examined. Other topics include character of public enterprises, planning, budgeting financial and other controls in public enterprises, problems of planning and coordination in sectors where public and private enterprises compete, and performance evaluation in public enterprises shall be covered. In addition, the dilemma of public enterprise; indigenization, divestment, privatization and commercialization, and the procedures for attaining any of these, shall be discussed drawing examples and case studies from successful countries in Africa and other continents.

Public Policy Analysis

In this course, basic and related concepts are defined and explored: Public problem; public interest; public policy and public policy analysis. The course introduce the students to the nature and scope of policy and decision theory, the dynamics of public policy formulation, implementation and evaluation. Special emphasis will be placed on the approaches to policy formulation and decision-making.

Project Analysis and Implementation

This course introduces the students to the spatial aspects of the contemporary urban and regional units, their structural evolution overtime and the challenges they present to a national procedure of planning development. Particular emphasis is placed on the social, political and economic forces which lapse the land use arrangements of Nigeria and regional units.

Organizational Behaviour

This course examines conceptual models for organizational behaviour, group dynamics and informal organization, the dynamics of conflict, the basic motivational process, the motivation to work, leadership and power. It further deals with selection, job design and appraisal, applied behavioural analysis and change and organizational development, and also the perceptual process and the learning process, and personality development and theory.

Public Personnel Administration

This course is designed to familiarize the student with the process of effective manpower management. The main focus of the course is recruitment, selection, training, motivation and labour management relations. Examples will be drawn from both public and private sectors.

Research Methodology

The objective of this course is to introduce the students to scientific enquiry through gathering and analysis of relevant data.

Research Project

The project presents a unique opportunity for the student to specialize in an aspect of administration through a supervised research on an approved topic in public management. The project should not be more than 15,000 words.

7.2 Masters in Public Administration (MPA)

Philosophy

The Philosophy of the MPA is to broaden and deepen the intellectual exposure of the students in core public administration courses so as to develop their capability to analyze and apply the skills and knowledge acquired during training in solving administrative problems in the public and private sectors.

Objectives

The MPA Programme is to develop the students 'expertise in the functional areas of Public Administration so that they advance the frontiers of Public Administration theory and practice and enhance the contribution that the public Administration could make to nation building.

Course Structure

The MPA programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Nine core courses | 26 units |
| • Two elective courses (2 credits each) | 4 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses

	Credit Units
Public Policy Analysis	3
Organizational Theory and Behavior	3
Public Financial Management	3
Development Administration Theory	3
Public Personnel Management	3
Comparative Public Administration	3
Administrative Law	3
E-Governance in the Public Sector	2
Research Methodology	3

Elective Courses (Select two courses)	
Performance Measurement and Management	2
International Administration	2
Local Government Administration	2
Urban and Regional Planning	2
Development Planning, Project Preparation & Implementation	2
Public Enterprises Management	2
Intergovernmental Relations (IGR)	2
Thesis	6

MPA Additional Requirements for Admission

In addition to the general requirements, graduates without a background in the Social and Management Sciences should go through the PGDPA.

7.3 M.Sc. Public Administration

Philosophy

The philosophy of the programme underscores the need to provide graduate education and training in Public Administration, which broadens the intellectual exposure of students in the discipline, develop their capacity to undertake rigorous and quality research in the core areas of the discipline, and apply theoretical understanding and research results to problem solving.

Objectives

- To develop the students' skills in critical thinking and analysis, logical reasoning and research methodologies to improve their capacity to undertaking rigorous and quality research and to make effective inputs in the formulation and implementation of public policy.
- To develop the students 'expertise in the functional areas of Public Administration so that they may advance the frontiers of public administration theory and practice and enhance the contributions that Public Administration could make to nation building.

Course Structure

The MSc programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Nine core courses | 26 units |
| • Two elective courses (2 credits each) | 4 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses	Credits Units
Research Methodology	3
Quantitative Methods	3

Public Policy Analysis	3
Organizational Theory and Behaviour	3
Public Financial Management	3
Development Administration Theory	3
Comparative Public Administration	3
Administrative Law	3
Local Government Administration	2
Elective Courses (Select any two electives, one per semester)	
Performance Measurement and Management	2
Public Personnel Management	2
International Administration	2
E-Governance in the Public Sector	2
Urban and Regional Planning	2
Development Planning, Project Preparation and Implementation	2
Intergovernmental relations (IGR)	2
Thesis	6

COURSE DESCRIPTION

Research Methodology

Consist of all aspects of the research design – the units of analysis, the multivariate techniques, and the manner in which time and processional change is conceptualized and measured. The multivariate techniques include sampling techniques, simple correlative and other measures of association, analysis of variance, multiple regressions and path analysis, basic probability and normal distribution will be thought. Generally, the research design will cover areas such as cross sectional model, a lagged cross-sectional model and a time series analysis; parametric and non-parametric statistics.

Quantitative Methods

Introduction to quantitative goals need in political science including topics in set theory and functional analysis. Generally, this course is designed to give students in this programme basic quantitative statistical skills necessary for computation of data collected at field work.

Public Policy Analysis

This course is designed to provide the student with the techniques for policy analysis, formulation, implementation and evaluation. The course examines the relationship between bureaucrats, technical experts, interest groups and political executive in the policy process.

Organizational Theory and Behaviour

The course examines the nature of theory and reviews major administrative theories. Emphasis will be on classical, neoclassical and modern theories. Theories from behavioural science as they apply to the understanding of the role of the individual as a member of organizations and to the effects of organization upon members; organizational socialization, climate and effectiveness, power, authority and decision-making in groups.

Public Financial Management

This course exposes participants to the theoretical and practical realms within which governments strive to generate revenue for financing their development expenditure. Issues of major concern in the course include nature, scope and purpose of public finance, theories of state intervention in the economy, public good, allocative/distributive/stabilization functions, intergovernmental fiscal relations, aspects of national policies of hosting nations: economic, borrowing, debt, taxation, expenditure operating and accounting policies; contemporary public budgeting.

Development Administration

The course examines theories of development (economic growth, redistribution with growth, basic needs, the Marxist conception, the World Bank concept of the development) decentralization and development and participatory development. It considers approaches to rural development, the role of bureaucracy in third world development, and constraints to effective development. Other issues examined include population and development, culture and development. The concept of human development and how it relates to economic growth; and strategies for human development.

Comparative Public Administration

The course covers the concept of comparison in public administration, and examines the context and system of administration in selected developed and developing countries. It emphasizes the political and policy-making roles of public bureaucracies, the relationship between organized interests and public agencies and the problems of bureaucratic accountability of political accessory in nation and the globe.

Administrative Law

The course examines the growth and characteristics of Administrative Law, legal safeguard over administration, judicial review of administration, administrative procedure, and the Ombudsman. Case studies of legal adjustments of administrative authority and individuals liberty, the distinction between public administration and private action, personal liability of officers,, and scope and limits of administrative power.

Local Government Administration

The nature, scope, significance and development of local government, Evolution of local government system in Nigeria, Management problems in local government, relationship between federal and state governments service delivery, citizen participation and mobilization.

Thesis

A programme of individual research bearing on a major area of concern to Public Administration and with new insight.

Performance Measurement and Management

The course examines the concept of public sector performance, input per man hour, and unit costs. It considers the planning, implementation and evaluation of performance. It presents the human, management, and workload factors negating performance and the major catalysts to improvement. The course considers how to measure performance in federal, state and local authorities and their agencies.

Public Personnel Management

This course is designed to familiarize the student with the process of effective manpower management. The main focus of the course is recruitment, selection, training, motivation and labour management relations. Examples will be drawn from both public and private sectors.

International Administration

An examination of the nature and functioning of international institutions (both universal and regional) special emphasis will be placed on the structure and management of these organizations. The concept of international civil service, administering, international organizations, structure, recruitment, career patterns, behavioural issues, etc. the role of the international civil service commission, decision making in international organizations.

E-Governance in the Public Sector/Electronic Governance and Administration

This course is designed to familiarize students with the approaches to e-governance; five stages of e-governance in the application of Internet facilities in the planning, implementation and evaluation of service delivery. It examines the threefold classification of e-governance; e-governance as government to government, government to business and government to citizens. Online service delivery, in health care, education, agriculture, judicial administration, business, arts, culture, rural and urban development, and local authority, state and federal administration, and information communication management. It further examines obstacles to e-governance and strategies for overcoming the barriers.

Urban and Regional Planning

This course introduces the students to the spatial aspects of the contemporary urban and regional units, their structural evolution overtime and the challenges they present to a national procedure of planning development. Particular emphasis is placed on the social, political and economic forces which lapse the land use arrangements of Nigeria and regional units.

Development Planning, Project Reparation and Implementation

This course examines the concept, models and types of plan; theories of planning, politics of planning, programme planning and objectives and plan implementation. It further considers development plan experience in Nigeria, the procedure for planning and its implementation, and the essence of planning.

Inter-governmental Relations (IGR)

The principal objectives of the course are to acquaint students with various conceptual models of federalism which help to explain the nature and working of inter-governmental systems, to examines the forces of changes and the factors which preserve federal systems, to understand the dynamics of non-government relations, types of conflict and co-operation between various levels of government, to explore the challenges of federal systems especially the problem of public finance, ethnicity, civil rights and urban governance, to study policy development and proposals for public management and the processes of federal policy implementation.

7.4 PhD Public Administration

Philosophy

The philosophy of PhD programme emphasizes the education and training in the various areas of Public Administration, designed to develop and deepen the spirit of enquiry and responsibility in the candidates to enhance the capacity in research, teaching and administrative responsibilities in the public and private sectors of the nation.

Objectives

- To promote deep understanding of the various areas in the discipline
- To provide training in research for those whose future careers will lie in teaching and research at the university and other institutions as well as for those who may have to operate in research and development environments in the public and or private sectors
- To provide training aimed at improving and upgrading the existing and potential manpower needed for national development.

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- Six core courses (3 credits each) 18 units
- Three elective courses (2 credits each) 6 units
- Thesis 12 units
- Total 36 units

Core Courses

Credit Units

Advanced Research Methodology	3
PhD Seminar	3
Advanced Administrative Theory	3
Advanced Development Administration Theory	3
Intergovernmental Relations	3
Strategic Planning and Management	3
Elective Courses (Select any two of the following 2 unit courses)	
International Administration	2
Advanced Local Government Administration	2
Advanced Administrative Law	2
Urban Administration	2
Seminar in Public Financial Management	2
Seminar in Public Enterprise Management	2
Seminar in Public Personnel Management	2
Seminar in Comparative Public Administration	2
Electronic Governance and Administration	2
Thesis	12

Course Description

Advanced Research Methodology

Detailed discussion of methods and tools of social research and investigation. Application of these in the different dimensions of public administration. Discussion of various stages of research and thesis writing, scientific inquiring and alternative modes of social investigation; strategy of investigations, research designs; models of data analysis, presentation and reports organization; problems of utilization and application of research findings.

PhD Seminar

Discussions of selected National policies which may include Educational, Industrial, ICT, environmental, health and foreign policies and some other countries.

Advanced Administrative Theory and Behaviour

Discussion of some theories. Frederick W. Taylor Scientific Management, Elton Mayo and his Harvard colleagues, Kurt Lewin, Field Theory and Group membership, classic experiments in social psychology. The course will also look at motivation organisations:

towards synthesis and redirection. An attribution theory of leadership, information processing and decision making in organization, power and resource allocation in organization.

Advanced Development Administration Theory

This course will look at the meanings and theories of development: Economic Growth, Basic Need Model, Redistribution with Growth, the Marxist Model of development, the World Bank and Development, alternative approaches to Development, theory and practice of decentralization. It also examines participatory development theory and practice. It touches the application of development processes to rural areas. Political and administrative constraints. Other issues touched are population and development, environment and sustainable development.

Seminar in Public Financial Management

This course treats the distinctive characteristic of government and institutional accounting, federal, state and local organization of financial management. It presents the special methods of accounting and auditing in public agencies and government. The course considers macro/micro allocation of resources, type of budgeting incrementalism, programme budgeting, zero base budgeting, MBO, Bulk Budgeting and reaction to stress (Cash unit envelope budgeting, structure budget margin, inter-governmental budget control coordination of taxation and expenditure and off budget operations.

Seminar in Public Enterprise Management

The study of the nature of public enterprises should be examined in this course, (the origins and classification). A survey of the major issues in the management of public enterprises: organizational patterns, financial management, staffing, control and accountability and relation with other public services, private enterprises and the public.

Seminar in Public Personnel Management

This study will attempt to look at the function within organizations with particular reference to recruitment, selection and promotion motivation, discipline. Illustration will be drawn from both the public and private sectors in Nigeria and selected foreign countries. It will also deal with applied personnel management techniques and skills such as personnel grading, auditing, manpower, planning, job analysis. It will also focus on issues in development training programmes and analyze personnel policies in comparative perspective.

Seminar in Comparative Public Administration

This course will be looking at some concepts like system transformation, modernization, development, changes. Historical antecedents of National Administration system, organizing concepts for historical interpretation, ancient world origins. Administration in the developed nations: General characteristics and classical administration systems. Administration in the Developed Nations; some variations in administrative systems. Administration in "the civic culture"; Great Britain and the U.S.A. Administration in the Developing Nations, the ideology of development, the politics of development.

E-Governance in the Public Sector/Electronic Governance and Administration

This course is designed to familiarize students with the approaches to e-governance; five stages of e-governance in the application of Internet facilities in the planning, implementation and evaluation of service delivery. It examines the threefold classification of e-governance; e-governance as government to government, government to business and government to citizens. Online service delivery, in health care, education, agriculture, judicial administration, business, arts, culture, rural and urban development, and local authority, state and federal administration, and information communication management. It further examines obstacles to e-governance and strategies for overcoming the barriers.

Inter-Governmental Relations

A study of inter-governmental relations as a growing sub-theme of Public Administration, Federalism and inter-governmental relations. Issues in the management of inter-governmental relation: Constitutional, legal, political, economic, financial and personnel. Institutional mechanisms for managing inter-governmental relations in a comparative perspective with special reference to the experience of countries such as the U.S.A., India, Brazil and Canada.

Strategic Planning and Management

This course embraces critical analysis of the concept, models, types and theories of planning. The politics of planning, programme planning, data for planning, plan formulation and implementation.

Thesis

A programme of individual research bearing on a major area of concern to Public Administration and with new insight.

International Administration

Nature and role of International Organization and Institutions. The concept of international civil service, administering International organization, structures, recruitment, career patterns behavioural issues etc. The role of International Civil Service Commission: decision making in International Organisations. International Administrative Law: Management of multilateral and bilateral co-operation (and technical co-operation) including regional co-operation among the developing countries: case studies based on the administration of the United Nations.

Advanced Local Government Administration

The course will examine the philosophy, nature, scope, significance and development, evolution of local government system in Nigeria. Problems of local government service delivery, relationship with governments at other levels will also be examined as well as the issues of grassroots mobilization and participation.

Advanced Administrative Law

The course examines the growth and characteristics of administrative law, legal safeguard over administration, the problems of executive power problems of bureaucracy, judicial review of administrative action, administrative adjudication and individual liberty. The distinction between public and private action, personal liability of officers and scope and limit of administrative power.

Urban Administration

An analysis of the variety of political and administrative format and forces operating in an urban area. Issues to be discussed include urban population problems, policy formulation and implementation process; environmental control, social facilities such as housing, education, health care, safe water supply and welfare; policy performance and accountability and relationship between urban government and other units of government.

8.0 MANAGEMENT

8.1 Master of Business Administration (MBA)

i) **Philosophy**

The philosophy of the MBA programme is to develop highly skilled Professional managers for the public, private and international organizations.

ii) **Aims and Objectives**

The Master's Degree in Business Administration is aimed at:

- Providing students with knowledge and skills to enhance their performance and to enable them to assume broader responsibility in the rapidly changing environment faced by private and the public sectors.
- The provision of knowledge required for understanding, and practical analysis of problems related to management/and administration of public, private and international organizations.
- Producing managers who are capable of applying appropriate management principles and techniques of problem solving in the Nigerian environment and the world at large.
- To produce socially responsible managers who are mindful of accepted norms and ethics.
- To produce managers who are equipped with relevant ICT knowledge and skills.
- To produce managers with entrepreneurial skills and leadership qualities.
- To provide interested individuals with the necessary competencies and skills to function effectively as academics in Business Administration.

iii) **Admission Requirements**

a) **Basic Admission Requirements**

The criteria for admission into the MBA programme will be as follows:

- i) All candidates must have five credit passes including English and Mathematics at the 'O' Level, as basic requirement.
- ii) Candidates with Bachelors degree from an approved university must obtain a minimum of second class lower division.

- iii) All candidates must have minimum of one year managerial/administrative experience.
- iv) All candidates must have attained a satisfactory level of performance in the university's admission test and interview.
- v) All candidates must have demonstrated adequate intellectual capacity, professionalism, maturity and effective decision – making and problem solving potentials during the university's admission test and interview.
- vi) Candidates with Postgraduate Diploma from a recognized university and who have passed with a minimum of **Upper Credit** may also be considered for admission provided the university's matriculation requirements are satisfied.
- vii) Candidates with good quantitative background and some basic knowledge of Economics will have added advantage.
- viii) Holders of HND and/or professional qualification in administration disciplines are eligible for admission but must go through a mandatory nine months postgraduate diploma in the University provided they meet the basic University entry qualification.

b) **Areas of Specialization**

The following are the expected areas in which candidates could specialize:

- i) Accounting
- ii) Banking and Finance
- iii) Management Information System
- iv) General Management
- v) Human Resource Management
- vi) Industrial Management
- vii) Marketing
- viii) Technology Management
- ix) Agric Business
- x) Project Management
- xi) Agric Business
- xii) Project Management
- xiii) Technology Management
- xiv) Agric Business
- xv) Project Management
- xvi) International Business
- xvii) Financial Management
- xviii) Entrepreneurship and Small Business Management
- xix) Organizational Behaviour
- xx) Hospitality Management
- xxi) Health Management
- xxii) Proposed MBA Programmes

c) **Duration of Programme**

- 1) The Full-time MBA programme should run for a minimum of four semesters and a maximum of six semesters.
- 2) The Part-time should run for a minimum of six semesters and a maximum of ten semesters.
- 3) For extension beyond the maximum period, a special permission of the Senate shall be required.

d) **Requirements for Graduation**

A candidate must have fulfilled the following conditions to be awarded the MBA degree:

- i) Pass a minimum of 72 credit units, including all the compulsory courses.
The requirement is broken down as follows:

• 16 Core courses of 3 credits each	-	48
• 6 Elective courses of 3 credits Each (chosen from the areas of Specializations)	-	18
• MBA project of 6 credits	-	6
		<u>72</u>

- ii) Carry out a research relevant to the area of specialization and submit an acceptable project/research.

e) **Domain of the Programme**

The MBA programme shall be domiciled in the Faculty/School of Business Administration, or Management Sciences, as the case may be.

f) **Student Enrolment**

Enrolments shall be subject to the carrying capacity of the department but not more than 20% of undergraduate enrolment of the department.

8.1.1 ACADEMIC STANDARDS

1. ACADEMIC REGULATIONS

(I) ACADEMIC SESSION

An academic session consists of two semesters. Each semester normally comprises 15 weeks of teaching and two weeks of examinations.

(ii) MODULAR SYSTEM

All MBA programmes shall be run on a modular system, commonly referred to as Course Unit System. All courses should therefore be sub-divided into more or less self-sufficient and logically consistent packages that are taught within a semester and examined at the end of that particular semester. Credit weights should be attached to each course.

iii) DEFINITION OF CREDIT OR UNIT:

Credits are weights attached to a course. One credit is equivalent to one hour per week per semester of 15 weeks of lectures or tutorials or three hours per week of term paper work per semester of 15 weeks.

2. PROGRAMME REQUIREMENTS:

(a) Registration Procedure

Students shall normally complete registration for courses for the semester not later than two weeks after the start of the semester. A student cannot withdraw from a course **after a third of it has been given** without permission from the Head of Department. A student who withdraws after this time or who fails to sit for the final examination without reasons acceptable to the Senate shall be deemed to have failed that course.

(b) Student Academic Status

A student's academic status shall be determined on the basis of his/her performance at the end of the semester examinations. The following categorization shall be used:

(i) Good Standing

To be in good standing, a student must in each semester have a Cumulative Grade Point Average (CGPA) not less than 2.40.

(ii) **Probation**

A student whose Cumulative Grade Point Average is below 2.40 at the end of a particular year of study, shall be placed on probation for one academic session.

A student on probation is allowed to register for courses at the next higher level in addition to his/her probation level courses provided that the total number of courses that he/she carried shall not exceed 15 credit units per session in addition to the following:

- a. the regulation in respect of student work-load is complied with; and
- b. the pre-requisite courses for the higher level courses have been passed.

iii) **Transfer**

Students who transfer from other universities shall be credited with only those courses, deemed relevant to the programmes, which they have already passed prior to their transfer. Such students shall however be required to pass the minimum number of units specified for graduation for the number of sessions he/she has spent in the Faculty; provided that no student shall spend less than four semesters in order to earn a degree. Students who transfer for any approved reason shall be credited with those units passed that are within the curriculum. Appropriate decisions on transfer cases shall be subjected to the approval of Senate on the recommendation of the Faculty. If any one is on probation for 2 consecutive semesters, he/she shall be required to withdraw from the programme.

iv) **Withdrawal**

A candidate whose CGPA is below 2.40 at the end of a particular year of probation shall be required to withdraw from the University.

3. ATTENDANCE

In order to be eligible to examination in a particular taught course, a student shall have attended a minimum of 75% of the total periods of formal instructions delivered for the course.

4. COURSE EVALUATION

(i) **Attainment Levels**

In the MBA programme, assessment of students' achievements should be based on:

- Examinations
- Term Papers
- Oral presentations and problem solving exercises
- Assignments
- Group project works
- MBA Dissertations

ii) **Continuous Assessment**

Continuous assessment shall be done through essays, tests, term papers, tutorial exercises, quizzes and homeworks.

- (a) Scores from continuous assessment shall constitute 30% of the final marks for courses which are primarily theoretical.
- (b) For courses which are partly term paper presentations and partly theoretical, scores from continuous assessment shall constitute 40% of the final marks.
- (c) For courses that are entirely term paper presentations, continuous assessment shall be based on a student's term papers for reports and shall constitute 100% of the final mark.

5. TUTORIALS AND TERM PAPERS

a] **Tutorials**

There should be one hour of tutorial for every four hours of lecture. Thus a course of one credit unit should comprise 12 hours of lecture and three hours of tutorials.

b] **Term Papers**

There would be term paper presentations which shall form part of the graduation requirements.

6. INTERNSHIP IN INDUSTRY

Internship in industry is recommended for MBA education. Where possible, it shall consist of a minimum of 12 supervised weeks of training for a minimum of 3 credit units examined as passed or failed option.

7. ENTREPRENEURIAL STUDIES

Entrepreneurial Studies shall be an integral part of MBA education with the aim of empowering the graduates with skills that will enable them engage in income-yielding ventures to be responsible, enterprising individuals who will be entrepreneurs or entrepreneurial thinkers and contribute to national economic development and sustainable communities.

8. EXTERNAL EXAMINERS SYSTEM

The external examiner system shall be used in the final year of the graduate programme to assess final year courses and projects, and to certify the overall performance of the graduating students, as well as the quality of facilities and teaching.

9. EXAMINATIONS, GRADING PROCEDURE AND RESULTS

(i) Examinations

(a) In addition to continuous assessment final examinations shall be given . The total score obtainable for any course {continuous assessment and final examinations} is 100%. The total final examination scores would be as follow from one course to another, depending on the score of the continuous assessment of a course as explained in section 4(ii)

Continuous Assessment	30	40	100
Final Examination	70	80	0
Total	100	100	100

(b) Each course shall normally be completed and examined at the end of the semester in which it is offered.

(d) A written examination shall normally last a minimum of one hour for one unit course, and a course of two units shall have 3 hours of examination.

(ii) Pass Mark

The minimum pass mark in any course shall be 50%.

(iii) Grading System

Grading or courses shall be done by a combination of percentage, marks and letter grades translated into graduated system of Grade Point Equivalents (GPE). For the purpose of determining a student's standing at the end of every semester,

the Grade Point Average (GPA) system shall be used. The GPA is computed by dividing the total number of credit points (TCP) by the total number of units (TNU) for all the courses taken in the semester. The credit point for a course is computed by multiplying the number of units for the course by the Grade Point Equivalent of the marks scored in the course. Each course shall be graded out of a maximum of 100 marks and assigned appropriate Grade Point Equivalent as in the following table:

(i) Credit Units	(ii) % Scores	(iii) Letter Grades	(iv) Grade Points (GP)	(v) Average (GPA)	(vi) (CGPA)	(vii) Class of Degree
Vary according to contact hours assigned to each course per week per semester, and according to load carried by students.	70 – 100	A	5	Derived by multiplying I and IV and dividing by Total Credit Units	4.50 – 5.00	Distinction
	50 – 69	B	4		2.40-4.49	Pass
	Below 50	F	0		Below 2.40	Fail

(iv) **Presentation of Results**

Results from the Postgraduates Schools' Board of Examiners shall be presented to Senate for approval.

(v) **Release of Results**

Results shall be released/published not later than 2 weeks after approval by the Senate.

10. DEGREE CLASSIFICATION

The determination of the degree shall be based on the Cumulative Grade Point Average (CGPA) earned at the end of the programme. The GPA is computed by dividing the total number of credit points (TCP) by the total number of units (TNU) for all the courses taken in the semester. The CGPA shall be used in the determination of the class of degree according to the following breakdown

CUMULATIVE GRADE POINT AVERAGE (CGPA)	CLASS OF DEGREE
4.50 – 5.00	Distinction
2.40 – 4.49	Pass
Below 2.40	Fail

8.1.2 RESOURCE REQUIREMENTS FOR TEACHING AND LEARNING IN THE PROGRAMME

1. ACADEMIC STAFF

i) TEACHER TO STUDENT RATIO

The staff to student ratio for the undergraduate programme in administration is 1:30. the general norm for resource requirements for the postgraduate to undergraduate programmes is 1:1:5. Hence for effective teaching and learning the MBA programme shall have a teacher to student ratio of 1 to 20.

ii) ACADEMIC STAFF WORK-LOAD

With a minimum load of 18 credits for students and a minimum of six full- time equivalents of staff in each programme, staff should have a maximum of 15 contact hours per week for lectures, tutorials, term papers and supervision of projects.

iii) STAFFING

The NUC guidelines on staff/students ratio for Business Administration Departments shall apply. However, there should be a minimum of six full-time equivalent of staff of the ground in a department. At least, **76%** of teaching of staff should have doctoral degrees as well as sufficient professional experience.

iv) STAFF MIX

The staff mix recommended for effective curriculum delivery in the MBA programme is 20:30:59. Professor/Reader: Senior Lecturer: Others.

2. NON-ACADEMIC STAFF

The services of support staff, which are indispensable in the proper running of the programme as well as for administration, are required. It is important to recruit **very competent senior technical** staff to maintain teaching and research equipment. Universities should pay attention to optimum proportioning of the non-academic staff to avoid redundancy and overstaffing.

- The ratio of non-academic staff to academic staff should be 1:4
- Among the non-academic staff, the ratio of senior staff to junior staff should be 3:2

3. **COMPUTER LITERACY**

With the computer age and application of information technology, both academic and non-academic staff should be computer literate.

4. **ACADEMIC PHYSICAL SPACE & EQUIPMENT REQUIREMENTS**

i) **Professional Physical Facilities Requirements**

- a) Computer Room, including Virtual Library facilities.
- b) Board Room to enhance professional development, similar to moot court.

ii) **Office Accommodation**

The Standard space requirement as shown below shall apply.

<u>Position/Rank</u>	<u>m²</u>
Professor's Office	18.50
Head of Department's Office	18.50
Tutorial Teaching Staff's Office	13.50
Other Teaching Staff Space	7.00
Technical Staff Space	7.00
Secretarial Space	7.00
Seminar Space/per student	1.85

iii) **Classroom Space and Examination Theatres**

- Adequate classrooms should be provided with enough chairs and tables.
- Examination halls and theatres should be provided to minimize the rate of examination malpractices.

iv) **Equipment**

For effective learning, the following equipment should be provided:

- Computers
- Photocopying Machines
- Video camera
- Tape recorders
- Internet and E-Mail facilities

5. LIBRARY FACILITIES:

There must be adequate library facilities to cater for the interest of all the courses in the programmes. These include current journals, handbooks, textbooks, manuals, codes of practice, standards and specifications, etc, in sufficient numbers.

8.1.3 LEARNING OUTCOMES FOR MBA PROGRAMMES

Comprehensive knowledge of areas of specialization

Graduates should have a comprehensive knowledge of their areas of specialization, embodying an understanding of the theoretical foundations and quantitative tools of the areas of specialization, as well as the ability to apply this knowledge to actual problems.

Problem solving capabilities

Graduates should be able to demonstrate problem solving capacity through lateral, critical, innovative and creative connections among diverse fields of study in analyzing problems.

Global perspective

Graduates should have a global perspective, based on an understanding of both the domestic and global environments of the organization.

Communication competency

Graduates should be able to communicate effectively in writing and orally in ways appropriate for a variety of objectives and audiences.

Ability to manage information

Graduates should have an understanding of advances in information technology and be able to effectively integrate the innovations in their decision-making processes.

Social responsibility

Graduates should understand and demonstrate the ethical considerations and environmental ramifications of their decisions.

Behavioural skills

Graduates should understand human behaviour in organizations. They should:-

- Have the ability to utilize leadership skills effectively;
- Interact effectively in group situations;
- Manage in culturally diverse environments;
- Help others develop their skills;
- Resolve conflict effectively; and
- Act independently in low feedback environments.

8.1.4 MBA COURSE STRUCTURE

COURSE COURSES	CREDIT UNITS
Research Methodology	3
Quantitative Methods for Management	3
Corporate Finance	3
ICT Management	3
Operations Management	3
Marketing Management and Strategy	3
Introduction to Accounting	3
Graduate Seminar	3
Organizational Behaviour	3
Business Law	3
Environment of Business	3
Introduction to General Management	3
Corporate Strategy	3
Managerial Economics	3
MBA Language Programme	3
Human Resource Management	3
Entrepreneurship	3
RESEARCH PROJECT	6

ELECTIVES FOR SPECIALIZED AREAS

PRODUCTION/OPERATIONS MANAGEMENT

Production Management Problems and Techniques
 Case Studies in Production and Operations Management
 Facilities Location Methods
 Operations Management
 Strategic Decisions in Production Management
 Operational Decisions in Production Management
 Project Management and Feasibility Studies.

PUBLIC MANAGEMENT	CREDIT HOURS
Public Financial Management	3
Public Utility	3
Conduct of Public Affairs	3
Public Budgeting and Accounting	3
Current Issues in Public Management	3
Project Management	3

RISK MANAGEMENT AND INSURANCE

	CREDIT HOURS
Risk Theory and Insurance	3
Theory of Continuous Interest and Insurance Functions	3
Principle of Risk Management	3
Property Insurance	3
Management of Insurance Enterprises	3
Insurance Law	3

ACCOUNTING	CREDIT HOURS
Advanced Accounting and Theory	3
Advanced Auditing and Investigations	3
Advanced Cost and Management Accounting	3
Taxation and Public Finance	3
Public Sector Accounting	3
International Accounting	
OPERATIONS RESEARCH	CREDIT HOURS
Linear Programming	3
Mathematical Programming	3
Introduction to Stochastic Process	3
Applied Queing Models	3
Dynamic Programming	3
Theory of Games	3
MARKETING	CREDIT HOURS
Marketing Research	3
Pricing Policies	3
Consumer Behaviour	3
Production Planning and Development	3
Industrial Marketing	3
Advertising Management	3
International Marketing	3
Marketing Thought	3
ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT	
Entrepreneurship Development	3
Small Business Management	3
Purchasing and Supplies Management	3
Venture Management	3
Small Scale Business Accounting	3
Feasibility Studies and Marketing Survey	3
AGRICULTURAL BUSINESS	CREDIT HOURS
Principles & Practice of Crop Production	3
Commercial Production of Feed Staff/Feed and Quality	3
Animal Production	3
Food Processing Technology: Principles & Practice	3
Fisheries Management	3
Forestry and Wildlife Investment Analysis	3
Food Industry and Agric Business Systems	3
Economics for Agric Business Manager	3
Strategic Management	3
Agricultural Production Economics	3
Agricultural Marketing System Policies	3
Environment Resources Management & Economics	3
Management of Large-Scale Agro-based Enterprises.	3

HUMAN RESOURCE MANAGEMENT	CREDIT HOURS
Compensation: Theory and Administration	3
Personnel Staff Evaluation	3
Industrial Relations	3
Organizational Change & Development	3
Advanced Organizational Behaviour	3
Organizational Design	3
Managerial Problem Solving	3
Seminar in Organizational Behaviour	3

INTERNATIONAL BUSINESS	CREDIT HOURS
International Business	3
International Law and Business	3
Cross Cultural Management	3
Issues in International Business	3
International Trade and Finance	3
International Business Finance	3

COURSE SYNOPSIS OF THE MBA PROGRAMME

Quantitative Methods for Management (QMM)

2 Credits.

Basic elements of decision making under conditions of uncertainty, set theory; probability theory; classical statistics and statistical decision theory; Linear programming, Primal and dual simplex algorithm, Transportation and network analysis, Concept of queuing theory, games, Statistical Inference and Hypothesis testing, Time series.

30hr (T); C

Corporate Finance

3 Credits

The principles and procedures underlying financial statements; financial transactions; alternative accounting statements; tools or analysis of ratios and other quantitative measures; accounting information useful for managerial action; application of information in decision situations. Project Appraisal analysis of investment projects, the impact of risk, tax and inflation, the term structure of interest rates, the cost of capital and target rates of return; capital markets – its efficiency, the role of intermediaries, sources of finance, the borrowing decision and company valuation and optimal portfolio allocation; Capital structure – optimal capital structure of firms, mergers and acquisitions and the market for corporate control, market efficiency, the principle of capital structure, gearing and the basics of hedging and international finance.

45hr (T)

ICT Management (ICM)

2 Credits

Uses of computers in problem solving; its application to the solution of problems at the introductory level in capital budgeting and liner programming.

30hr (T); C

Operations Management (OM)

2 Credits

Issues in operations strategy, process analysis and the use of data and managerial opinion in making effective propositions to address the questions in the cases. Major economic decision, problems of production and operations management; aggregate production and work - force scheduling; multi-plant allocation of product; large scale project control

(CPM and PERT); production and inventory control; demand forecasting; quality control; and short run job – shop scheduling; the interaction of production problems with those of other functional areas, queuing theory, dynamic programming, multiple regression and correlation.

30hr (T); C

Marketing Management & Strategy (MMS)

2 Credits

Perspectives and problems of marketing management in a multi-product firm; the concept and application of strategic planning to business units and functional areas of marketing, utilization of current marketing strategy models as aids in strategy formulation, decision processes for product planning, pricing, promotion, distribution and competitive strategy.

30hr (T); C

Decision and Risk Analysis (DRA)

2 Credits

Data analysis, structuring decisions, building decisions models, risk assessment, decision making under uncertainty, business simulation, project evaluation, resource management, business forecasting and regression analysis, risk analysis, Decision analysis & investment analysis, Resource allocation, Capital budgeting & portfolio management.

30hr (T)

Organizational Behaviour (OB)

2 Credits

Exposure to essential theories and concepts for anglicizing managerial problems, Individual and group analysis of cases and experiential exercises, Exchange of ideas and experiences in the classroom, intensive field-based project work in groups

30hr (T)

Introduction to General Management (IGM)

2 Credits

Evolution of Management thought; Functions and responsibility of general management; Understanding global management; Managing through processes; Managerial values, Managerial decision making; Planning, organizing, directing and coordination, Problems affecting the character and success of the enterprise; the design and implementation of corporate strategy.

30hr (T); C

Corporate Strategy (CS)

3 Credits

Conceptual frameworks and models for the analysis of competitive situation and strategic dilemmas; Insight into strategic management; Analyses of external competitive environment, industry structure, value chain dynamics, etc

45hr (T)

Leadership Issues & Challenges (LIC)

3 Credits

The course seeks to identify key interpersonal and teamwork skills in successful global business management. It introduces students to understand the skills that underlie management and leadership effectiveness in the global business environment, and to consider the need to adapt skills for different contexts.

45hr (T)

Business Policy and Ethics (BPE)**2 Credits**

Ethical responsibilities, Concepts, Frameworks and theories of business ethics, resolution of ethical conflict/dilemma, and the action plan for its effective implementation; Analysis of policy formulation and emphasis on the application and integration of basic principles from the functional areas by case study analyses, simulation exercise and group participation.

*30hr (T); C***Managerial Economics (ME)****2 Credits**

Application of principles from various fields in economics and business to management decision making; Price mechanism, allocation of resources, profit drivers of the firm, revenue and cost drivers, interaction among the market players, firms' strategy, understanding market forces, the meaning of competition, pricing and profits, market power – good or evil, playing games I – Competition versus Cooperation, playing games II – Entry and Exit, Firms versus Markets; Make or Buy, auctions and market design, economics of information.

*30hr (T)***MBA Language Programme (MBA LP)****3 Credits****Professional Development Programme (PDP)****2 Credits**

Management of interpersonal skills; Presentation skills to persuasion and influencing; handling the media; cold calling and power relations.

*30hr (T)***The On-the Job Project****2 Credits**

The on-the-job project is a twelve-week programme spent observing a manager in challenging situation and reporting on what students observed and learned.

*30hr (T)***Introduction to Accounting****3 Credits**

Accounting Concepts, Construction of Financial statements – Balance sheet, Income Statements, Cash-flow statements, Analysis and Interpretations of financial statements, Element of costing and auditing.

Money and Banking**3 Credits**

- Brief history of money and banking
- Different types of monetary standards in the development of banking, Theories of banking, capital, capital adequacy, base money, theories of money, types of banks, various definitions of money, supply and their determinants, banking laws and regulation.

Financial Markets and Portfolio Management**3 Credits**

- Money Markets, Capital markets, Foreign Exchange Market, Inter bank market
- Financial Institutions, Banks, Investment companies. The Stock Exchange, the stock exchange and economy, Pricing securities at the Stock Exchange – Primary & Secondary issues, Securities Analysis.
- Financial instruments, Bonds, Treasury bills, Commercial papers, Bankers acceptances.
- Theories of Portfolio management, CAPM, APT, Options, Portfolio performance, Nigerian capital market in a global economy.

Investment and Project Analysis.**3 Credits**

Evaluation of securities; Efficiency and Technical Analysis, Ratio Analysis, Profit planning, Definitions of Capital projects, Capital budgeting and techniques, Application of linear programming in capital projects, Feasibility studies: Project Conceptualization, design, market, Technical economic analysis.

Advanced Financial Management**3 Credits**

- Asset Pricing and Management
- Financial and Capital Structure Theories
- Cost of Capital, Dividend Policy
- Advanced Capital Budgeting
- Mergers and Acquisition
- Financial Planning and Strategy
- Sources of Finance
- Leasing, Venture Capital
- Working Capital Management
- Financial Performance Measurement.

Business and Company Law**3 Credits**

Familiarize candidates with the legal aspect of business. Law of contracts, Agency, Hire purchase, carriage of goods, and related laws are examined. The company Act and company and miscellaneous matters decree are examined in depth.

Environment of Business**3 Credits**

The basic objective of the course is to examine the legal, social, political and economic framework which business organization must operate in the Nigerian environment. Because of the pervasive influence of globalization and reduction of distances between nations, there value systems, language etc. international business environments will be explored.

Topic covered include: The concept, scope and nature of the business environment and environmental scanning, Legislations related to business. Ethical theories of business decision, social and cultural issues in business. Theoretical and practical issues of the Nigerian political economy which dictates the basis of fiscal and monetary policies, macroeconomics management and business practices.

Human Resource Management**3 Credits**

Topic to be covered should include the scope, nature, methods and principles of organizational human resources management. The course could provide an overview of strategies and management practices in manpower planning techniques; staffing; human resource training and development; performance management and systems design; compensation designs and reward management; career planning and employee welfare; Line and staff functions as well as the relationship between personnel department and other departments. Review of current principles and practices of human resources management in the Nigerian and global context.

30hr (T)**Personnel Staffing Evaluation****3 Credits**

Other thematic considerations should include issues in self-assessment (i.e values, interests, weakness and abilities), the identification of employment imperatives both short

and long term. Students are further required to prepare a report which reflects in terms of a career in a competitive working environment.

Bank Management

3 Credits

Structure of Financial Statements, Analysis of bank performance, Capital Structure and Policy, Asset and Liability Management, Risk Management, Liquidity policies and management, Credits policies and loan portfolio management, Interests rates theories and bank solvency; Banking Regulation and regulators.

Research Methodology

3 Credits

- Introduction to Research Methodology
- Research in Social Sciences
- Research in Physical and Natural Sciences
- Problems of Research in Developing countries
- Common errors in research
- Research in Practice:
 - a) Problem identification
 - b) Literature review
 - c) Materials and Methods (Methodology)
 - d) Results (Data Analysis)
 - e) Discussions
 - f) Summery, Conclusions and Recommendations
- Report Writing.

ELECTIVE COURSES IN VARIOUS AREAS OF SPECIALIZATION

OPERATIONS RESEARCH COURSES

Linear Programming (LP)

3 Credits

Linear programming with both geometric and algebraic interpretations, duality, primal and dual simplex algorithm; primal-dual algorithm, shadow prices and perturbation analysis; the revised simplex method; transportation and network problems.

45hr (T)

Mathematical Programming (MP)

3 Credits

An introduction to integer programming and non-linear programming problem; formulation; applications; intuitive qualitative concepts, and solution techniques.

45hr (T)

Introduction to Stochastic Process (ISP)

3 Credits

Introduction to stochastic process in 3 major areas: queues with poisson arrivals, Markov processes and renewal theory, Random Walks, reliability and maintenance, winner processes and application to finance and marketing.

45hr (T)

Applied Queuing Models (AQM)

3 Credits

Concepts of single server and multi-server queues; utilization, busy period analysis, residual service times, queues length distribution. M/G 1 queues; Priority rules and other service disciplines; Phase-type sidtribution, diffusions and other approximation techniques. Effect of limited waiting room and estimation of overflow probabilities; Computational methods.

45hr (T)

Dynamic Programming (DP)**3 Credits**

Principle of optimality and structural results for sequential decision process. Models of both deterministic and probabilistic systems markovian decision processes. Effect of planning horizon and interest rates. Computations drawn from inventory control production planning, combinatorial optimization and other application. Selected examples of theory and computations drawn inventory, control, production planning, combinatorial optimization and other applications.

*45hr 9T)***Theory of Games (TG)****3 Credits**

Introduction to optimization problems characterized by more than one decision-maker and or more than one decision criterion. Topics include two person games with zero-sum pay offs, admissibility and utility. Concepts of differential and stochastic games of differential and stochastic games

*45hr (T)***Pricing Policy (PP)****3 Credits**

Pricing – quality issues; dealing policies; multi-plant pricing; peak load pricing; franchising; resale price maintenance, competitive bidding; new product pricing; product line pricing and the marketing mix.

*45hr (T)***Consumer Behavior (CB)****3 Credits**

Basic factors influencing consumer behaviour, with emphasis on managerial use of consumer decision making models; buyers behaviour modeling from both economics and behavioural sciences; consumer information processing, stochastic brand device models; Risk taking and market segmentation.

*45hr (T)***Product Planning and Development (PPD)****3 Credits**

Issues involved in the development and introduction of new products and the management of existing products; positioning, screening; concept testing and development of new products; simulations; pre-test market models; product rollout; diffusion of innovations; product life cycle and branding strategies.

*45hr (T)***Industrial Marketing (IM)****3 Credits**

Marketing problems unique to the industrial marketing; Management of the sales force and optimal allocation across product lines, customers and sales territories; industrial consumer; pricing advertising in an industrial setting.

*45hr (T)***International Marketing (IM)**

Students explore international strategies, special goals, decision making process across several countries and selection of entry strategies for foreign markets. Comparative marketing arrangements are examined. Covers factors, which need to be recognized by international marketing managers in analyzing markets covering foreign operations, and in assessing economic, cultural and political aspects of international markets.

Marketing Thought**3 Credits**

This course interfaces classic marketing literature with contemporary marketing issues and thought as expressed by economist, marketers, educators, consumers and consumer advocates. The course examines and evaluates the historical views of marketing its domain and roles in the development process against contemporary views as well as practical marketing problems of developing countries. Factors militating against the development of efficient and effective marketing systems in developing countries and possible solutions.

PRODUCTIONS/OPERATIONS MANAGEMENT COURSES

Production Management Problems & Techniques

3 Credits

Economic decision problems in production management; schematic and quantitative techniques; size and location choices; process and equipment selection; aggregate production; planning and scheduling; production and inventory control; planning system; distribution system, project control, assembly balancing and sampling inspection and quality control.

45hr (T)

Cash Studies in Production & Operation Management

3 Credits

Analysis of cases illustrating decision problems in production and operation management using techniques studies in MGS 672; aggregate scheduling; job-shop scheduling; equipment replacement; inventory and production control; plant size and location.

45hr (T)

Facilities Location Models

2 Credits

Theory and method of facility location; plant and warehouse siting; plant layout problems; and location of service facilities such as hospital and stations. Cases of actual applications.

45hr (T)

Operations Management

3 Credits

An introduction to techniques of work measurement facility location, process planning, production scheduling and sequencing, PERT and limited resource project planning.

45hr (T)

Strategic Decisions in Production Management

3 Credits

Analysis Management decision problems in process design, equipment selection and replacement, selection of materials, project planning and control.

45hr (T)

Project Management and Feasibility Studies

3 Credits

Project Identification; Project definition and management; the Concept and Practice of Project Evaluation and Appraisal; Definition of feasibility studies, Implications of feasibility studies; the accepted Format for presenting feasibility studies report. Tools used in project management and feasibility studies e.g techniques of monitoring, forecasting etc such as PERT, CPM etc.

COURSES IN PUBLIC MANAGEMENT

Public Financial Management

3 Credits

Basic principles and practices of managing public expenditures, budgeting; public expenditure, cost benefit analysis; debt management and taxation; application of theory to a range of financial decision problems facing public organizations of raising and managing financial resources.

45hr(T)

Public Utilities

3 Credits

Development of public utilities in Nigeria; evolution of public utility concept and emerging role of regulations; regulatory and public issues with emphasis on the pricing of utility services.

45hr(T)

Public Utility Problems

3 Credits

Operating problems accounting and statistical controls; economics of regulated monopoly prices; cost analysis and differential rates; financial policies; labour problems.

45hr(T)

Conduct of Public Affairs

3 Credits

Nature of public affairs, appreciation of the interaction among policy formulation, resources allocation, policy implementation from different perspectives of administration, politics and economic workings of the national government and its federal system; realities of and reasons for cooperation and competition that characterize relations between national, state and local governments.

45hr(T)

RISK MANAGEMENT AND INSURANCE COURSES

Risk Theory and Insurance

3 Credits

Individual and collective risk models for insurance systems. Methods of approximating the distribution of total claims. Application of risk theory to the operation of insurance systems.

45hr(T)

Theory of Continuous Interest and Insurance Functions

3 Credits

Applications of the calculus of compound interest and insurance functions; the force of interest; continuously payable annuities with variable payment; analogous life annuity and insurance functions based on one and two fives; Gompertz and Makeham's law of morality.

45hr(T)

Principles of Risk Management

3 Credits

Background for advanced work in insurance and the nature of risk; Techniques of risk management; the bases for decision making; the bases for decision making; management of business and personal risks.

45hr(T)

Property Insurance

3 Credits

Analysis of economic services, benefits, rates and rating theory, loss adjustment problems, risk, management concepts, loss prevention techniques and government regulations of fire, marine, inland marine, bonding crime, vehicle, home owners and other forms of property insurance.

45hr(T)

Management of Insurance Enterprises

3 Credits

Analysis of operations of insurance organizations; organization, marketing systems management and control, underwriting, rating, financial analysis rate making and regulation.

45hr(T)

Insurance Law

3 Credits

A study of the legal concepts and doctrines applicable to the insurance field. Basic legal problems of principal branches of insurance.

45hr(T)

HUMAN RESOURCE MANAGEMENT COURSES

Organisational Behaviour

3 Credits

Employees' attitudes and behaviours in organizations. Analysis of how individual, group and organization characteristics influence employee behaviours such as participation and performance. Influence of managerial policies and practices on work attitudes and behaviours.

45hr(T)

Compensation: Theory and Administration

3 Credits

Examination of the determinants of wage levels, wage structures and individual wages; analysis of the impact of wages on work attitude and performance in organizations.

45hr(T)

Personnel Staffing Evaluation

3 Credits

Elements of manpower planning and internal labour markets; validation procedures for determining the potential job effectiveness and individuals, description and validity of selection instruments such as tests, interviews and biographical data, measuring performance, turnover and absenteeism and the process of performance appraisal.

Industrial Relations

3 Credits

Theories of industrial relations and the industrial relations system. Trade unionism and employers associations. Labour-management relations at the organizational and industry level. The role of government in industrial relations. Strikes and trade dispute settlement and collective bargaining in the public and private sectors of the Nigerian economy. The Nigerian Labour Law.

30hr(T).

Organizational Change and Development

3 Credits

This course outlines the basic steps or stages involved in the process of organizational diagnosis and change. Emphasis is placed upon the development of strategies necessary for gaining entry to an organization, collecting data, and feeding back data to the client organization. Several specific strategies and technologies for changing organizations are presented and the relative strengths and weaknesses of the strategies are examined.

Advanced Organizational Behaviour

3 Credits

This course provides up-to-date information on the behavior of individuals and groups in any organization. Topics covered include individuals and group behavior, motivation, organization theory, work design and control. Other topics include leadership style, group decision-making, organizational socialization, power and influence, group dynamics, communication and conflict management.

Organizational Design

3 Credits

This course takes an indepth study of organizational processes and structures. The following are the primary objectives:

- (a) To develop an understanding of theories or approaches to the design of organizations where design is defined primarily in terms of structure and requisite processes of coordination and information processing.
- (b) To develop a sensitivity to and awareness of the "realities" of organizations.

- (c) To understand how organizational planning and design decisions are interdependent and critical to the successful implementation of strategic and short-term aims of the organization.

Managerial Problem Solving

3 Credits

The practical study of managerial work; Examiners communication skills and offers the opportunity for assessment and feedback. Organizational context, team building and case work.

Seminar in Organizational Behaviour

3 Credits

The seminar critically investigates advanced topics and themes in current theories and research on organization behavior.

INTERNATIONAL BUSINESS COURSES

International Business

3 Credits

Students will be introduced to the language and terminology of international business and major international, political and economic international businesses. Special attention is given to fundamental concepts of international finance, accounting, law, management and marketing.

International Law and Business

3 Credits

This course surveys trends and Practices that are part of the proceeds of adjudication across national boundaries. Students will study the interrelationships among countries as these affect individuals and business organizations attempting to operate internationally. Course content focuses on transnational business activities.

International Business Management

3 Credits

Course content focuses on the development of management skills related to multinational business. Students will examine the issues of operating in a foreign country or cross national boundaries and how management theory and practice in an international setting differ from those in foreign countries.

Cross-Cultural Management

3 Credits

The course examines the cultural, attitudinal and behavioural differences that affect international business. Course content focuses on the cultural differences between nations and how these differences affect social organizations. The management of multinational corporations from the perspective of environment, structure, process and interfirm and intrafirm relations is considered.

A comparative study of management practice in selected countries. Topics include cross-cultural methodology for management studies, impact of social environment and culture on management functions of business enterprises.

Issues in International Business

3 Credits

Current and significant issues in international business are examined. Course content focuses on existing theories and practices with emphasis given to new and emerging topics in the field.

International Trade and Finance**3 Credits**

This course examines the theories, policies and instruments (tariff quotas) of international trade and consider trade integration. Course content focuses on the foreign exchange and balance of payments in international trade. Theories and policies of direct investment in foreign markets are considered.

International Business Finance**3 Credits**

Course content focuses on the environment in which the international financial manager operates. You will study the risks of doing business overseas and the tools available to minimize those risks. Foreign exchange risks, political risk, working capital management, long-term investments and financing and accounting and control are examined within this context.

International Finance**3 Credits*****Topics Covered include:***

- The Environment of International Financial Management
- Foreign Exchange Markets and Modes of Payments
- Foreign Exchange Arithmetic
- Multinational working Capital Management
- Foreign Investment analysis and Risk Management
- International Banking
- Implications of regional currencies on foreign financing.

AREA OF SPECIALISATION ACCOUNTING***Advanced Accounting and Theory*****3 Credits**

Analyse the Accounting discipline and its purpose; needs of users of accounting information; accounting theory and concepts of income measurement; disclosure requirements for profit and loss statement and balance sheet; amalgamations and reconstruction, consolidated accounts; branch and departmental accounts, current cost accounting, inflation account; fixed asset valuation; human asset valuation; social responsible accounting.

Advanced Auditing and Investigations**3 Credits**

Evolution of auditing, procedures with particular reference to internal control systems, internal audit functions; sampling and statistical techniques; auditing standards and guidelines including exposure drafts; post audit review; audit of accounts of solicitors, charitable and other non-trading organizations.

Advanced Cost and Management Accounting**3 Credits**

Framework of modern management accounting; cost analysis and cost concepts; overheads; product costing and cost concept absorption and marginal costing, attributable cost, relevant cost, buy to make decisions, management audit, transfer pricing critical evaluation of variance analyses profit and cash planning, performance evaluation; motivation and human aspects of accounting.

Taxation and Public Finance**3 Credits**

Tax theory. Income tax for individuals, partnership and corporation tax, tax planning and control; sales and company tax, value added tax. The Nigerian tax law. Tax planning in a

multinational context. An examination of government operations and its role in economic activity and distribution. Theory of public goods and its optimal distribution.

ENTREPRENEURSHIP AND SMALL BUSINESS MANAGEMENT

Entrepreneurship

3 Credits

Concept and objectives. Objective is to impart knowledge and skills required to start new business. Analysis of Personal Efficacy and Self Awareness. Personal Characteristics of Entrepreneurs. Identification of Ideas and Venture Capital Opportunities. Sources and Availability of Resources; Finance; Technology; Manpower Appropriate Technology; Government Regulations; National and International Regulatory and Support Environment; Marketing Plan, Policy and Strategy; Accounting and keeping Accounts Financial Statements; Feasibility studies and Project Evaluation; Students' Business Plan.

Small Business Management

3 Credits

Objective of course is to encourage effective and successful management of small business or training for future managers who will have contact in one way or the other with small firms either as bankers, consultants, investors and government officials.

Course Outline: Small firm characteristics and trend. Start-up situations and development of business plans. Venture and expansion capital, cost and benefits sources of finance; problems and prospects of small business generally and of small scale industries in particular. Case Studies of entrepreneurs and small businessman (Owners/Managers). Students' actual proposals made to panel of venture capital firms, banks and other financial institutions.

Venture Management

3 Credits

Introduction, Venture creation, Venture growth, Diversification, Growth models, Technology, Licensing, Venture Strategy, Venture Financing and Venture Capital. Patent and Inventions.

AGRI BUSINESS

Principles and Practices of Crop Production

3 Credits

Climate, Soil, Economic and Socio-conditions affecting crop distribution and growth. **Agronomic groupings of crops.** Crop culture (propagation, climate and soil requirements), fertilizers, handling, distribution and economic analysis of specific crops; maize, cassava, yam, rice, soyabean, cowpea, cotton, cocoa, citrus, oil palm, cashew, and vegetable. Cropping patterns and land use systems.

Practical: Visits to selected farms. Identification of site, soil, climatic characteristics for land use for given cropping enterprises. Identification of management problems at selected sites: fertility, seed control, pest, diseases, harvesting, storage, processing, utilization problems.

Commercial Production of Feed Stuff/Feed and Quality

3 Credits

Current assessment of feed industry in Nigeria: Problems revisited, Remedies. Feed Stuffs: definition, classification, properties, level of production in Nigeria, usefulness and limitation – Carbonaceous concentrates of grains, carbonaceous roughage's. protein concentrates – plant e.g. groundnut cola, soya bean meal, proteinaceous roughage's; Commercial processing of feed stuffs: grinding, pelleting, etc; Feed standards and quality: nutrient requirements of various classes of livestock, chemical analysis –

proximate composition, profile, anti-nutritional factors, feed microscopy; General aspects of livestock feed formulation – Information needed before ratio, computer in feed formulation; Feedmill operation: housing, equipment, records, routine activities, cost consideration in feedmill operation.

Principles and Practices of Animal Production

3 Credits

The role of Farm animals in National Economy, Problems and Prospects of Livestock Production, Breeds and Breeding in Farm animals, Management of different farm animal species e.g. common farm operations (routine and occasional), feeds and feeding, housing, handling and control, factors to be considered in establishing commercial livestock enterprises, disease management and control in farm animals.

Food Processing Technology: Principles and Practices

3 Credits

Philosophy and principles of post-harvest technology, Review of modern techniques in food processing, packaging and storage, Historical developments in the Nigerian and industries, with emphasis on indigenous concepts and cottage industries for various food commodities. Discussion to include technological limitations.

Problems, challenges and future prospects. Sensory and nutritional characteristics of foods as affected by method of preservation. Quality control measures, role of regulatory agencies and legislation. Commercialization of research results by the Nigerian food industries: Constraints and the way forward.

Fisheries Management

3 Credits

Fisheries resources and their economic importance with emphasis on Nigeria, Fish production in natural waters – rivers, lakes and in ponds. Management techniques for enhanced fisheries production in rivers, lakes, coastal waters and in ponds. Basic principles of fish culture; role of Biotechnology in hatcheries and grow-out operations. Integrate fish farming, Field trips to fish ponds, hatcheries and fish markets. Report of field visits to be submitted at the end of course.

Forestry and Wildlife Investment Analysis

3 Credits

Economics of forest resources management. Introduction to capital investment analysis, cost benefit models. Economics of multiple-use management of forest resources with emphasis on non-market benefits from the forest. Optimal harvest criteria for forest products and wildlife. Any other related introductory to intermediate concepts.

Food Industry and Agri-Business Systems

3 Credits

Students are expected to learn about agro-industrial chains and their environments explicitly, and about technologies and trends in technologies. Detailed examination of food industry and Agri-business systems, Cost structure and sources of Revenue in Food industries (Case Studies), International Trade and Agricultural policies, International Monetary Environment as it affects Food and Agro-Allied Industries, Social and Legal issues in the management of Food and Agro-Allied Industries, Social and Economics impact of Food and Agro-allied industries on the environment, Development trends of Technologies in Food and Agro-allied industries.

Economics for Agribusiness Manager

3 Credits

This course will introduce students to basic computer concept such as opportunity cost, the theory of the margin, etc and cover topics such as price determination, costs theory of the firm and industry structure. All the topics will be treated with special emphasis on

application to agribusiness ventures. The course will also touch on the macro-economics factors that determine the broader business environment in which firms have to operate.

Strategic Management

Review of Management Theories, Leadership Theory, Theoretical and practical elements of strategic management. Strategy formulation: Goals and Action Plans. Strategic Decision making. Strategy Implementation and Control.

Agricultural Production Economics

3 Credits

Theory of production, agricultural production functions; theory of cost; demand and supply functions; pricing of factors of production and income distribution optimization of production and firm planning under uncertainty. Efficiency and innovation in agriculture; Fix asset theory, dynamics and technical change.

Agricultural Marketing System and Policies

3 Credits

The course analyses agricultural and food marketing systems through a study of the functions they perform and the institutions of which they are composed. Lecturers are complemented by case studies drawn from developed and developing economies. The course will also cover the marketing policy agenda in developing economy; food security problems, institutional development, infrastructural development, trade development, etc. and the effectiveness of existing policies in national and in international terms, Topics also include pricing policy issues such as: price-quality issues, dealing policies in national and in international terms, Topics also include pricing policy issues such as: price-quality issues, dealing policies, multipart pricing, peak-land pricing franchising. This is designed to assist would-be managers in making pricing decisions.

Environment Resources Management and Economics

3 Credits

The theoretical structure underlying the economic problems of the environment, the causes of market failure, policies for the environment, and the economic techniques underlying policy decisions (cost-benefit analysis).

Management of Large Scale Agro-based Enterprises

3 Credits

This course will basically be a practical-oriented course. It will involve extensive application of Agri-business management principles to practical business management problems. These include production planning, monitoring and control, marketing management, financial management and control, business growth planning. Case studies will be taken for agro-industrial enterprises as well as large scale farm field trips will also be a part of the course.

PROPOSED PROGRAMMES

***HOSPITALITY MANAGEMENT COURSES**

The hospitality management programme is a multi-disciplinary field of study that prepares students for successful careers in the hospitality industry. The emphasis is to develop management capability through a combination of theory and practical educational experience.

Courses

1. Strategic Tourism and hospitality Management
2. Event Management.
3. Employment Relations in Tourism System.
4. Accounting and finance for Tourism and hospitality Managers.

5. Strategic marketing for tourism and hospitality managers.
6. Planning for sustainable Tourism.
7. Cultural Innovations.
8. Leadership, Ethics and Decision making
9. Internship in hospitality management.
10. Hospitality Industry Law
11. Cross-Cultural Communication.

***Proposed Course**

* HEALTH MANAGEMENT

Notation:

T = Teaching Hours

C = Compulsory Course

R = Required Course

O = Optional Course

P = Prerequisite

E = Elective.

MANAGEMENT INFORMATION SYSTEM

Simulation and Systems Modelling

Data and Business Communication

Social Issues of Computing

Business Computing Environments

Information Systems Analysis and Design

International Dimensions of IT

E-Business

Data Mining.

Simulation and Systems Modelling

Concepts of simulations, simulation software, systems modeling and model validation. Statistical Analysis of output data, random variate general and in put probability.

Data and Business Communications

Overview of Data and Computer Communication; General Categories of principles, TCP/IP, Internetworking family of protocols, LANs, WANs, Wireless, Peer to Peer computing, security, and infrastructure driving networked economy.

Methods, processes and functions necessary for effective communication in today's high-tech global market place.

Social Issues of Computing

Survey of the individual, organizational and environmental impacts of computers, social and ethical issues of present and projected uses of computers, computers and workplaces, computers and communities, computers and moral values, computers and privacy, computers and education, etc.

Business Computer Environment (BCE)

Information architecture, functional characteristics of business resource planning (BRP) environments, alternatives to integrated BRP environments, impact of BRP implementation on business processes.

Information Systems Analysis and Design

Introduction to basic concepts in engineering and design, techniques for analysis, design and overall software lifecycle management. Analysis, basic object oriented analysis and development of large scale systems. Architecture in the context of business process of re-engineering of business information systems.

International Dimensions of IT

National, regional and international information technology development strategies and policies; IT and national sovereignty, development and control of global information highways; International institutions and IT, convergence and divergence of information systems across nations, regions and international sectors.

E-Business

Designing and implementing practical E-Business centred software projects, system integration in the web environment, widely deployed scripting languages ; python, perl etc. Aspects of E-Business: Business to Business, Business to Consumer and intranet knowledge management. E-procurement, E-payment and other applications.

Data Mining

Industry trends in data mining and business intelligence; decision trees, regression, neural nets, clustering, network analysis and feature selections; genetic algorithms, spreading activation, information retrieval and natural language processing. Evaluation of business intelligence systems, data warehousing, privacy issues, strategic use of information and emerging information systems in business engineering and bioinformatics.

INDUSTRIAL MANAGEMENT

Production and Inventory Management

Quality and Series Control

Industrial Safety

Waste Management

Computer Integrated Manufacturing

Management of Technology.

Production and Inventory Management

Introduction to production and inventory management, purchasing, work simplification, value analysis, forecasting and calculation and value of economic order quantity. Master planning, material requirements planning, capacity requirements, planning, and production activity control.

Quality and Series Control

Product quality control and reliability using sampling plans, control charts and limits, statistical evaluations of tolerance, systematic investigation of processing variables, and evaluations of reliability. The history of quality control, the impact of the methods of Squires, Deming Juran, and Taguchi on competitive position, The International Standards Organisations (ISO). The ISO 9000 series of standards to include, ISO 9000, 9001, 9002, 9003, and 9004 and Workforce Development.

Industrial Safety

On industrial safety, the control of industrial hazards through safe-guarding machinery and processes, mechanical guards, remote control, nature and analysis of accidents, and control of accidents, laws, electrical safety, lifting, oxyacetylene welding, fire safety, chemical safety grinding wheel safety, eye safety, etc.

Waste Management

Waste and environment handling of solid waste substances which are originally converted raw materials and in most cases, can be reconverted. Monitoring adverse health effects of wastes and hazardous materials.

Computer Integrated Manufacturing (CIM)

The role of CIM components. The planning for CIM, the CIM implementation and management and overcoming obstacles to implementation. The strategic, leadership, operational and material flow process associated with the planning and implementation of CIM.

Management of Technology

Technology and Managerial challenges in hi-tech industries, forces affecting nature and rate of technological innovation, Developing technology vision and forecasting. (Examples and emphasis on micro-electronics, computers and telecommunications medical device technology, etc.

SEMINARS ON EMERGING TECHNOLOGIES (SET)

A three-hour weekly seminar on emerging technologies, their potential application and the opportunities and challenges of managing the technologies. Emerging technologies in the areas of information systems and computing, nanotechnology, biotechnology and biomedical should be expertly examined to cover the underlying physical, chemical and thematically principles as well as potential commercial applications and limitations.

Biotechnology

Leaders in the field of biotechnology, challenges of bioprocessing, commercial opportunities and uncertainties in medicine and biotechnology. Documented successes and failures in medicine and biotechnology: DNA fingerprinting, cloning of cells, genetic mapping, growing of cells and isolation of bioproducts, etc.

Clinical Technology

Diagnostics, biomedical devices, tissue engineering, genetic theories, drug delivery technologies, imaging and robotics.

Networking and Communications

Introduction of networking concepts: local area networks (LAN), wide area networks (WAN), TCP. IP. Other topics include backbone networks, wireless networks, internet/IP based applications, advanced security, etc.

Nanotechnology

Basic concepts in Nanotechnology, techniques for imaging and manipulating nanostructures, approaches to nanofabrication. Practical applications of nanotechnology in data computation and information storage, Nan-metrology, biomedical diagnostics, etc.

ADVANCED MATERIALS.

Basic concepts in advanced materials, properties technology, utility and limitations of advanced materials, future applications of advanced materials and markets. Properties of materials: metallic alloys and compounds, ceramics, polymers, and composites.

Banking and Finance

1. Corporate Finance
2. Investment Analysis
3. Management of Financial Institutions
4. Portfolio Theory and Capital Market Analysis
5. International Business Finance
6. Case problems in Financial Management, Banking and Financial Institutions.

Marketing Management

1. Marketing Management
2. Marketing Research
3. Sales Management
4. Channels of Distribution
5. International Marketing
6. Consumer Behaviour.

General Management

1. Corporate Management
2. Human Resource Management
3. Entrepreneurship Development and Management of Small Scale Business
4. Comparative Management
5. Organizational Behavior
6. Environment of Business
7. International Business.

Channels of Distribution:

This course is aimed at providing students, exposure to the ultimate of all marketing activities, which is channels management.

Students are assisted to know the essence of business structures of interdependent organizations that reach from point of product origin to the consumer. Distribution institution, their behavior, their logistics, strategies and mutuality of their benefits to both producers and consumers alike will be the focal point of the course.

Marketing Management:

This course will expose students to Marketing concept, philosophies, Intelligence and Research. The Management of the Marketing Mix and Strategic issues in Marketing Management.

Comparative Management:

Students will be introduced to the Management Principles and Practices in different Companies-Japanese Management as opposed to Western Management Practices Management in the public and private sectors.

INSTRUMENTS OF ACCREDITATION

1.0 Introduction

The term **quality** simply means *fitness for purpose*. It means that a product or service fits the purpose according to predetermined standards. Quality is fitness for purpose envisions quality in terms of fulfilling a programme's requirements, needs or desires and is usually based on the ability of an institution to fulfil its mission or a programme of study to fulfil its aims.

Quality is being used to designate the level of acceptable standard in almost every industry such that quality assurance has become a metaphor for the management of the maintenance of quality of goods or services at a good standard. Historically, quality was maintained through control mechanisms. However, in recent years, the practice of quality control has progressively moved from an ex post activity to a more proactive process, known as quality assurance. The industry developed the concept of Total Quality Management (TQM) to capture three key components of quality, namely; quality control, quality assurance and continuous monitoring and evaluation. TQM is not industry-specific; rather it a phenomenon or practice that has universal applicability wherever services are rendered or products produced.

In the Nigerian University System, one of the functions of the National Universities Commission, as the regulatory agency of the programmes (Undergraduate and Post-graduate) offered in the entire University System. As with industry, quality assurance in the university system can be both internal and external. The external mechanism is constituted by accreditation conducted by the NUC. The NUC regulates programmes by ensuring that the universities establish only programmes for which they have the requisite curriculum as well as human and material resources. The structure of the internal institutional mechanism is comprised of the Academic Departments, the Faculties, Schools or Colleges and the assurance that the quality of academic programmes of the University is acceptable to academic peers across the University System.

Accreditation of academic programmes entails peer assessment of the programme against pre-determined standards. The standards are often referred to as Minimum Academic Standards and provide the benchmarks against which the quality of the programme is measured.

The Masters of Business Administration programme is one of the Postgraduate Programmes offered in most Universities in Nigeria. This programme aims at producing quality professional managers and academics for both the public and private sectors of the economy. In order to achieve the aims of establishing this accreditation criteria and weight stated below should be used in the assessment of the MBA programme.

2.0 CRITERIA FOR ASSESSMENT (Total: 100 points)

(a) ACADEMIC CONTENT (15):

- i) **Clarity of Mission: Philosophy, Aims and Objectives of Programme (3):** The mission, philosophy, aims and objectives of the programme must be explicitly expressed and clearly defined.

ii) Admission Requirements (2)

The degree to which students admitted into the programme meet prescribed Minimum Admission Requirements should be assessed.

iii) Academic Regulation (2)

The rules and regulations guiding the conduct of the MBA programme should be explicitly stated in a postgraduate prospectus. The student's level of awareness of the programme's rules and regulations should be gauged as well.

iv) The Curriculum (8)

The curriculum of the MBA programme should state very clearly the cognitive, affective and psychomotor skills to be acquired by the students. The curriculum should have adequate mechanisms to properly prepare students to adapt to the practical world of management. The adequacy of the curriculum content to produce competent managers should be assessed.

(b) ASSESSMENT (10)

i) Course Work (3)

Assessment should be made on the efficacy of the course work mode of assessment.

ii) Students Project/Thesis (3)

The standard of essays, examinations, tests and projects should be evaluated to ascertain the quality of the programme.

iii) External Examination System (4)

The efficiency of the external examination system should be ascertained. The quality of the external examiners used should be assessed. The External Examiner's Report.

(c) STAFFING (29):

a) Academic Staff (27)

The quality and credibility of the academic staff should be examined, using the following indices.

i) **Staff: Student Ratio (1:20) (10)**

ii) **Staff Mix of 20:30:50 (5)**

iii) **Academic Staff with Doctorates (7):**

Percentage of faculty with a doctoral degree. A minimum of 75% of the teaching staff should have doctorate degree in relevant disciplines.

iv) **Staff Development (5)**

There should be proven evidence of a well established staff development programme. The accreditation Panel should determine the percentage of staff that have benefited from the Scheme.

b) Non-Teaching Staff (3)

The quality of the non-teaching staff available for the programme should be assessed.

(d) COURSE DELIVERY AND FACILITIES (19)

i) Course Delivery (10)

The modes of course delivery such as lectures, seminars, group projects, in-company training, etc. having being adequately used in training the MBA students. The Panel should assess this and measure the effectiveness and adequacy of the various course delivery modes.

ii) Facilities (5)

Assessment should be made on the degree of availability of facilities such as classrooms, seminar rooms, lecturers' office accommodation, ICT tools and equipment.

iii) Library (5)

The quality, relevance, currency and quantity of books and international academic and scholarly journals available for the programme should be assessed to determine their adequacy or otherwise.

iv) Funding (3)

The adequacy of funds available for the programme should be assessed. How far is the postgraduate school able to assist indigent student financially.

(e) EMPLOYERS/ALUMNI RATIN (27)

i) MBA Alumni Activity (5): Availability of feedback from Alumni, employers and sponsors should be obtained and used to assess the level to which the programme has produced the required quality of managers. Employability of graduates; ability to secure employment for their graduates.

ii) Placement Success (2): The percentage of preceding year graduates that gained employment with or without the help of career advice.

iii) Employer Recommendation (2): Employers of MBA graduates would be asked to recommend three business schools from which they would recruit MBA graduates. The number of votes received by each school will be aggregated and reported.

iv) Career Progress (2): The degree to which alumni have moved up the career ladder three years after graduating. Progression is measured through changes in level of seniority and the size of the company or organization in which they are employed.

v) International Students (4): The percentage of international students in the programme.

vi) **Foreign Languages (2):** Number of staff with foreign language experience and/or number of foreign languages required to complete the MBA.

vii) **Gender sensitivity of programme: (4)**

a) 10% of female staff on the programme (2)

b) 20% of female students on the programme (2)

8.2 PGD Management (PGDM)

Philosophy

The philosophy of the Postgraduate Diploma in Management programme is to provide basic and remedial training in Management for the purpose of preparing students for higher studies as well as for managerial positions in the private and public sectors of the economy.

Objectives

The objectives of the programme are to:

- (i) develop the competency of students in understanding the basic principles and concepts in Management and utilizing them in practice; and
- (ii) equip students with basic knowledge and techniques of managerial problem-solving and decision-making relevant to both the private and public sector organizations.

Course Structure

The PGDM programme requires a minimum of 30 credit units made up as follows:

- Thirteen core courses (2 credits each) 26 units
- Research Project 4 units
- Total 30 units

Core Courses

	Credit Units
Principles of Management	2
Principles of Accounting	2
Introduction to Public Administration	2
Fundamentals of Marketing	2
Principles of Finance	2
Principles of Micro Economics	2
Principles of Macro Economics	2
Human Resource Management	2
Computers in Organizations	2
Business Mathematics	2
Business Statistics	2
Research Methodology	2
Global Economic Environment	2

Research Project

4

(All courses are compulsory)

COURSES DESCRIPTION

Principles of Management

The development of Management thought; theories and models of management; the manager and his environment; organization structure and relationships; leadership and motivation; organization development, the management functions and procedures; planning; organizing; directing; controlling etc.

Principles of Accounting

This course deals with the underlying theory of double entry book keeping. Topics include: the nature, scope and purpose of accounting, theories and mechanics of double entry, book-keeping statements, fixed accounts, funds flow statements, account of not-for-profit organizations, incomplete records.

Introduction to Public Administration

The course focuses on the emergence of public administration; problems of organization, the bureaucratic phenomenon and social change. The basics of public policy formulation and implementation processes by bureaucracies; accountability and efficiency in public administration.

Elements of Business Administration

This is an introductory course which examines the nature and scope of business activities. Topics include the concept of business administration and its distinction from public administration; functional areas of business – finance, production, marketing etc; source of financing business activities; retail outlets and marketing channels; commercial documents; bills of exchange and entrepreneurial development.

Fundamentals of Marketing

This course focuses on the appreciation of functions and channels of marketing and its role in the corporate environment. Major elements of marketing strategy in relation to product development; distribution channels; advertising, sales promotion and pricing are examined in detail.

Principles of Finance

This provides a systematic and vigorous examination of the theoretical framework of financial/investment management analysis. Main topics include: The economic theory of choice: investment decision and appraisal techniques, financial requirements planning, working capital management, financial ratio, dividend decision, cash budgeting, fixed assets and equity management funds flow statement, and emphasis on financial markets.

Principles of Micro-economics (see department of economics)

Principles of Macro-economic (see department of economics)

Human Resource Management

Topics to be addressed in this course include Nature and scope of HRM; strategies and management practices in manpower planning; staffing; human resource planning; human resource training and development; performance measurement and management, career planning and employee welfare; compensation designs and reward management.

Computers in Organizations

This course explains the why and how of computers, the use of computers in business and other organizations; Data transmission, nature, speed and error detection. It also examines systems analysis and design, the programming process; problem definition, flow charting and decision table.

Business Mathematics

Topics in this include: Revision of basic algebra; set theory; permutations and combinations; annuity, cash flow; functions and functional relationship; analysis of marginal utility and integral calculus; partial and total derivatives. In discussing these topics, emphasis will be on their specific relevance to business/management contents.

Business Statistics

This course covers basic concepts in descriptive and inferential statistics and their use in empirical research.

Nigeria Economy

A systematic examination of the Nigerian economy, with a view to understanding the dynamics of change within it, reflecting the increasing complexities of Nigerian socio-economic development, shall be undertaken. Substantive problems of social and economic development which address themselves to the nature of societal organization and relationships will be examined. The nature and relevance of social institutions, over issues of significance, which involve the social, economic and political organization of the Nigerian people, shall also be examined. The focus here is on the interplay, supportive or obstructive of such relationships.

Global Economic Environment

Topics to be treated include Nigeria and the global economy, the implications of the free market economy on business; governments, consumers, and labour, strategic aspects of international trade, globalization and international institutions; multilateral negotiations; lessons from the Asian tigers.

Research Methodology

The objective of this course is to introduce the students to scientific enquiry through gathering and analysis of relevant data.

Research Project

A research based study and report on an acceptable management problem area approved by the supervisor and the Head of Department.

8.3 MSc Management

Philosophy

The philosophy of the programme is to provide graduate education and training in Management, which broadens the intellectual exposure of students in the discipline, develop their capacity to undertake rigorous and quality research in the core areas of the discipline, and apply theoretical understanding and research results to practical management situations and problems.

Objectives

The objectives of the programme are to:

- (i) develop the students' skills in critical thinking and analysis, logical reasoning and research methodologies to improve their capacity in undertaking rigorous and quality research, and formulating management policies and strategies at the organizational and national levels.
- (ii) develop the students' expertise in the functional areas of Business Administration/Management so that they may advance the frontiers of management theory and practice and enhance the contributions that management could make to the larger society; and
- (iii) provide critical manpower in the area of Management needed for national development.

Course Structure

The MSc Management programme requires a minimum of 36 credit units made up as follows:

- Thirteen core courses (2 credits each) 6 units
- Two courses from area of concentration (2 credits each) 4 units
- Thesis 6 units
- Total 36 units

Core Courses

Core Courses	Credit Units
Management Theory	2
Global Economic Environment	2
Strategic Management	2
Organization Behaviour	2
Management Information System	2
Research Methodology	2

Quantitative Analysis	2
Economic Theory	2
Strategy and Structure	2
Comparative Management	2
Diversity and Conflict Management	2
Rewards and Compensation Management	2
M.Sc. Seminar	2
Elective Courses	
Business Policy	2
Economy and Industry Analysis	2
Operations Management	2
Corporate Finance	2
International Business Management	2
Thesis	6

COURSE DESCRIPTION

Management Theory

The intent of this course is to expose the students to basic issues and theories with regards to the practice of management in contemporary organizations. It examines the introduction and integration of the evolution and the development of theories and concepts, and their application in the field of management. Students are expected to critically analyze the different perspectives within the field of Management. Development of Management models (Rational goals, internal process, human relations and open systems models): organizational effectiveness, environments, technology design and performance; images of organizations and implications for research and practice; organizational ecology; institutional theories; organizational culture and climate; organizational learning and globalization of organization theory. The intent is to build a theoretical foundation for the understanding of Management issues, and provide guidance for research activities in the programme.

Global Economic Environment

This situates Nigerian Economy within the broader global economy. It examines the implementation of the movement towards free market economy on stakeholders including business, government, consumers, labour and public. The course takes a multidisciplinary approach drawing from international politics, economy, finance, cross-cultural and business management. Topics to be covered include Strategic aspects of international trade, globalization / international institutions, industrialization strategies, determinants of economic growth and poverty reduction in Africa; global power and wealth distribution; lessons from Asian and Mexican financial crises; multilateral negotiations, global culture and information technology, exchange rates / inflation/interests rates.

Strategic Management

This course deals with theoretical and practical aspects of strategy formulation and implementation. Attention is placed on the art of strategic thinking leading to creativity and innovation as well as the rational strategic planning process. Among the topics covered are the following: Analyzing industry structures and dynamics; assessing positions, actions and reactions of competitors; processes of strategic planning, technology strategy and e-business, process re-engineering and corporate turnaround. Case writing and analysis are fundamental to this course.

Organizational Behaviour

This course is designed to aid students in understanding organizations both at the Micro and Macro levels. Specifically, this course examines rigorously, the structure, function, and people in organizations and society. Topics include organizational dynamics – micro and macro perspectives; organizations and the systems concept; organizational entry, motivation and job satisfaction, bases of individual attitudes and behaviours in organizational settings, individual and their relationships in organizations; and group and inter group behaviours.; organizational structures; Typology/Taxonomy of organizations; organizational efficiency and effectiveness; organizational politics; organizational change and development; technology and organizational structure; organizations and environment; organizational design.

Management Information System (MIS)

This course is designed to expose students to the practical application of computers to management information processing. The course provides the steps followed in the utilization of electronic data processing (EDP) system in producing financial and management information, in feasibility studies, system analysis, system design and system implementation for computerized accounting system. Among other things, the course will examine the following issues: Elements of computing mechanical and electronic, types of computers and their applications, computer programming using either COBOL or FORTRAN, data processing manual and mechanized systems, system analysis and design, evaluation and administration of MIS with emphases on computer based systems, meaning of information technology and its application in business finance and management.

Research Methodology

This course is designed to sharpen the students' skills and appreciation of organized enquiry. Topics to be covered include the following: Meaning and nature of research; comparison between research, common sense and science; Types of research; the research cycle; selecting research topics, problem and hypotheses formulation, Research design; research instruments and Data collection, Data Analysis and interpretation; research report, Research and the issue of relevance; ethical issues in research.

Quantitative Analysis

Analytical tool is very vital to acquisition and development of managerial skill. Hence, there is the need to expose students to basic quantitative analysis and reasoning, and its application to management decision making. Topics to be covered shall include set theory; basic concepts in probability; probability distributions; decision theory; forecasting models and techniques, linear programming (graphic and simplex methods); introduction to operation research; network models and simulation.

Corporate Finance

This course is designed to introduce students to an advanced treatment of theories and its three decision areas of financing, investment and dividend. The course therefore examines the effects of various corporate financial policy decisions (e.g. capital structure, working capital, and capital budgeting and dividend policies) on the values of the firm. Issues to be thus examined include:- Financial structure, capital structure, market valuation of risky assets under uncertainty, risk and uncertainty management strategies, capital budgeting, operation of capital market and money market, analysis for investment in securities, portfolio theories and the concept of diversification, efficient market theory, cost of capital, dividend policy, corporate financial problems e.g. leasing, mergers, and of new securities, the institution of Zakat, the insurance debate and the non-interest banking and financial system.

International Business Management

The course focuses on the international dimension of business, including trade, financial and foreign investment patterns, and problems and policies at the corporate and national levels. It covers theoretical, institutional and case analyses of major issues, including the impact of international codes and organizations on corporate policies in home and host countries, the effect of changing governmental policies on strategies for managing international operations. Using a wide range of data sources, cases, and other empirical studies, each student will prepare an individual study of a specific company and country.

Human Resource Management

This course will familiarize students with the basic responsibilities of the human resources function in organizations. The course covers topics such as strategic planning, job analysis, recruitment, selection, training and development, career planning, performance appraisal, compensation and international HRM. Students will learn about the various tools and techniques available to human resources professionals (such as environmental scanning, Delphi methods and transition probability matrices, performance appraisal instruments, selection techniques, job evaluation methods, and some of the various applications of needs analysis) through the use of lectures, case analyses, student presentations, and the text book with supplemental readings.

Diversity and Conflict Management

This course deals with managing and resolving workplace conflicts and examines dispute resolution and conflict management in both various and non-various settings. The course covers two related topics: (1) third-party dispute resolution, including alternative dispute

resolution (ADR). It focuses primarily on the use of mediation and arbitration but also deals with other dispute resolution techniques, such as fact –finding, facilitation, mini-trials, early neutral evaluation peer review, and the ombuds function; (2) conflict management in organizations, including the recent development of conflict management systems. The course reviews the factors that have caused the growth reviews the factors that have caused the growth of ADR and conflict management systems, and it provides instruction on the design, implementation and evaluation of such systems.

Economic Theory (see department of economics)

Environment and Industrial Analysis

The basis of formulating strategy is the assessment of the environment in all its dimensions. The course will focus on the study use of concepts and techniques used in environmental and industry analysis and in identifying trends and changes in the environment. These will include, economic, social and technological forecasting, Delphi methods, Scenario.

Strategy and Structure

The course will build on a base of the study of organizations and focus on the ways organizations are structured to suit the evolving strategies and the mutual impact of strategy and structure.

Operations Management

Topics include aggregate planning methods with emphasis on the mathematical model; seasonal production planning and work force planning. Integration of planning and scheduling levels in hierarchical systems. Determination of capacity in services systems; services design and services mix problems.

Concepts, models and theories relevant to the management of the processes involved to provide goods and/or services to consumers in both the public and private sectors; production, inventory and distribution functions, scheduling of services or manufacturing activities; facilities planning and device of technology.

8.4 PhD Management

Philosophy

The philosophy of the programme is to provide graduate education and training in Management, which develop and deepen the spirit of enquiry and responsibility in the students, to take on teaching, research in higher institutions, as well as management responsibilities in public and private sectors of the national and global economies.

Objectives

The objectives of the programme are to provide training: in Management research for those whose future careers lie in teaching and research at the University and other tertiary institutions and for those who may have to operate in research and development environments; in core and specialized areas of Management that would equip graduates to provide quality consultancy services to both local and international clientele; and aimed at providing critical manpower in the area of Business Administration/ Management needed for national development.

Course Structure

The PhD Management programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Six core courses (3 credits each) | 18 units |
| • Two elective courses (3 credits each) | 6 units |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses	Credit Units
Management Thoughts and Philosophy	3
Seminar in Strategic Management and Entrepreneurship	3
Advanced Research Methodology	3
PhD Seminars	3
Imperatives of Globalization	3
Advanced Quantitative Techniques	3
Elective Courses	
Seminar in Business Environment	3
Management of Change	3
Government Business and Society	3
Seminar in Public Enterprises Management	3
Advanced Marketing Theory	3
Multinational Enterprises	3
Advanced Conflict Management	3
Thesis	1

COURSE DESCRIPTION

Management thought and Philosophy

This course examines the idea and evolution of management as a field of endeavor.

Seminar in Strategic Management and Entrepreneurship

Students will gain a well-developed understanding of business enterprises and the entrepreneurial and strategic thinking that drives them in a dynamic, competitive regional, national, and global economy. Students will learn to apply entrepreneurial and strategic management practices (e.g., using case analysis) to organizations of varying sizes. An integral component, futures studies, shall involve an introduction into thinking about the future, the foundation of the field, its methodologies, link to planning, decision-making, strategy and public policy. The relationship between core competences (at the company level) and key success factors at the industry shall be examined.

Advanced Conflict Management

This course is designed to provide an understanding of intercultural management useful for international management and trade negotiations. Participants are expected to study the different ways various cultures think, communicate and behave, particularly within business contexts, in order to develop a necessary level of cross-cultural competency. Today's global business implies co-operating, coordinating, negotiating and supervising, using management processes appropriate to the cultural context. The student will explore cultural implications in those management processes, as well as its impact on team-building, ethics, conflict resolution and creative problem-solving. Students will also study their own culturally-based perceptions, patterns of thinking and behavior, communication styles, values and how they can be adapted to an intercultural context. Although the course will primarily deal with cultural differences in national culture context, it will also address cultural differences in gender and in organizational level as long as they affect the global business environment.

Foundations and Theories of Conflict: Theories of Conflict Resolution - An interdisciplinary approach to examination of conflict and conflict resolution theory;

Responses to Conflict - An examination of the different approaches to conflict resolution represented by two party negotiation, facilitative processes such as mediation, the various evaluative processes, adjudicative processes such as litigation and binding arbitration, and the various hybrid processes; Negotiation; Mediation Skills Clinic - A basic introduction to mediation skills, theory, and ethics; Interpersonal and Intergroup Conflict

- An in depth study of the dynamics of interpersonal and intergroup conflict. · Organizational and Community Conflict - An exploration of the dynamics of conflict in organizations and the community;

International and Cross-Cultural Conflict - an examination of the practical negotiation skills central to the resolution of situation-specific international and intercultural conflict.

Methodology of Conflict Resolution Research - an introduction to a range of qualitative data collection methods with particular focus on techniques used in research on conflict

and conflict resolution, including participant observation, content analysis, behavioral mapping, and non-intrusive measures, as well as a review of relevant research literature in the field.

Advanced Research Methodology

The objective of this course is to deepen the understanding of the students, of the traditional scientific research methods. Topics to be discussed include Research in Social, Physical and natural sciences; problems of research in developing countries; common errors in research; types of research; and research in practice: selecting a topic, problem and hypotheses formulation, research design, instruments and data collection data analysis and interpretation, research report, etc

The objective is for students to gain confidence in the applicability and relevance of non-quantitative methods in our research environment, where the tradition of believing in "objective measurement" is strong. Qualitative research methods open up for us a class of research questions that is not accessible within the "normal" scientific method. That is, as researchers, we can ask new questions if we have a richer repertoire of tools, both the qualitative and the quantitative from which to choose.

Topics to be discussed include the basics of qualitative research methods and research approaches. Some qualitative research approaches, such as phenomenography, activity theory and ethnography, data collection methods such as interviews, field studies and rapid rural appraisal, and observations. Evaluating collected data.

Management of Change

Management of change is designed to acquaint participants with the issues, techniques, and strategies for the management of change. The first part of the course concentrates on developing expertise in predicting relevant changes in the organization's task environment and making sure that change initiatives are in harmony with environment. Techniques for environmental scanning and task forecasting will be explored and useful models analyzed. Students will also discuss and make presentations on current issues such as employee ownership, team-based management, mergers and acquisitions, and organizational renewal, etc. By course end, participants will understand the techniques for creating a change, managing resistance, and applying change models to various industries and situations.

PhD Seminar

This seminar introduces students to the most recent research in the area of Management and organizational analysis, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his or her research.

Imperatives of Globalization

Globalization Overview: Why has the global economy grown so rapidly? How is it affecting the environment, local economics, and social and cultural customs throughout the world? ; Questioning Free Trade: What are the positive and negative impacts of free trade? ; Economic globalization and technological changes: these processes are examined in relation to the national development or under-development. It also examines multinational companies, their histories, the reasons for these companies' spacial mobility and the impact on developing world; Globalization and the Environment; Social Equity: Is social equity relevant to trade issues?; What is gained and lost through the gradual homogenization and distortion of cultures as a result of globalization?

Multinational Enterprises

This course covers World Trade Organization (WTO) and multilateral trade agreements. The course will present an overview of the WTO and then focus on multilateral trade negotiations. Multilateral trade agreements shall be studied in four parts: trade in goods, trade in services, trade-related aspects of intellectual property rights and institutional issues. Agreements on trade in goods are further divided in to three subcategories: market access, customs-related issues and trade rules. Lastly, this course will look at the future challenges facing the current multilateral trading system. Although this course deals with trade agreements, it will put more emphases on economic interpretation rather than the legal aspects. For this course, outside scholars and experts from policy, academic, and private sectors may be invited as special guest lecturers.

Advanced Marketing Theory

The objective of this course is to provide students with knowledge of advanced marketing theory and research. Marketing is an applied discipline that is informed by professional scholarly research in marketing and related fields (e.g. psychology, economics). This course provides an in depth review of marketing theory and research, an advanced review of influential theories in the development of marketing thought, and an overview of contemporary theories and research in marketing. Reading materials shall largely be scholarly articles in refereed journals.

Seminars in Human Resource Management

This seminar introduces students to the most recent research in the area of HRM, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his/her research

Industrial Relations

Considers whether recent developments such as concession bargaining, worker participation programme and the growth of nonunion firms represent a fundamental transformation in industrial relations practice, review recent research and new theories

arguing that such a transformation is occurring, also reviews the counter arguments and evidence put forth by those who believe no such transformation is under way.

Advanced Qualitative Analysis

It is designed to provide students the opportunity to explore more advanced quantitative techniques for decision-making in general and research in particular. Emphasis will be on multivariate statistical methods, advanced topics in optimization techniques and stochastic models.

Government Business and Society

The course will examine the area of government business and business-society relations as one of the critical areas where the general manager spends a considerable amount of time. The responsibilities of the firm in these areas, the role of general manager, the skills needed and ethical and philosophical issues will be discussed.

8.5 MSc. Human Resource Management

Philosophy

The philosophy of the programme is to provide graduate education and training in Human Resource Management, in order to broaden and deepen the spirit of enquiry and responsibility in the students, to take on teaching and research in higher institutions, as well as management responsibilities in both the public and private sectors

Objectives

The objectives of the programme are:

To provide training in Human Resource Management for those interested in teaching and research at the University and other tertiary institutions and for those who may have to operate in industry;

To provide advanced training in core and specialized areas of Human Resource Management that would equip graduates to provide quality consultancy services to both local and international clientele; and

Course Structure

The MSc programme requires a minimum of 36 credit units made up as follows:

- | | |
|--|----------|
| • Thirteen core courses (2 credits each) | 26 units |
| • Two elective courses (2 credits each) | 4 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses

Human Resource Management
Human Behaviour in Organizations

Credit Units

2
2

Labour Law	2
Retirement and Pension Administration	2
Performance Evaluation and Control	2
Managing Diversity (Cultural Differences)	2
Human Resource Training and Development	2
Labour Market Analysis	2
Human Resource Planning	2
M.Sc. Seminar	2
Research Methodology	2
Microeconomic Theory	2
Macroeconomic Theory	2
Elective Courses (Select any two courses of two credit units)	
Industrial Relations	2
Strategic Management	2
Negotiations	2
Managing Organizational Change	2
Compensation Management	2
Qualitative Methods	2
Organizational Theory	2
Women Participation in the Labour Force	2
International Labour Movements and Institutions	2
Collective Bargaining	2
Thesis	6

COURSE DESCRIPTION

Human Behaviour in Organizations

This course examines rigorously, people in organizations and society. Topics include organizational dynamics – micro and macro perspectives; organizations and the systems concept; organizational entry, motivation and job satisfaction, bases of individual attitudes and **behaviour** in organizational settings, individual and their relationships in organizations; and group and inter group **behaviour**.

Human Resource Management in the Public Sector

The course provides the student with tools to make administrative decisions regarding personnel in public and nonprofit settings. These include human resource planning, recruiting, coordinating, development, compensation, and evaluation. Important additional influences are examined such as legal, environmental, behavioral, sensitivity, labor relations, and grievance systems.

Performance Evaluation and Control

This course focuses on the theoretical underpinnings, analysis, design, and implementation of performance appraisal, control, and reward methods, tools and systems. Directs critical attention to measurement, motivation, personality, goal setting and behavioral theory and concepts and applies them to the selection of performance criteria and incentives. Includes the design of performance appraisal instruments and control reward systems; and the management of the implementation process, for example, involving performance feedback and behavior modification of performance, control, and reward systems in an existing organization. It may discuss topics performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS.

Managing Diversity (Cultural Differences)

This course is designed to provide an understanding of the diverse people that are involved in the employment relationship and how to manage such without disrupting the flow of work. Such diversity include cultural, gender, generational, religious among others. Participants are expected to study the different ways various cultures think, communicate and behave, particularly within business contexts, in order to develop a necessary level of cross-cultural competency. Today's global business implies co-operating, coordinating, negotiating and supervising, using management processes appropriate to the cultural context. The student will explore cultural implications in those management processes, as well as its impact on team-building, ethics, conflict resolution and creative problem-solving. Students will also study their own culturally-based perceptions, patterns of thinking and behavior, communication styles, values and how they can be adapted to an intercultural context. Although the course will primarily deal with cultural differences in national culture context, it will also address cultural differences in gender and in organizational level as long as they affect the global business environment.

Human Resource Training and Development

This course examines key principles relevant to training and development, including the role of training in an organization, adult learning theory, needs assessment, training methodology, organizational support, resources and constraints, evaluation of training, and managing the training function. International training considerations are also addressed. Issues that influence training implementation, such as ethics and interpretation, are also reviewed. Students design and develop training modules in response to the needs of a client organization and of adult learners.

Research Methodology

The objective of this course is to deepen the understanding of the students, of the traditional scientific research methods. Topics to be discussed include Research in Social, Physical and natural sciences; problems of research in developing countries; common

errors in research; types of research; and research in practice: selecting a topic, problem and hypotheses formulation, research design, instruments and data collection data analysis and interpretation, research report, etc.

Industrial Relations

This course discusses the determination, acquisition, development, utilization and maintenance of human resources by employment organizations. Covers employment planning, recruitment and selection, training and development, performance evaluation, and compensation administration, while giving special emphasis to labor-management relations. Considers whether recent developments such as concession bargaining, worker participation programme and the growth of nonunion firms represent a fundamental transformation in industrial relations practice, review recent research and new theories arguing that such a transformation is occurring, also reviews the counterarguments and evidence put forth by those who believe no such transformation is under way.

Strategic Management

The course is intended to introduce participants to strategic and futuristic thinking and planning; and theories, skills and tools for translating long-term plans into attainments. Topics to be covered include visioning, setting strategic goals, objectives and targets, preparing, implementing, monitoring, evaluation and review of strategic plans while contextualizing discussions within the private and public sector settings. An integral component, futures studies, shall involve an introduction into thinking about the future, the foundation of the field, its methodologies, link to planning, decision-making, strategy and public policy.

Human Resource Planning

This course will emphasize decision-making processes in the development and maintenance of various programme elements in human resource management. Decision analysis will also be considered. Traditional and current issues-oriented programming will be addressed. Programme elements that may be included are human resource

Negotiations

Examines the dynamics that occur before, during, and after negotiations and the theory behind various negotiation approaches. Topics to be addressed will include: claiming versus creating value (also known as distributive and integrative bargaining); preparation strategies; the nature of power; psychological aspects of negotiation; experience and expertise; multi-party/group negotiations; culture and gender; communications and perception; mediation and other alternative dispute resolution systems; working with lawyers; organizational change, and salary negotiations.

Managing Organizational Change

Management of change is designed to acquaint participants with the issues, techniques, and strategies for the management of change. The first part of the course concentrates on developing expertise in predicting relevant changes in the organization's task environment and making sure that change initiatives are in harmony with environment. Techniques for environmental scanning and task forecasting will be explored and useful models analyzed. Students will also discuss and make presentations on current issues such as employee ownership, team-based management, mergers and acquisitions, and organizational renewal, etc. By course end, participants will understand the techniques for creating a change, managing resistance, and applying change models to various industries and situations.

Qualitative Research Methods

This course will focus on the styles of research, analysis, and epistemologies associated with qualitative research in the social and policy sciences. The objective is for students to gain confidence in the applicability and relevance of non-quantitative methods in our research environment, where the tradition of believing in "objective measurement" is strong. Qualitative research methods open up for us a class of research questions that is not accessible within the "normal" scientific method. That is, as researchers, we can ask new questions if we have a richer repertoire of tools, both the qualitative and the quantitative from which to choose. Topics to be discussed include the basics of qualitative research methods and research approaches. Some qualitative research approaches, such as phenomenography, activity theory and ethnography, data collection methods such as interviews, field studies and rapid rural appraisal, and observations; and evaluating collected data.

Organizational Theory

This course is an introduction to the major theoretical approaches and debates in organizational theory, which draws primarily on sociology and secondarily on economics, psychology, and political science to explain the basic building blocks of modern society. The purpose of this course is to provide you a roadmap for you to roam the terrain of organizational theory. Accordingly, we will start with the classics and then trace the history of ideas as the field has evolved to the present.

Labour Market Analysis

In-depth treatment of the characteristics and problems of labour markets in developing countries. Analysis of the theories which explain the evolution and functioning of such markets. The specific content include structure and characteristics of internal migration, employment problems, skill generation and labour market needs, wage determination. Inflation and government policies and the effective functioning of urban labour markets.

International Labour Movement and Institutions

This course would discuss in details the International Labour Organizations (ILO), origin and growth. It will also look at the other institutions that work with the international

labour movement including its agencies. The contributions of the international labour movement in labour issues around the world and its relationship with various governments would be discussed.

Micro-economic Theory (see department of economics)

Macro-economic Theory (see department of economics)

8.6 Ph.D Human Resource Management

Philosophy

The philosophy of the programme is to provide graduate education and training in Human Resource Management with a view to broadening and deepening the knowledge base of the students, to take on teaching and research positions in higher institutions, as well as management responsibilities in public and private sectors of the national and global economies.

Objectives

The objectives of the programme are

- i) to provide advance training for those whose future careers lie in teaching and research at the University and other tertiary institutions and for those who may have to operate in research and development environments;
- ii) to equip and prepare graduates to provide quality consultancy services to both local and international clientele

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Six core courses (3 credits each) | 18 units |
| • Two elective courses (3 credits each) | 6 units |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses

	Units
Management Thought and Philosophy	3
Contemporary Issues in Human Resource Management	3
Advanced Research Methodology	3
PhD Seminar	3
Advanced Human Resource Management	3
Seminar in Training, Development, Leadership and Productivity	3

Electives

Advanced Labour Analysis	2
Advanced Conflict Management	2
Advanced Strategic Management	2

COURSE DESCRIPTION**Management Thought and Philosophy**

This course examines the idea and evolution of management as a field of endeavor.

Organization Theory

This course is designed to enable students undertake an in-depth study of the organizational processes and characteristics that influence organizational decisions and change. Topics to be covered include dimensions of organization structure, organization design, organization culture, organization change and development, organization technology, the environment of organizations; and the relationships between these processes and characteristics.

Advanced Human Resource Management

This course introduces students to the most recent developments in the area of HRM, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his/her research.

Performance Measurement and Control

This course focuses on the theoretical underpinnings, analysis, design, and implementation of performance appraisal, control, and reward methods, tools and systems. It directs critical attention to theories of measurement, motivation, personality, goal setting and behavioral theory and how they apply to selection of performance criteria and incentives. It includes the theories and design of performance appraisal instruments and control reward systems; and the management of the implementation process, for example, involving performance feedback and behaviour modification of performance, control, and reward systems in an existing organization. It may discuss topics such as performance appraisal, compensation, benefits, and incentive systems. In the area of performance appraisal, topics to be studied include systems, methods, rater errors, and interviewing. Other topics to be explored include theories of pay plans, compensation administration, flexible benefits, health plans, individual and group incentives, employee motivation, and HRIS.

Contemporary Issues in Human Resource Management

It examines current developments and researches in Human Resource Management.

Advanced Conflict Management (See department of Management)**Advanced Labour Analysis** (See department of industrial and labour Relations)

Advanced Strategic management (See department of Management)

Seminar in Training Development Leadership and Productivity (See department of industrial and labour Relations)

Research Methodology

The objective is for students to gain confidence in the applicability and relevance of different methods in our research environment, including both qualitative and quantitative methods. Qualitative research methods open up for us a class of research questions that is not accessible within the "normal" scientific method. That is, as researchers, we can ask new questions if we have a richer repertoire of tools, both the qualitative and the quantitative from which to choose. Topics to be discussed include Research in Social, Physical and natural sciences; problems of research in developing countries; common errors in research; types of research; and research in practice: selecting a topic, problem and hypotheses formulation, research design, instruments and data collection data analysis and interpretation, research report, etc

9.0 INDUSTRIAL AND LABOUR RELATIONS

9.1 Masters in Industrial and Labour Relations (MILR)

Philosophy

Work remains a central feature of human life and societal development. This is to the extent that society depends on the productive activities of those involved in different sectors of the economy for needed goods and services. The underlying philosophy, therefore, is the need to produce experts who understand the complexities involved in work/employment relationship with a view to appreciating the contending positions of the industrial relations actors. As such, the programme is designed to meet the growing needs of practicing managers who are interested in acquiring specialized skills in industrial and labour relations. The internationalization of production systems and work relations make it more compelling for those who are saddled with the responsibility of managing the employment relationship to be well grounded in the contending issues and developments affecting the industrial relations system both nationally and globally.

Objectives

1. To equip students with a better knowledge and information about the practice of Industrial and Labour Relations in Nigeria's socio-economic system.
2. To provide the students, with practical exposure to contemporary issues in the field that will enable them utilize the knowledge gained towards an improved understanding of the interface between the employment relationship and the parties involved.
3. To as adequately equip the students to advance their careers and confront challenges of employer-employee relationship.

Admission Requirements

Admission into the M.I.L.R. degree programme is open to candidates who possess a Bachelor's degree of recognized universities in addition to a minimum of 2 years cognate experience the field of Industrial Relations and Personnel Management, General Management and Public Administration,

Degree Requirements

To be eligible for the award of M.I.L.R degree the student must register and pass a minimum of 42 units made up 28 units of core courses, the thesis (6 units) and 8 units of elective courses.

Course Structure

The MILR programme requires a minimum of 36 credit units made up as follows:

- Fourteen core courses (2 credits each) 28 units
- Four elective courses (2 credits each) 8 units
- Thesis 6 units
- Total 42 units

Core Courses	Credit Units
Industrial Relations Theory	2
Human Resource Management	2
Labour Relations & Administration in Nigeria	2
Collective Bargaining	2
Human Resource Training and Development	2
Industrial Conflict and Dispute Management	2
Trade Unions and Management in Nigeria	2
Labour Law and Policy	2
Labour Market Analysis	2
Micro-economic Theory	2
Macro-economic Theory	2
MILR Seminar	2
Research Methodology	2
Occupational Safety and Health	2
Elective (select any four elective of 2 units each)	
Human Resource Information Systems	2
Comparative Industrial Relations	2
Compensation and Benefit Systems	2
Emerging Issues in Industrial Relations	2
Organizational Behaviour	2
Case Studies in Industrial and Labour Relations	2
Motivation and Productivity at Work	2
Manpower Planning	2
Women Participation in the Labour Force	2
Thesis	6

COURSE DESCRIPTION

Core Courses:

Industrial Relations Theory

The course is expected to take students through the conceptualization of industrial relations as well as the major theories of industrial relations such as the unitary theory, systems theory, the conflict theory, social action theory and Marxist theory. They are expected to be able to apply these theories to the understanding of different industrial

relations systems and issues such as collective bargaining, industrial conflict, the role of the state and workers' participation in management

Human Resource Management (HRM)

This course offers students the opportunity to become sufficiently endowed in the skills of making effective decisions about human resource in organisations. This is because the course places emphasis on developing relevant problem solving and critical thinking skills. The basic concepts of HRM and the skills learned in this course are applicable to all types of organizations and jobs. Specifically, the course gives special consideration to aspects of strategic human resource management such as staffing, training and development, performance management, compensation, and employee relations. In addition, the course allows students to be equipped with the various tools and techniques available to human resource professionals such as environmental scanning; Delphi techniques and transition probability matrices; performance appraisal instruments, selection methods; and job evaluation methods. Thus, students will learn theories and applications involved in effectively managing people in organizations.

Labour Relations and Administration in Nigeria

The course would examine the evolution and processes of labour/management relations in Nigeria as well as the effect of public policies. Also to be examined are the bodies involved in the coordination and management of labour relations, with particular focus on the Ministry of Labour and its agencies as well as their interaction with other social partners in the employment relationship.

Organizational Behaviour (OB)

This course is a survey of theory and research on individual and group processes including personality, motivation, communication, leadership, structural and economic forces, organizational design, power relation, inter-organizational ties, social norms and laws that shape the contemporary workplace, job attitudes, performance, perception, and organizational climate. It also explores current practical applications of OB theory in organizations. It uses a range of contemporary resources including practitioner articles and research; manage discussions; meet with managers, consultants, and employees; and explore organizational issues and problems from micro and macro perspectives in a political and legal context.

Human Resource Training and Development

This course provides an in-depth study of the process of employee training and development. It deals with issues, concepts and processes with which organizations plan, design, implement and evaluate training and development programmes. Among other things, it equip students with the skills to conduct needs assessment, evaluate employee readiness, evaluate the strengths and weaknesses of various training and development techniques, select trainers and appropriate instructional methods, solve transfer of learning problems, and design evaluation procedures. It also discusses the role of public

and private employment and training programs in human resource development and utilization.

Industrial Conflict and Dispute Management

This course generally dwells on the forms of workers' protest and the resolution of industrial disputes. However, special attention is given to managing and resolving industrial disputes. It examines dispute resolution and conflict management in both public and private organizations. It covers third-party dispute resolution particularly the use of mediation and arbitration. It also includes other dispute resolution techniques, such as fact-finding, facilitation, mini-trials, early neutral evaluation, peer review, and the ombuds function. The course also deals with the factors that have given rise to Alternative Dispute Resolution (ADR) and development of conflict management systems and it provides instruction on the design, implementation, and evaluation of such systems. In addition, the course examines the use of exclusive labour-management mechanisms to settle industrial disputes.

Trade Unions and Management in Nigeria

This course dwells extensively on the history of Nigerian trade unions; theories of unionism; union structure, government and democracy; roles of Nigerian unions in society and politics; legal requirements on unions, current union problems etc.

Labour Law and Policy

This course deals with labour relations and employee rights in the workplace in Nigeria. It specifically addresses the fundamentals of the law governing the individual, employment relationship; rights of the employee and employer at the common law, and their modification by minimum standards statutes and human rights legislations; the development of the contemporary collective bargaining legislation; the certification process; unfair labour practices; the duty to bargain; the collective agreement and its administration through arbitration among other things.

Labour Market Analysis

The concept of labour Market, factors affecting demand and supply of labour; importance, labour force and participation rate, labour work analysis. Technological change and labour market and managerial relations, Monetarism and supply side economics.

Issues in Occupational Health and Safety

Definition of occupational health and safety. Identification of work-related diseases and hazards, uses and importance of personal protective equipment, health and safety legislation, international efforts at ensuring safe work, remedies for occupational related injuries and fatalities.

Women's Participation in the Labour Force

A general overview of the involvement of women in the modern sector. An examination of the sexual division of labour, the factors militating against the participation of women

in the labour force, multiple roles of women in society and the implications for women's participation. Gender relations at work, affirmative actions for ensuring gender equity at work, legislative protection for women at work, trade unions and women involvement.

Micro-economic Theory (as in economics programmes)

Macro-economic Theory (as in economics programmes)

Collective Bargaining

The purpose of this course is to develop a critical understanding of the institutions of unionism and collective bargaining, their rationale, policies, programmes and effects on workers, organizations, and the society. It specifically provides an in-depth examination of the contemporary collective bargaining process from strategic and theoretical perspectives. Topics include; changing bargaining climate, bargaining theory, changes and variations in bargaining structures and practices, union and company power analysis; role of membership in bargaining, interest based bargaining, strategic coordinated campaigns, strikes and lockouts, bargaining in a global economy, wages, benefits, seniority, grievances, arbitration management committees etc. In addition, students prepare for and participate in a simulated negotiation between a hypothetical corporation and a hypothetical union in a typical big company with mid-size single site bargaining unit context. Negotiation problems are as real life as possible, constrained by student time needs and with attention given to dynamic legal, political, economic, and communications concerns as well as power, information, and time factors. Participants plan for negotiations, reach agreements in principle and negotiate language, bargain wages, pensions, health care and non-economic items in the context of a company and union with an established contract, policies, and culture.

Research Methodology

The course is designed to build social science research skills, particularly in the area of industrial relations. Topics include research design, methods, techniques, problem identification, literature review, and procedures applicable to research problems in industrial relations. It specifically allows students to develop the skills to critically evaluate a wide variety of research relating to unions and workplace. It also exposes students to quantitative and qualitative research techniques used by trade unions and in the field of industrial relation. It also familiarises students with the broad range of library and computer resources that are useful for labour and corporate research.

Research Project

The research project is designed to provide students with the opportunity to undertake independent research of an industrial and labour relation issue and to develop the ability to express their ideas in an organized form.

Elective Courses:

Human Resource Information Systems

This course generally deals with information requirements for human resource decisions in organizations. It takes a comprehensive analysis of human resource information systems with exploration of major applications and use of systems to improve decision making. It emphasizes hands-on use of technology in human resource planning, selection, appraisal and compensation. In addition, the course focuses on understanding how and why human resource information systems are developed, maintained, and managed. Students are taught how to design human resource database, beginning with the need for and how to create a relational database. Then followed by the skills of how data are manipulated to create reports, forms, and queries to assist human resource decisions. It also examines ways to make database efficient and consistent. Production database such as PeopleSoft are also reviewed and used. A computer laboratory is used to introduce the different software packages.

Comparative Industrial Relations

In this course, international dimensions of industrial relations are explored. It examines the labour –management relationships in foreign countries with a view to identifying the similarities and differences. Specifically, the course deals with the evaluation and role of labour movements in selected countries in Europe, North America, Africa, Latin America and Asia. It examines trade unionism and industrial relations of these countries showing their roles in economic, social and political developments. It compares the structure and functions of labour movements at various stages of economic development.

In addition, the course takes historical, analytical and comparative perspectives in the study of the industrial relation of the various countries selected. It also emphasizes on the interaction between unions and political organizations, national labour policies, the resolution of workplace problems, and the function of international organizations in labour relations among others.

Compensation and Benefit Systems

The course provides a broad understanding of compensation systems, and how organizations use them to attract and motivate employees. Topics covered include; legal constraints, job analysis and evaluation, performance appraisal, person-based pay, setting and administering pay structures, incentives, benefits and the compensation of special groups, theory and practice relating organizational characteristics to compensation system strategy, design and administration, job evaluation, pay surveys, pay structure, pay administration, group incentives, and benefits such as pensions, childcare, health care etc.

Case Studies in Industrial and Labour Relation

This course deals with the study of labour-management relationships in a variety of organizational settings through the aid of case study technique.

Emerging Issues in Industrial Relations

This course focuses on developments within the polity and economy which impact on industrial relations practice. . It provides an understanding of the nature and scope of adjustments and adaptations in labour-management institutions and relationships required to deal with international competitive pressures, focusing on strategic links between labour relation and competitiveness, lean production, etc. issues such as the rolling back of the state should be examined. Through a combination of learning resources, students explore the changing nature of corporate structure, the workplace, the work process, and workers' lives in a range of occupations in different sectors of the global economy such as IT, manufacturing, public sector, health care etc. Guest speakers include workers, union leaders, and employers from companies in the target sectors and site visits are made to both union and non-union facilities. .

Manpower Planning

Manpower planning methods, manpower forecasting, job analysis, purpose and method, job descriptions and specification analysis of managerial job. Determinants of manpower needs, planning for manpower development in an organization.

Motivation and Productivity in Industry

Students would be exposed to the various theories of motivation as well as the implications for productivity of the enterprise. Steps and techniques in motivation. Measurement of Productivity. Factors affecting productivity and cost reduction.

9.2 MSc Industrial And Labour Relations

Philosophy

Work remains a central feature of human life and societal development. This is to the extent that society depends on the productive activities of those involved in different sectors of the economy for needed goods and services. The underlying philosophy, therefore, is the need to produce experts who understand the complexities involved in work/employment relationship with a view to appreciating the contending positions of the industrial relations actors. As such, the programme is designed to provide advance knowledge in Industrial and Labour Relations as well as adequately equip the students to advance their careers either in industry or academia and confront challenges of employer-employee relationship.

Objectives

To equip students with a better knowledge and information about the practice of Industrial and Labour Relations in Nigeria's socio-economic system.

To provide the students, with theoretical and practical exposure to contemporary issues in the field that will enable them utilize the knowledge gained towards an improved understanding of the interface between the employment relationship and the parties involved.

To prepare the students for an enhanced career in academia, industries, government and trade unions/employers' associations

Admission Requirements

Admission into the M.Sc. degree programme is open to candidates who possess a Bachelor's degree of recognized universities in Industrial Relations and Personnel Management, Business Administration, or any other discipline as determined by the University.

Degree Requirements

To be eligible for the award of MSc. degree in industrial and Labour Relations the student must register and pass a minimum of 36 units made up of 26 units of core courses, 4 units of elective courses and 6 units of thesis.

Course Structure

The MSc programme requires a minimum of 36 credit units made up as follows:

- | | |
|--|----------|
| • Thirteen core courses (2 credits each) | 26 units |
| • Two elective courses (2 credits each) | 4 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses	Credit Units
Labour History and Philosophy	2
Labour Law	2
Industrial Relations Theory	2
Collective Bargaining	2
Trade Unions and Management in Nigeria	2
State and Industrial Relations	2
Labour Relations and Administration in Nigeria	2
Labour Market Analysis	2
Occupational Safety and Health	2
Micro-economic Theory	2
Macro-economic Theory	2
MSc Seminar	2
Research Methodology	2
Elective Courses	
 <i>Specialisation Areas</i>	
Students are required to take any two elective courses of two credit units from the following:	
 Labour – Management Relations	
Women Participation in the Labour force	2
Seminar in Nigerian Labour Relations	2
Comparative Industrial Relations	2
Industrial Conflict and Dispute Settlement	2
Compensation and Benefit Systems	2
International Labour Bodies	2
Collective Bargaining and Simulation	2
Motivation and Productivity at Work	2
Job Evaluation	2
 Collective Bargaining	
Collective Bargaining Simulation	2
Trade Union Management	2
Labour Arbitration and Alternative Dispute Resolution	2
Current Issues in Collective Bargaining	2
 Thesis	 6

COURSE DESCRIPTION

Labour History and Philosophy

This course examines the organized labour movement in Nigeria and its influence on political and legal institutions. Topics covered include: the emergence of wage employment, the origin and evolution of trade unions. In addition, it reviews Nigerian labour history from the perspectives of workers' social dimensions of the development of the working class, reform and revolutionary movements, . It also includes the discussion of the development of trade union institutions and leaders and the evolution of union political activities and collective bargaining.

Labour Law

This course surveys and analyses the laws governing labour management relations and employee right in the workplace in Nigeria. Topics include; the legal framework of collective bargaining, problems in the administration and enforcement of agreements, protection of individual employee right including such topics as employment discrimination, the development of law of unjust dismissal, and union democracy.

Case Studies in Labour-Management Relations

This course surveys labour management relationships in a variety of organizational settings in Nigeria using case study technique.

Industrial Relations Theory.

This course traces the evolution of theory and research on industrial relations. Topics include: theories of the labour movement; institutional models and evidence regarding what unions do; origins of internal labour markets and their relationship with unions; models of strikes; empirical assessments of arbitrations; research on union decline; and empirical evidence of the impacts of new technology and globalization.

Comparative Industrial Relations

This course focuses on identifying the similarities and differences in industrial relations in selected countries of Europe, North America, Africa, Latin America and Asia. It examines trade unionism and industrial relations of these countries showing their roles in economic, social and political developments. It takes historical, analytical and comparative perspectives in the study of the industrial relations of the selected countries. Topics include: structure and functions of labour movements; interaction between unions and political organizations; national labour policies; resolution of workplace problems and the functions of international organizations in labour relations among others.

State and Industrial Relations

The course would focus on the conceptualization and theories of the State. Members and institutions of the State, Determinants of State action in IR: Theory of the State in IR, labour policy, theoretical overview of the role of government: the Marxist perspective, democratic elitism, pluralism: The role of government in IR from 1960 to date.

Trade Unions and Management in Nigeria

This course focuses on the evolution of unionism as well as the principles and practices of effective union management. Students learn the dynamics of democratic organizations and the development of labour union leadership. It is taught in two parts; the first part looks at the evolution of trade unionism in Nigeria with special reference to the rise of the Nigerian working class. It also considers the structure of the labour force and growth of trade unions with primary emphasis on their organization, leadership and ideology. In addition, it looks at the emergence of central labour organizations. The second part of the course focuses on management. Issues examined include the emergence of employers' organization, methods of decision making and lines of responsibility, managerial ideology, indigenization, legal obligations of unions and union officials and other labour union related policies in Nigeria.

Research Methodology

The course allows students to develop the skills to critically evaluate a wide variety of research relating to unions and the work place. It exposes students to the quantitative and qualitative research techniques used by trade unions and in the field of industrial relations. Topics include: research design, methods, techniques, and procedures applicable to research problems in labour studies.

Thesis

Thesis provides the scholarly approach or the opportunity to undertake independent research of an industrial and labour relation issue or a case study of an organization or several organizations and to develop the ability to express their ideas in an organized form.

Specialization Areas:

(1) Labour – Management Relations

Seminar in Nigerian Labour Relations

Seminar in Labour Relation cultivates skills that assist students to prepare for and participate in collective bargaining process in Nigeria. Students are allowed to prepare and present scholarly papers in areas such as labour law reform in Nigeria; Union growth and structure in Nigeria; alternative dispute resolution mechanism in Nigeria; collective bargaining by Federal, State and Local government employees; impact of collective bargaining on wages and other conditions of employment in Nigerian organizations etc.

Principles and Techniques of Collective Bargaining

This course deals with collective bargaining and negotiation in Nigeria. It gives a critical understanding of the institutions of unionism and collective bargaining; their rationale, policies programmes and effects on workers, organizations and the society. Topics include; theory and practice of collective bargaining and Negotiation; bargaining structure and practice; union and campaign power analysis; role of membership in

bargaining, interest based bargaining, strategic coordinated campaigns, strikes and lockouts; bargaining in a global economy etc.

Industrial Conflict and Dispute Management

This course looks at forms of workers' protest and resolution of industrial conflict. It examines conflict resolution and management in both public and private organizations. Topics include: third party dispute resolution; mediation and arbitration; fact finding; facilitation; mini-trials; early neutral evaluation; Peer review etc.

Compensation and Benefit Systems

The course provides a comprehensive understanding of compensation systems and how organizations use them to attract and motivate employees. Topics covered include; legal constraints; job analysis and evaluations; performance appraisal; person – based pay; setting and administering pay; structures, incentives, benefits and the compensation of special groups; theory and practice relating organizations system strategy, design and administration; job evaluation; pay survey structure; pay administration; group incentives and benefits such as pensions, childcare, health care etc.

International Labour Bodies

An examination of the emergence and roles of international bodies and agencies involved in employment relations, such as the ILO, AU Labour Commission, OATUU and international trade union organisations. The impact of these bodies on industrial peace and fair labour practices.

Collective Bargaining Simulation

This course exposes students to real life collective bargaining issues and processes. They prepare for and participate in a simulated negotiation between a hypothetical corporation and a hypothetical union in a typical big company with mid-size single site bargaining unit context. Students are assigned, usually in line with preferences, to either a management or union bargaining team. The course stresses the negotiation process over settlement or substantive outcomes. Negotiation problems are as real life as possible, constrained by student time needs and with attention given to dynamic legal, political, economic, and communications concerns as well as power, information, and time factors. Participants plan for negotiations, reach agreements in principle and negotiate language, bargain wages, pensions, health care and non-economic items in the context of a company and union with an established contract, policies, and culture. This is a hands-on program with active participation essential.

2. **Human Resource Development**

Seminar in Human Resource Development in Nigeria

The course focuses on developing the knowledge and skills to design, implement and evaluate human resource development programmes generally but gives consideration to recruitment, selection and development of human resource. It deals with how to establish appropriate recruitment strategies, choose effective selection tools etc. Students will also how to create, use and evaluate pattern behaviour descriptive interview questions to increase validity and reliability in the selection process et

Human Resource Economics

This course takes a critical review of labor-market trends, data collection systems, and theories pertaining to public efforts to develop the employment potential of the nation's human resources and to combat unemployment. It examines the major segments of the nation's educational training enterprise (e.g., public education, higher education, employer-provided training, apprenticeship, and special training programs for the economically disadvantaged). It also covers policies issues pertaining to welfare reform, direct job creation, worker relocation, economic development, and targeted tax credits.

Human Resource Management

This course will familiarize students with the basic responsibilities of the human resource functions in organizations. It covers topics such as strategic planning, job analysis, recruitment, selection, training and development, career planning, performance appraisal, and compensation. In addition, it covers current topics in HRM that border on environmental and organizational challenges, such as technology, globalization, legislation, restructuring, work/life balance, changing labor markets etc. The course also places emphasis on developing relevant problem solving and critical thinking skills because the basic concepts of HRM and the skills developed in this course are applicable to all types of organizations and jobs.

Human Resource Simulation

The course uses a simulation model and an open-systems approach (**as means**) to enhance students' skills in strategic planning and managerial decision making. Attention is given to the implications and effects of strategic human resource managerial and supervisory decisions as measured by some organizational performance indicators, including quality of work life, employee productivity, customer satisfaction, employee retention, internal control, and the bottom line. Each student is assigned to a group (team) of five to ten members and must be committed to the work of that group.

Human Resource Information Systems.

This course is a comprehensive analysis of human-resource information systems with exploration of major applications and use of systems to improve decision-making; it emphasizes hands-on use of technology in human resource planning, selection, appraisal, and compensation. In addition, the course provides an introduction to the development and use of information systems to organize and retrieve data pertinent to human resource

and industrial relations operations. It focuses on understanding how and why human resource information systems are developed, maintained, and managed. Consequently, the course familiarizes students with general design issues, choices to be made, and problems encountered in the creation of an IS; and it also provides students with rudimentary applications' programming skills. Furthermore, the course examines ways to make databases efficient and consistent. Production database systems such as PeopleSoft also are reviewed and used. A computer laboratory is used to introduce the different software packages.

Field Study in Strategic Human Resource Management

This course provides students with in-depth classroom instruction on HRM in a specific region of the world, and a one- to three-week visit to the region to explore human resource strategies and practices firsthand. Attention is paid to the development of selected European business entities, the history, role, and current efforts of the European Union in the workplace, and local cultural nuances as they affect the world of work. Students are asked to compare and contrast significant aspects of the dominant Nigeria strategic HR model with strategic HR models found in the other countries. Students incorporate their learning in the classroom and on the field visit in a final paper and/or class presentation. Papers and projects are essential parts of the course.

3. Collective Bargaining

Collective Bargaining

This course is a comprehensive introduction to collective bargaining in Nigeria; the negotiation, scope, and day-to-day administration of contracts; the major substantive issues in bargaining, including their implication for public policy; industrial conflict; the major challenges facing unions and employers today; Nigeria industrial relations in international and comparative perspective. Topics include; theory and practice of collective bargaining and Negotiation; bargaining structure and practice; union and campaign power analysis; role of membership in bargaining, interest based bargaining, strategic coordinated campaigns, strikes and lockouts; bargaining in a global economy etc.

Principles and Techniques of Collective Bargaining

This course deals with collective bargaining and negotiation. It gives a critical understanding of the institutions of unionism and collective bargaining; their rationale, policies programmes and effects on workers, organizations and the society. Topics include; theory and practice of collective bargaining and Negotiation; bargaining structure and practice; union and campaign power analysis; role of membership in bargaining, interest based bargaining, strategic coordinated campaigns, strikes and lockouts; bargaining in a global economy etc.

Collective Bargaining Simulation

This course exposes students to real life collective bargaining issues and processes. They prepare for and participate in a simulated negotiation between a hypothetical corporation and a hypothetical union in a typical big company with mid-size single site bargaining unit context. Students are assigned, usually in line with preferences, to either a management or union bargaining team. The course stresses the negotiation process over settlement or substantive outcomes. Negotiation problems are as real life as possible, constrained by student time needs and with attention given to dynamic legal, political, economic, and communications concerns as well as power, information, and time factors. Participants plan for negotiations, reach agreements in principle and negotiate language, bargain wages, pensions, health care and noneconomic items in the context of a company and union with an established contract, policies, and culture. This is a hands-on program with active participation essential.

Trade (Labour) Union Management

The course studies and analyses the structure and operations of Nigerian unions, including the complicated and complex internal life of the organizations; the varied environments in which unions develop and grow or decline; the relationship of national unions, local unions, and members in the context of internal union government; the ways in which unions are set up to handle organizing, collective bargaining, contract management, and political activities. It also examines the role of union leaders and the strategic choices they make. Attention is also given to current developments in the labour movement and to the eternal problems of attaining union democracy.

Labour Arbitration and Alternate Dispute Resolution

This course looks at the legal framework for contract negotiations and administration. Topics include: National Labour Relations Acts; right to organize and undertake concerted activity; strikes and lockouts and unfair labour practices.

Current Issues in Bargaining

This course is designed to provide an in-depth analysis of the contemporary collective bargaining process from a strategic and theoretical perspective. It takes a critical review of recent literature on bargaining theory and practice as well as an analysis and evaluation of a series of contract negotiations from a variety of industries, unions, strategic models, and outcomes. Topics covered include: changing bargaining climate, bargaining theory, changes and variations in bargaining structures and practices, union and company power analysis, role of membership in bargaining, interest-based bargaining, strategic coordinated campaigns, strikes and lockouts, bargaining in a global economy, labour coalitions, concessions and job security, and settlement.

9.3 PhD Industrial and Labour Relations

Philosophy

Work remains a central feature of human life and societal development. This is to the extent that society depends on the productive activities of those involved in different sectors of the economy for needed goods and services. The underlying philosophy, therefore, is the need to produce experts who understand the complexities involved in work/employment relationship with a view to appreciating the contending positions of the industrial relations actors. As such, the programme is designed to provide advance knowledge in Industrial and Labour Relations as well as adequately equip the students to advance their careers either in industry or academia and confront challenges of employer-employee relationship.

Objectives

1. To equip students with advanced knowledge and information about the practice of Industrial and Labour Relations in Nigeria's socio-economic system and globally.
2. To provide the students, with theoretical and practical exposure to contemporary issues in the field that will enable them utilize the knowledge gained towards an improved understanding of the interface between the employment relationship and the parties involved.
3. To prepare the students for an enhanced career in academia, industries, government and trade unions/employers' associations

Admission Requirements

Admission into the PhD degree programme is open to candidates who possess an M.Sc. degree of recognized universities in Industrial Relations and Personnel Management, with an GPA score of 60% or its equivalent.

Degree Requirements

To be eligible for the award of Ph.D. degree in industrial and Labour Relations the student must register and pass a minimum of 30 units made up 18 units of course work and the Thesis which carries 12 units of elective courses.

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Six core courses (3 credits each) | 18 units |
| • Two elective courses (3 credits each) | 6 units |
| • Thesis | 2 units |
| • Total | 36 units |

Core Courses	Credit Units
Advanced Theories of Industrial Relations	3
Globalization and Industrial and Labour Relation	3
Contemporary Issues in Industrial and Labour Relation	3
PhD Seminar	3
Management Thought and Philosophy	3
Research Methodology	3
Elective Courses	
Economics of Collective Bargaining	3
Seminar in Labour law and Research	3
Seminar in International Labour Organizations	3
Labour Markets: Processes and Dynamics	3
Thesis	12

COURSE DESCRIPTION

Management Thought and Philosophy (as in Management programme)

Advanced Theories of Industrial Relations

This course traces the evolution of theory and research on industrial relations and gives an advanced study and analysis of topics such as the ideological problems in industrial relations literature and research, the **theoretical** approaches to the study of management and trade unions, theories of strikes, wage determination, **research** on union decline or ascendancy and the impact of new technology on industrial relations.

Globalization and ILR

Globalization Overview: Why has the global economy grown so rapidly? How is it affecting the environment, local economics, and social and cultural customs throughout the world? How does it affect ILR? Questioning Free Trade: What are the positive and negative impacts of free trade? Economic globalization and technological changes: these processes are examined in relation to the national development or under-development. It also examines multinational companies, their histories, the reasons for these companies' spacial mobility and the impact on developing world. This course illustrates how cultural context affects the structure and implementation of ILR practices. It focuses on comparative ILR or the study of how ILR differs across cultures and ILR issues facing multinational corporations. Topics include expatriation and repatriation, global leadership, compensation, and training, etc.

Current Issues in ILR

This **course** is designed to generate discourse and understanding of the current issues in ILR. Areas to be discussed include minimum wages, flexible/performance pay, cross-cultural management, dispute prevention, industrial relations/human resource management training, balancing efficiency with equity and labour market flexibility, freedom of association and labour right. Other topics include changing pattern of work, women, migration and transition economies.

Economics of Collective Bargaining

This course focuses on both the economic analysis of unions and collective bargaining in our economy and the economic forces that affect collective bargaining. The method is to identify and conceptualize the structural determinants of relative bargaining power. On this basis, the course examines both the economic outcomes of collective bargaining and current bargaining trends in a variety of industries. Tentative theoretical analyses of unionism (neoclassical, institutionalist) are compared. The statistical techniques and empirical results of research on the union effect on economic outcomes (wages, prices, inflation, profits, productivity, earnings inequality) are also evaluated. The effect of technology, corporate structures, and public policy on union bargaining power is outlined, and a number of case studies of collective bargaining in the private sector are reviewed.

Seminars in ILR

This seminar introduces students to the most recent research in the area of ILR, examining current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others. Each student is expected to make at least one presentation during the course, focusing on the formulation, design, execution, and results of his or her research.

Contemporary Issues in ILR

This will run as a seminar to address emerging theoretical and empirical issues in ILR.

10.0 AGRICULTURAL COOPERATIVE AND RURAL DEVELOPMENT

10.1 PGD Agricultural Cooperative and Rural Development

Philosophy:

The philosophy of the Postgraduate Diploma programme is to strengthen and prepare graduates of Universities or equivalent qualifications (those who do not have first degree in service oriented programmes) to either pursue post graduate degree programmes in the fields of study and to prepare the students to meet the challenges posed by the profession.

Objectives:

The postgraduate Diploma in Agricultural Cooperatives and Rural Development is designed to:

- (1) Provide working knowledge of the basic skills and tools for the management of Agricultural Cooperatives and Rural Development programmes.
- (2) Provide working knowledge of skills required as change agents in the process of development.

Course Structure

The PGD programme requires a minimum of 30 credit units made up as follows:

- Thirteen core courses (2 credits each) 26 units
- Research Project 4 units
- Total 30 units

Core Course	Credits Units
Introduction to Agricultural Economics	2
Agricultural Marketing	2
Agricultural Cooperatives	2
Research skills in Rural Development	2
Poverty and Social Impact Analysis	2
Community Development	2
Economics of Cooperation	2
Principles Microeconomics	2
Principles Macroeconomics	2
Organizational Development	2
Principles of Accounting	2
Principles of Finance	2
Principles of Marketing	2
Research Project	4

COURSE DESCRIPTION

Introduction to Agricultural Economics

- The nature and scope of agricultural economics.
- Economic aspects of agricultural production, Agricultural Finance
- Agricultural Marketing, Resources use, price and policy.
- Elements of consumer behaviour. Demand and supply Analysis.

Agricultural Marketing

Principles of marketing, Approaches to the study of Agricultural Marketing, Functions and institutions of Markets, Market System, Price behaviour of Agricultural Marketing cooperatives.

Theory and Practice of Cooperation

History and development of cooperatives

Types of cooperatives, Economic and Sociological principles of cooperation; the evaluation of cooperative organization, cooperative Law and taxation. Management and Finance of Cooperatives.

Research Skills in Rural Development

Role of data and analysis in Rural Development; development problems identification, Research planning, Data issues, enumeration and survey techniques, standard qualitative and quantitative techniques.

Poverty and Social Impact Analysis

Definition and classification of poverty;
Poverty measurement (Monetary approach and non-monetary approach) Poverty concerns in development planning.

Community Development

The concept of community; development and community development; the social, institutional, economic and political environments of projects; approaches to community development; group dynamics; Leadership and Power Structures; role of NGOs in community development.

Economics of Agricultural Cooperation

Development theories, Role of Agriculture in Economic development, Basic concepts of organizational change, phases of change, organizational development process; Economics of large scale production and marketing of agricultural commodities.

Principles of Microeconomics (as in economics programme)

Principles of Macroeconomics (as in economics programme)

Demand and supply analysis, Elasticity

Theory of production, theory of consumer behaviour, marketing Structure.

Organizational Development

Principles of Organizational Management. Definitions of organizational development. Basic concepts of organizational change, phases of change, organizational diagnosis, organizational development process. Theory and practice of organizational development, overcoming resistance to change.

10.2 MSc Agricultural Cooperatives and Rural Development

Philosophy

The philosophy of the programme is to produce graduates that have developed an appreciation of the interdisciplinary nature of the program and are able to apply conceptual models in the programme to the various social change situations in the Nigerian context.

Objectives

- To develop the understanding of the interdisciplinary nature involved in rural development.
- To develop an appreciation of the impact of agricultural cooperatives and rural development as change agents in development.

Course Structure

The programme requires a minimum of 36 credit units made up as follows:

• Twelve core courses (2 units each)	24 units
• Three electives (2 units each)	6 units
• Thesis	6 units
• Total	36 units

Core Courses	Credit Units
History and Philosophy of Cooperative Movement	2
Economics of Food and Agricultural Product Marketing	2
Advanced Agribusiness Management	2
Quantitative Techniques	2
Economics of Cooperation	2
Advanced Agricultural Finance	2
Research Methodology	2
Marketing Management	2
Business Finance	2
Land Economics	2

Farm Management	2
Natural Resource Utilization	2
Elective Courses	
Small Business Finance	2
Human Resource Management	2
Organizational Behaviour	2
Techniques in Development Project Planning	2
Community Development	2
Agricultural Development	2
Poverty and Social Impact Analysis	2
Thesis	6

COURSE DESCRIPTION

History and Philosophy of Cooperative Movement

Socio-economic background of the development of cooperatives, Rochdale Pioneers Principles of Cooperatives, Rainfaissen Cooperative Principles, Cooperative movements the former USSR, China, the role of Cooperation in Developed Capitalist Economy. Roles of Rotatory Credit Associations in Nigeria.

Economics of Food and Agricultural Product Marketing

Linkage among food and agricultural systems in the economy in terms of Production, Processing, Marketing, Consumer behaviour and government policies. The marketing and Price Strategy of food and Agricultural products for domestic and export markets.

Advanced Agribusiness Management

Domestic and Export Structure and business system of Agricultural commodities, Management and business Administration of Agribusiness unit, Budgetary methods, financial and price Analysis of Agribusiness enterprises.

Quantitative Techniques

Statistical Analysis of economic data relating to agricultural production, processing and marketing; collection of data, sampling methods, analysis of variance regression and correlation, time series analysis, presentation of data, econometric methods in agriculture, linear regression model, econometric theory. Linear and non-linear programming.

Economics of Cooperation

Theory and practice of cooperation. Economic and sociological principles of cooperation, the evaluation of cooperative organization. Cooperative Law and taxation, Interaction and interdependence of competition and cooperation. Economic and social activities of cooperatives. Government and cooperatives, financial Management in cooperatives.

Advanced Agricultural Finance

Agricultural structure, problems in Agricultural funding. Short-run and long-run demand for credit, credit institutions. Cost of credit and effective management of costs. Problems and policies in Agricultural credit in Nigeria.

Research Methods in Cooperatives

Advanced research works in agricultural cooperatives including the preparation of research proposal, data collection, the use of information technologies and computer in data processing and model analysis, research paper presentation and comments, preparation of seminar reports and publication of academic journals.

Land Economics

Demand for and supply of land. Theory of land and value, analysis of land development, land use, land conservation. Land problems and policies, Agricultural land tenure and reform.

Human Resources Management

Nature and scope of Human Resources Management, strategies and Management practice in manpower planning, staffing, human resource planning, human resource training and development, performance measurement and management, career planning and employee welfare, compensation designs and reward management.

Organization Behaviour

The course is designed to enable students undertake the study of core individual, group and organizational behavioural process in organizational settings. Dimensions of organization structure, organization design, organization culture, organization change and development, organization policies and conflicts. Relationship between organization processes and characteristics.

Techniques in Development Project Planning

Fundamentals of development projects, project planning stages, project planning tools, Evaluation and monitoring tools, Issues in development project planning, case studies in rural development.

Community Development

Concepts in Development and underdevelopment, Development issues (with special reference on rural communities) Culture, Gender Capacity building and empowerment. Corruption and governance, concepts of community, community action theory, group dynamics, leadership and power structures in community settings.

Farm Management

Application of concept and tools in farm planning and farm management, the properties of production processes (the law of variable proportions). Examples of agricultural

production fertilizing, feed rations, fallowing, rotation, combination of enterprises, Gross margin Analysis.

Agricultural Development

Problems of agricultural development, the role of agriculture in regional and national development, Agricultural Development models. Agricultural development projects in Nigeria.

Natural Resource Utilization

Economics of utilizing and conserving land, water and energy resources, Resource Scarcity Models, Demand and Supply for Food and Fibre, land resource use water resource use, energy resource use. Conservation and the environment.

Poverty and Social Impact Analysis

Definition and classification of poverty, Poverty measurement (Monetary and non-monetary) approach, poverty concerns in development planning, Gender Dimensions of poverty, poverty alleviation programmes, poverty mapping, Dimensions of Urban and Rural poverty in Nigeria.

10.3 PhD Agricultural Cooperatives and Rural Development

Philosophy

The philosophy of the PhD programme in Agricultural Cooperatives and Rural Development is to train and equip graduates with the applied concepts and tools, define and analyze economic problems of Agricultural cooperatives and rural development.

Objectives

- To provide graduate training topics in the above study areas in the form of thesis research as part of the graduate programme requirements.

Course Structure

The PhD programme requires a minimum 36 units made up as follows:

- Eight core courses (3 units each) 24 units
- Thesis 12 units
- Total 36 units

Core Courses

Credit Units

Economics of International Comparative agriculture	3
Food and Agricultural supply chain Management	3
Advanced Quantitative Analysis for Agribusiness	3
Contemporary Issues in Agricultural Corporative Management	3
Advanced Research Methodology	3
Advanced Theory of Corporative Management	3
PhD Seminar I	3
PhD Seminar II	3
Thesis	12

COURSE DESCRIPTION

Economics of International Comparative Agriculture

Food and Agricultural problems of the world, effects of agricultural structure and institutions on differences in farm production and income across countries. Domestic and international agricultural policies. Differences in agricultural development with special emphasis on developing countries in Sub-Saharan Africa.

Food and Agricultural Supply Chain Management

Strategic framework in food supply chain analysis, planning demand and supply in food supply chain, planning and managing inventories, transportation, network design and information technology in food supply chain, Role of e-business and financial factors influencing food supply chain decisions.

Advanced Quantitative Analysis for Agribusiness I

Formulation of mathematical economic models applied to theories and problems in Agricultural cooperative. Economic models concerning economic growth under certainty and uncertainty in agricultural business. Equilibrium analysis of agricultural firms and industries.

Advanced Quantitative Analysis In Agribusiness II

Mathematical analysis of agricultural business problems. Application of linear and non-linear programming to production decisions of agricultural firms and industries. Economics of transportation models. Equilibrium analysis of agricultural firms and industries.

Advanced Research Methods

Research methodology and analysis, formulation and testing of hypothesis. Forms of research proposal. Statistical techniques application in research. Research problems and directions in rural development.

Research Management and Evaluation

Importance of research in agricultural development prioritization of research. Evaluation of researches in Agriculture and Agro-industry.

PhD Seminar I

PhD Seminar II

Thesis

11.0 MANAGEMENT INFORMATION SCIENCE

11.1 PGD Management Information Science

Philosophy

To strengthen and prepare graduates to pursue postgraduate Diploma programme in Management Information Science and to prepare the students to meet the challenges posed by the information profession.

Objectives

The Postgraduate Diploma in Management Information Science is designed to:

- i. Provide working knowledge of the basic skills and tools for the management of information systems.
- ii. Provide working knowledge of skills required as change agents in the process.
- iii. Provide working knowledge and skills required to render information services to management in organizations.

Graduation Requirements:

A candidate must fulfil the following conditions to be awarded the Postgraduate Diploma in Management Information Science:

- | | |
|--|----------|
| • Pass 12 (twelve) core courses of 2 credit units each | 4 units |
| • Undertake a six-week practical attachment. | 2 units |
| • Research Project | 4 units |
| • Total | 30 units |

Programme Structure

The programme is made up of 12 courses and one long essay. Seven courses are offered during the first semester while five courses and a long essay are offered in the second semester.

Core Courses	Credit Units
Research Methodology	2
Quantitative Methods	2
Management Information Resources	2
Information Technology Application to information systems	2
Management theory and Practice	2
Protection of Information Resources & Systems	2
Information Behaviour of Organizations	2
Database Management	2
Practical Work in Management Information Systems	2
Principles of Finance	2
Evaluation of Management Information Systems	2
Practical Attachment	2
Principles of Accounting	2
Research Project	4

DESCRIPTION OF COURSES

Research Methodology

The course is designed to improve the ability of students to conduct research and evaluate published research. Topics to be covered include problem statement, research questions and hypotheses, delimitations, conceptual and theoretical framework, reviewing empirical literature, research methodologies, population, sample size and sampling techniques, instrument construction, validity and reliability of instruments, methods of data analyses, reporting the research findings, referencing, editing etc.

Quantitative Methods

This course familiarizes the student with the methods of analyzing data collected in research before reporting the research findings. Topics to be covered include frequency distributions, measures of dispersion, probability, statistical distribution, basic sampling techniques, chi square, correlation, t-test etc. Practice in the use of computer in problem solutions.

Management Information Resources

Types of management information resources and their characteristics with regards to format such as print and non-print, frequency of production, origin of resource, timeliness, availability, subject categorization, obsolescence, or currency of information resource, etc. The course examines the problems associated with the collection of information resources from various units and committees in the organization.

Information Technology Applications to Information Systems

This course focuses on the application of computers in management information processing. It provides the steps followed in the utilization of Electronic Data Processing (EDP) System in producing financial and management information. It also examines types of computers and their applications, computer programming using either COBOL or FORTRAN, data processing using manual and mechanized systems, system analysis and design, evaluation and administration of MIS with emphases on computer-based systems.

Management Theory And Practice

Conventional and modern conceptions of management, definition and dynamics of management theory; levels and feature of theory in management. Applications and relevance of theory in the Nigerian context. Organisational design and outline; managing group processes, problems of integration and control; managing change and development.

Protection of Information Resources and Systems

This course is designed to familiarize the student with the strategies to be adopted in protecting information resources and systems. It examines the threats to the resources and systems such as biological, chemical, natural disasters, human, electronic etc. and the strategies that could be adopted to protect.

11.2 MSc. MANAGEMENT INFORMATION SCIENCE

Philosophy

To broaden and deepen the intellectual exposure of students in Management Information Science programme so as to develop their capacity to manage information systems and to undertake in depth postgraduate research in any of the core areas of the discipline.

Objectives

The M.Sc. programme in Management Information Science is designed to train and develop prospective information and records managers, academics, researchers and Management Information Science brokers in such institutions as educational, health, commerce, industry, etc. and establishments such as the military, Police, Customs and Excise, etc. by providing the student knowledge and skills to enable them excel.

Entry Qualifications

- a. A good honours degree (at least second class) in any of the programmes in Administration and equivalent disciplines from a recognized University.
- b. A postgraduate diploma at Upper Credit in relevant area from a recognized University.

Courses Structure

The M.Sc programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Fifteen core courses (2 credits each) | 30 units |
| • Thesis | 6 units |
| • Total | 36 unit |

Core Courses	Credit Units
Management Information Resources: Characteristics and Types	2
Information Representation, Organization and Retrieval	2
Management Theory and Practice	2
Database Management	2
Information Technologies	2
Evaluation of Management Information Resources and Systems	2
MSc Seminar	2
Financial Management and Strategy	2
Strategic Management	2
Information Behaviour of Organizations and Institutions	2
Preservation and Security of Management Information Resources and Systems	2
Automated and Networked Information Systems	2
Independent Study in Management Information Science	2
Research Methodology	2
Financial Accounting	2
Thesis	6

COURSE DESCRIPTION

Management Information Resources: Characteristics and Types

Examines the characteristics that distinguish management information resources, their types and the offices that generated them, lifecycle of information resources: creation, storage, utilization, preservation, and disposal. Problems in the acquisition, storage and preservation of information resources.

Information Representation, Organization and Retrieval

Exploration of methods of representing information and organization for efficient storage and retrieval of information and records. The course will expose students to the design of information retrieval systems and conventional methods of information representation and organization.

Management Theory and Practice

Conventional and modern conceptions of management; definition and dynamics of management theory; features of theories of management; applications and relevance of theories in the management of information organizations in Nigeria.

Database Management

Critical examination of manual and computerized data bases on various subject areas covered by the organization with particular reference to file structure and file organization updating information, revision etc.

Information Technology

Examination of variety of information technology relevant to management information handling namely, telecommunication, E-mail, facsimile, teletext, computer, reprography and micrograph, etc.

Evaluation of Management Information Resources and Systems

Critical analysis of management information resources and systems in relation to selected parameters such as relevance, timeliness, appropriateness, etc.

Graduate Seminar in Management Information Science

An examination of contemporary issues in Management Information Systems in consultation with supervisor. The seminar paper is presented at departmental or faculty seminars.

Thesis

Original research independently conducted by the student under the direction of a supervisor.

Financial Management and Strategy

Examines the theoretical and practical aspects of financing organizations and institutions as well as the strategies adopted in attracting increase in budget allocation. Topics to be considered include macro/micro allocation of resources, types of budgeting, incrementalism, programme budgeting, zero base budgeting, MBO, etc

Strategic Management

This course deals with Management Information Systems focusing on the nature and dynamics of organizational policies, missions and objectives; strategic planning process, techniques for strategic appraisal, SWOT analysis, development of strategic options, etc.

Information Behaviour of Organizations and Institutions

The course examines the information needs, searching behaviour, the utilization and non-utilization of management members of organizations and institutions. It also examines policies procedures and ethics on information in the organization.

Preservation and Security of Management Information Resources and Systems

The modern methods for preserving and securing management information resources and systems will be examined in this course. Topics to be covered include threat to information resources and systems, techniques for combating the threats etc.

Automated and Networked Information Systems

Computerized and networked information systems will be examined in this course. Case studies of such systems will be critically examined to know their strength and weaknesses.

Independent Study in Management Information Science

A case study of Management Information Science conducted under the supervision of a lecturer will be the main focus of this course.

11.3 PhD Management Information Science

Philosophy

The philosophy of the Management Information Science programme is to provide graduate education and training in the discipline by developing and deepening the spirit of enquiry and responsibility in the graduate student to take on research, teaching and administrative responsibilities in public and private sectors in Nigeria.

Objectives

The objectives of the programme are:

- (a) Provide training in research for those who will take up teaching and research careers at the university and other institutions and for those who may have to operate in research and develop environments in the public and private sectors.

- (b) Provide training aimed at improving and upgrading the existing and potential manpower needed for national development.

Admission Requirements

Provided that the university matriculation requirements are satisfied; Relevant Master's degree with at least an average of B grade (60%) which include course work and thesis from a recognized university.

Duration

- (a) Full-time: A Minimum of six (6) semester, a maximum of ten (10) semester.
 (b) Part-time: A minimum of ten (10) semesters and a maximum of twelve (12) semesters.
 (c) For extension beyond the specified maximum period, a special permission of the Postgraduate Board shall be required.

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- | | |
|-----------------------------------|----------|
| • Six core courses (3 units each) | 18 units |
| • Two electives (3 units each) | 6 unit |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses	Credit Units
Advanced Research Methodology	3
Advanced Quantitative Techniques	3
Advanced I.T. Applications	3
Advanced Evaluation of Information Systems	3
Seminar in Organization and Retrieval of Information and Records	3
PhD Seminar	3
Elective Courses	
Performance Evaluation and Control	3
Leadership in Theory and Practice	3
Seminar in ICT Applications to Management	3
Information Systems	3
Seminar in Information Behaviour of Organizations	3
Human Resources Information Systems	3
Qualitative Research Method	3
Seminar in Financial Management	3
Conflicts Management	3
Thesis	12

DESCRIPTION OF COURSES

Advanced Research Methodology

This course examines in-depth concepts and tools on research methodology and their application to research situations. Topics to be covered include types of research, selecting a topic for investigation, problem statements, hypothesis, conceptual, theoretical and empirical frame works, types of research methods, instrumentation, sample and sampling techniques, statistical techniques, reporting findings etc.

Advanced Quantitative Methods

An examination of quantitative methods required in analyzing data in quantitative research. The methods include the use of descriptive statistic such as percentage and inferential statistics such as t-test ANOVA. The student is expected to utilize quantitative method in the research report.

Advanced Information Technology Application

Critical examination of information technologies, notably computers; the effective management of information and information systems in organizations. Examines the steps followed in the utilization of electronic data processing system in producing management information.

Advanced Evaluation of Information Systems

Critical assessment of information systems in different organizations based on selected parameters. Manual and mechanical information systems will be examined. The recall and precision of the systems will also be examined.

Performance Evaluation and Control

Examines the theoretical underpinnings, analysis, design, and implementation of performance appraisal, control, reward methods, tools and systems. Measurement, motivation, personality, goal setting and behavioural concepts and their application to the selection of performance criteria and incentives.

Leadership in Theory and Practice

This course examines leadership in theory and in practice. The strengths and limitations of the theories will be examined and related to leadership in information organizations.

Seminar in Organization and Retrieval of Information and Records

Oral presentation of seminar paper on the organization, access, retrieval and delivery of management information in the department or faculty directed by academic staff.

Seminar in ICT Applications to Management Information Systems

Oral presentation of seminar paper on the application of ICT to the management of information resources and systems in the department or faculty directed by academic staff. The seminar presentation will explore internet tools that enable the international community have access to the organizations' information' as well as search strategies

Seminar in Information Behaviour of Organization

Oral presentation of seminar paper on aspects of information user attitudes and behaviours in the department or faculty directed by academic staff. Topic for seminar papers include organizational dynamics, motivation and job satisfaction, basis of individual attitude and behaviours in organizational settings; individual and their relationships in organizations.

Human Resources Information Systems

Examines the expert human resources available inside and outside organization in diverse areas and the process of developing information systems based on knowledge of human resources in an environment, their maintenance and management.

Qualitative Research Method

The course introduces students to the methodology of qualitative research with particular emphasis on the case study method and the use of interview and observation as data collection tools. Topics to be examined include basics of qualitative research and research approaches such as phenomenology, field studies, appraisal and observation. Evaluation of data collected.

Seminar in Financial Management and Budgetary

Oral presentation of seminar paper on financial management and budgeting practices in the department or faculty directed by academic staff.

Managing Conflicts

This course introduces the student to the theories of conflicts, types of conflict and resolution of conflict in information environment. It examines the theories of conflict, conflict resolution, organizational and the community conflict, international and the cross cultural conflict and the methodology of conflict resolution research.

12.0 INSURANCE

12.1 MSc INSURANCE AND RISK MANAGEMENT

Philosophy

The philosophy of the MSc programme in 'Insurance and Risk Management' is to broaden deepen the intellectual exposure of students in the core insurance courses so as to develop their capability to undertake in-depth postgraduate research in any core area of the discipline.

Objectives

The MSc programme is designed to:

- (i) Train and develop prospective academics and researchers by providing thorough grounding in the intellectual traditions of the discipline
- (ii) Train and develop specialists to provide advice on the management of risks that are of financial consequence especially where long-term management and planning are critical.

Entry Qualifications

- a) A good honours degree (at least second class) in a business related discipline from a recognized university.
- b) A good honours degree (at least second class) in a non-business related discipline from a recognized university plus a recognized professional Diploma in insurance.

The MSc programme requires a minimum of 36 credit units made up as follows:

- | | |
|--------------------------------------|----------|
| • Twelve core courses (2 units each) | 24 units |
| • Three electives (2 units each) | 6 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses

Credits Units

Theory of Insurance Markets	2
Theory of Risk Management	2
Corporate Finance	2
Insurance Law and Regulation	2
Financial Accounting in Insurance	2
General Insurance	2
Risk Analysis and Modeling	2
Research Methodology	2
Quantitative Techniques	2
MSc Seminar	2
Theory of Financial Intermediation	2

Life Insurance and Pension Management	2
Elective Courses	
Claims Management	2
Credit Risk Management	2
Financial Methods in Insurance	2
Financial Risk Management	2
Liability Insurance	2
Marine Aviation and Transport Insurance	2
Reinsurance	2
Alternative Risk Transfer Methods	2
Business Organization and Corporate Strategy	2
Portfolio Theory and Investment Analysis	2
Thesis	6

12.2 PhD Insurance and Risk Management

Philosophy

To broaden and deepen the intellectual capacity of students in the area of insurance and risk management and strengthen their research capability to prepare them for academic positions in the universities and other tertiary institutions

Objective

To develop prospective academics, researchers and risk analysts by broadening the intellectual and research capabilities of the candidates

Qualifications

MSc degree in insurance from a recognized university with at least a B grade (60%).OR
MSc degree (in a discipline other than insurance) from a recognized university with at least a B grade (60%) plus a recognized diploma in insurance.

Course structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- | | |
|-------------------------------------|----------|
| • Eight core courses (3 units each) | 24 units |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses

	Credit Units
Philosophy and Legal Aspects of Insurance	2
Advanced Risk Analysis and Statistical Models	2
Advanced Theory of Financial Intermediation	2
Contemporary Issues in Insurance Theory and Practice	3
PhD Seminar	2
Research Methodology	3

Advanced for Underwriting and Claims Management	3
Advanced Portfolio Theory and Management	3
Thesis	12

COURSE DESCRIPTION:

➤ **MSc Insurance and Risk Management**

Theory of risk and insurance markets

The course provides a good understanding of the basic principles of risk and insurance, and the characteristics of the main types of insurance, both life and general. It offers an introduction to the structure and operation of international insurance markets and the function of insurance firms within the system. Covers the general principles of insurance underwriting and claims management.

Risk management

Offers a framework for an integrated approach to risk management within a corporation. Provides students with a thorough understanding of the principles of risk management and of the main areas of risk management decision-making within a multinational corporation. The course expounds the case for a holistic approach to risk management, integrating insurance and treasury risk management into a wider strategic risk management of the enterprise. Provides students with an understanding of the role of statistical and financial modeling in risk management decision-making processes.

Principles of Finance

Enables the students to understand and apply the fundamentals of finance and financial analysis, developing and enhancing their ability to analyse and value securities and corporations. Provides a thorough understanding of fundamental areas of financial and risk management, along with necessary theoretical knowledge and statistical tools to interpret financial information. All these are brought together in a unified framework to analyse the strategies, techniques and tools for analyzing and interpreting financial information. The course is highly participative, with practical case studies in cash flow and ratio analysis, and the examination and interpretation of financial statements.

Insurance Law and Regulation

Provides a framework for the principles of contract and business law and their application to insurance, together with an understanding of the special legal principles that apply in insurance. The course also provides a knowledge of how different regulatory systems affect the operation of insurers in the major insurance markets of the world, focusing on the regulation of insurance in Nigeria, UK, EU and other major insurance markets such as the US and Japan

Accounting and financial management in insurance

The course provides the students with an in-depth understanding of financial management approaches in multinational insurance companies. It also equips them with the concepts and techniques of finance planning and control currently employed in insurance enterprises. The course provides the students with an appreciation of insurance accounting for life insurance.

Business organization and corporate strategy in insurance and financial services

The course provides a knowledge of the environment in which business operate and introduces students to the basic concepts and analytical tools of strategic management. It illustrates how ideas drawn from a number of disciplines, such as marketing, microeconomics, financial theory and organizational behaviour can be employed to address the central concerns of strategy.

The course also aims to provide a sound understanding of the application of principles of strategic management within insurance and other financial enterprises. It seeks to identify the strategic issues that currently face Nigeria and other African insurance and financial services, firms and to position these issues in their wider economic and regulatory context.

General insurance

The aim of the course is to give a broad understanding of the nature of general (non-life) insurance, including the function of general insurance contracts, their legal principles and the principles of underwriting, marketing and distribution. The course also aims to provide an appreciation of the characteristics of the main classes of general insurance and the handling and management of general insurance claims.

Risk analysis and modeling

A highly interactive computer-based course which explores the statistical methods that are used in finance, risk analysis and risk management. The main objective of the course is to give students an understanding of the fundamentals of these techniques. The course offers a refresher in the underlying principles of probability and statistics, exposure to the underlying theory and methods and comprehensive coverage of the tools and techniques that are used in risk modeling.

Research methodology

The course is designed to improve the ability of students to carry out empirical research and to evaluate published research. Topics covered include the nature of scientific research, theory building, concept definition hypotheses formulation, validity and reliability, measurement and scaling methods data collection, sampling, criteria for inferences, studies and control groups, report writing - editing, foot noting etc.

Electives

Claims management

Understanding of the practical issues of claim handling and the legal principles governing insurance claims; Role of the intermediary loss adjusters and assessors, insurance brokers, motor engineers and other professionals.

Credit risk management

This course examines the role of credit facilities in business and the risks involved - the type of risks, various risk management techniques and analysis of the risks.

Financial methods in insurance

The course examines the various methods of financing risk in insurance business – reserve calculation, solvency, capitalization, asset and liability matching.

Financial risk management

The course offers a framework for an integrated approach to financial risk management within a corporation. Provides students with a thorough understanding of the principles of financial risk management and of the main areas of financial risk management decision-making within an organization. The course expounds the case for a holistic approach to risk management, integrating financial risk management into a wider strategic risk management of the organization Provides students with an understanding of the role financial modeling in risk management decision-making processes.

Liability insurance

Owners', landlord's and tenants' liabilities; Manufacturers and contractor's liability; Comprehensive general liabilities; Contractual liabilities; Product and completed operations liabilities; Workers compensation and employer's liabilities; Policy documents; Risk assessment; Rating and underwriting claims settlement; Risk reduction and accident prevention; Pricing, reserves and reinsurance.

Life insurance and pension management

This course covers the history and development of life insurance, main types of life insurance; Functions and design of pension contracts and schemes - types of schemes (public and private), economic and social importance, pension scheme design, funding and administration, legal and regulatory aspects, benefits and their administration, tax treatment of contributions.

Marine, aviation and transport insurance

Ocean marine - nature of interest covered, valuation of interest, term policy, insurable interest and property insured. Inland marine - domestic shipments, instrumentalities. Applicable international legislations - policy documents and provisions. Underwriting and rating, claims settlement. Reinsurance, transportation and communication and moveable property under floater policy.

Aviation - nature of interest covered, valuation of interest, insurable interest and property insured. Applicable international legislation - policy documents. Underwriting and rating, claims settlement and loss adjustment provisions. Reinsurance.

Transportation - types of risks covered, applicable local and international legislation. Motor and rail insurance risks and covers; statutory requirements; certificate of insurance covers available; policy documents and cover notes; risk assessment; rating and underwriting; claims settlement; knock-for-knock agreement; third party sharing and other agreements; recent developments in transportation.

Reinsurance

The course provides knowledge of the functions and basic principles of reinsurance, and reinsurance wordings. Examination of the application of reinsurance to various classes of insurance and the rules that govern reinsurance programmes

Alternative risk transfer methods

The course offers a framework for an integrated approach to risk management. It emphasizes a thorough understanding of the principles of risk management - risk identification, analysis and measurement, risk control (physical & financial) principles of loss prevention, loss reduction and safety management. The course expounds the case for a holistic approach to risk transfer. Provides students with an understanding of other methods of risk transfer that are alternatives to insurance.

➤ **PhD Insurance and Risk Management**

Theory of Financial Intermediation (as in Banking and Finance programme)

Philosophy and Legal Aspects of Insurance

Nature and Theories of Insurance - Social and Private Insurance.

Nature of insurance law; Source of insurance law; Insurable interest; Agent and brokers' remedies; Legal and equitable; Doctrines of warranty - representation and concealment; Creation of an agency relationship power and authority of an agent, responsibility of the principal and the agent.

Risk Analysis and Statistical Models

The course covers how statistical models can be used to solve insurance and risk management problem. It will also cover the use of computers for risk analysis and insurance pricing.

Business Finance and Financial Analysis

The course provides students with a sound understanding of business finance and application in the insurance industry; Valuation concepts, risk analysis and capital budgeting, dividend theories and policy, financial statements and information, financial analysis, practice of investment, investment analysis and management etc.

Underwriting and Claims Management

The course covers pooling of risk, classification of risk in insurance, usefulness of material facts in underwriting and the methods used by underwriters to obtain material facts. It also covers various underwriting techniques used in various classes of insurance. The course covers claim procedures and the role of intermediaries in claims management – brokers and adjusters. It also covers the duties of the insured and insurance companies in claims management. It covers claims service management – customers expectations, customer retention, complain handling, negotiation of third party claims, claims handling process, methods of settlement. The process of reserving for claims, salvage excess franchise, deductible, market agreement, arbitration clauses etc.

Intermediation and Investment Analysis

The course will examine the role of insurance companies as financial intermediaries. It will also cover; Analysis of different types of securities, markets, transaction cost, regulation and taxes; Activities involved in selecting among alternative financial assets from the viewpoint of the individual and institutional investors; Valuation of corporate securities and the techniques for combining the efficiently into portfolios and performance evaluation; Financial statement analysis.

Selling Skills and Sales Management

This course will expose students not only to how to respond to customers problems, but also the skills to developing customers relationship. In today's business world nothing happens until someone sells something, therefore the skills of finding out ones customers needs, and showing how ones product/service will meet those needs would be adequately covered.

Human Resources Management and Corporate Policy

The course provides the student with tools to make administrative decisions regarding personnel in a corporate setting - profit or non-profit. These include human resource planning, recruiting, coordinating, development, compensation, and evaluation. Important additional influences are examined such as legal, environmental, behavioural, sensitivity, labour relations, and grievance systems.

Contemporary Issues in Insurance Practice

Discussion and articulation of recent developments in actuarial literature and practice.

Seminar I

Examination of current issues in the area of specialisation in consultation with the supervisor. Results of such examinations shall be presented at the Departmental or

Faculty seminars. The seminar shall be at the recommendation of the supervisor and the approval of Departmental the post graduate sub-committee.

Seminar II

Examination of current issues in the area of specialisation in consultation with the supervisor. Results of such examinations shall be presented at the Departmental or Faculty seminars. The seminar shall be at the recommendation of the supervisor and the approval of Departmental the post graduate sub-committee.

Research Methodology

Introduction to research methodology; Research in Social, Physical and Natural sciences. Problems of research in the developing countries. Research in practice - problem identification, literature review, methodology, data analysis, discussions, summary, conclusions and recommendations. Report writing.

13.0 ACTUARIAL SCIENCE

13.1 PGD ACTUARIAL SCIENCE

Philosophy

The philosophy of the Postgraduate Diploma programme is to provide remedial training in basic courses in Actuarial science to prepare graduates of universities (or equivalent qualifications) who do not have first degree in Actuarial Science, to either pursue a postgraduate degree in the field or prepare them for management positions in the investment industry.

Objectives

The Postgraduate Diploma is designed to:

- i) Provide understanding of the core courses in Actuarial Science.
- ii) Provide working knowledge of the basic skills and tools for decision making in the discipline in the private and the public sector

Course Structure

The PGD programme requires a minimum of 30 credit units made up as follows:

- Thirteen core courses (2 units each) 26 units
- Research Project 4 units
- Total 30 units

Core Course	Credit Units
Basic Mathematics	2
Calculus	2
Principles of Operation Research	2
Probability and Mathematical Statistics	2
Introduction to Actuarial Science	2
Financial Mathematics	2
Life Contingencies	2
Introduction to Risk Management	2
Economic Theory	2
Business Policy and Strategy	2
Principles of Finance	2
Introduction to Cost Accounting	2
Research Methodology	2
Research Project	4

13.2 MSc Actuarial Science

Philosophy

The philosophy of the MSc. programme in Actuarial science is to broaden and deepen the intellectual exposure of students in the core Actuarial science courses so as to develop their capability to undertake in-depth postgraduate research in any core area of the discipline.

Objectives

The MSc programme is designed to:

- i) Train and develop prospective academics and researchers by providing thorough grounding in the intellectual traditions of the discipline
- ii) Train and develop specialists to provide commercial, financial and prudent advice on the management of assets and liabilities especially where long-term management and planning are critical.
- iii) Ensure that knowledge equivalent to what is provided at the professional level of the discipline is acquired.

Course structure

The MSc programme requires a minimum of 36 credit units made up as follows:

- Fifteen core courses (2 units each) 30 units
- Thesis 6 units
- Total 36 unit

Core Courses	Credit Units
Financial Accounting and Reporting	2
Derivative Securities and Markets	2
Actuarial Risk Management	2
Actuarial Communications	2
Statistical Methods for Actuaries	2
Research Methodology	2
Quantitative Techniques	2
Pension Mathematics	2
Microeconomic Theory	2
Macroeconomic Theory	2
Modeling In Actuarial Science	2
Pensions and Social Insurance	2
MSc Seminar	2
Theory of Financial Intermediation	2
Portfolio Theory and Management	2
Thesis	6

13.3 PhD Actuarial Science

Philosophy

To broaden and deepen the intellectual capacity of students in the area of Actuarial science and strengthen their research capability and prepare them for academic positions in the universities and other tertiary institutions.

Objective

To develop prospective academics, researchers and financial analysts by broadening the intellectual and research capabilities of the candidates.

Qualifications

MSc. Degree in Actuarial science with at least a B grade (60%).

Course Structure

The PhD programme requires a minimum of 36 credit units made up as follows:

- | | |
|-----------------------------------|----------|
| • Six core courses (3 units each) | 18 units |
| • Two electives (3 units each) | 6 units |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses	Credit Units
History and Philosophy of Actuarial Science	3
Valuation of Liabilities in Insurance Business	3
Advanced Portfolio Theory and Investment Management	3
Contemporary Issues in Actuarial Science	3
PhD Seminar	3
Research Methodology	3
Elective Courses	
Management Accounting	3
Advanced Theory of Financial Intermediations	3
Advanced Actuarial Mathematics	3
Advanced Optimization Model	3
Advanced Actuarial Risk Management	3
Thesis	12

COURSE DESCRIPTION

➤ *PGD Actuarial Science*

Basic mathematics

Real and complex numbers; the binomial theorem; elementary set theory including unions, intersections and complement functions, equations and inequalities, standard algebraic and transcendental functions, limits, continuity. Linear algebra linear equations

Calculus

Calculus and analytical geometry of two and three dimensions, continuity, differentiability and integrability, vector space and generating sets, base dimension, subspaces, scalar products, orthogonality

Principles of Operation Research

Definition, origin, development of operation research - Concepts, formulations, analysis and applications of linear and non-linear programming; Dynamic, Integers and coal programming theories of Games; Theo person, zero sum feature and limitation; system models - system dynamics, advance simulation; Queuing theory and application; Theory of stochastic process and theory of Queues.

Probability and Mathematical Statistics

Organization and presentation of data; measure of location and dispersion; permutation and combination; probability; axioms, conditional probability and independence, Baye's theorem, random variable, probability distributions for the common discrete and continuous random variable. The means and variance of these distributions; chebyshev's inequality of large number and the central limit theorem; point and interval estimation. Hypothesis testing and analysis of variance, chi squared test. Maximum likelihood estimation, sampling techs, probability gen. functions, compound distr., branching processes, pure birth and death processes as examples of poison processes, simple multiple correction and regression and non-parametric statistics, time series and Bayesian inference.

Introduction to Actuarial science

Definition - Actuary/Actuarial science, Professional structure; Valuation of financial transactions; Demography; Actuarial practice; Valuation of contingent payments; Premium calculation - whole life, Endowment.

Financial Mathematics

Cash flow models; time value of money; interest rates; real and money interest rate; discounting and accumulating; level, deferred and increasing annuities; equation of value; loan schedules; project appraisal; investments; compound interest problems; arbitrage and forward contracts; term structure of interest rates; stochastic interest rate models

Life Contingencies

The measurement of mortality; Life insurance and life annuities benefits; Net and gross premium calculations; Reserves - Prospective and retrospective methods, Farklers accumulation formula; Change in interest rate, net amount at risk, extra risks; Law of mortality, Modified reserve systems. Population theory-Age specific rate, expectation of life function; multiple life functions - multiple decrement and associated single decrement tables; Values of and contributions of sickness, pension, disability benefits.

Risk Management

Concept of risk and uncertainty - attitude to risk, types of risks and losses cost of risks aim of risk management, risk identification etc. Risk reduction, statutory requirement; Risk transfer - non-insurance methods, contract conditions, sub-contracting. Insurance financing; Retained risk methods, Relative costs, including tax treatment.

Micro-economics Theory (as in economics programme)

Macro-economics Theory (as in economics programme)

Business policy and Strategy

Concepts of policies, decision-making, business objectives, performance of criteria, structure, and managerial behaviour. The major contribution of courses in finance, accounting, insurance, economics, behavioural sciences, and management to business policy and decision-making. Practice in calculating simple financial and economic indices from business data and other accounting information.

Examination of Organic Business Functions, Management Process, Environmental Analysis and Predictions, Strategy Development and Implementation. The Determination of Financial, Personnel, Production, Marketing, Industrial Relations, Research and Development Strategies will be addressed together with those recent developments affecting the strategy formulation and implementation processes in Nigerian firms.

Business Finance

Theory and measurement of business income; finance and growth-investment selection, business valuation; financial planning and budgeting capital structure-sources, gearing, cost; financial criteria; new issue market and role of institutions; principles of law; international comparisons.

Cost Accounting

Nature, scope and purpose of costing. Theory of costing, elements of costing, material labour and over-head (in outline only), cost allocation, appointment; methods of costing. Marginal costing, costing ascertainment cost/profit/volume analysis, break even analysis.

Standard costing, profit contribution, mix and yield variances; interpretation of variances and their relationships.

➤ *MSc Actuarial Science*

Finance and Financial Reporting

Key principles of finance; Company ownership; Taxation; financial instruments; use of derivatives; issue of shares; introduction to accounts; depreciation and reserves; general accounts; group accounts and insurance company accounts; interpretation of accounts – security of loan capital, shareholder analysis; weighted average cost capital; capital structure and dividend policy; capital project appraisal.

Models

Principles of actuarial modeling; stochastic process; Markov chains; the two stage Markov model; time-homogeneous Markov jump processes; survival models and the life table; estimating the lifetime distribution function – Kaplan-Meier and Nelson-Aalen models; Cox regression model; binomial and Poisson models; exposure to risk; graduation and statistical tests; methods of graduation.

Actuarial Risk Management

The course covers some basic mathematical theories of risk and reinsurance retention limits – individual risk models for short term, collective risks models for a single period reinsurance, collective risk models over an extended period.

Actuarial Communications

General principles and techniques of business writing- effectiveness, draft process, planning and structure, style and note, accuracy, letters, reports, types of documents, presentations.

Analysis for Business Decisions

Elements of decision analysis; types of decision situations; decision trees; operation research approach to decision analysis; systems and systems analysis; modeling in OR; simulation and cases for OR analysis; mathematical programming; transportation model, assignment model, conflict analysis and games theory; project management; routing, sequencing and search.

Research Methodology

The course is designed to improve the ability of students to carry out empirical research and to evaluate published research. Topics covered include the nature of scientific research, theory building, concept definition hypotheses formulation, validity and reliability, measurement and scaling methods data collection, sampling, criteria for inferences, studies and control groups, report writing - editing, foot noting etc.

Statistical Methods

Decision theory; Bayesian statistics; loss distribution; reinsurance; credibility theory; risk models; ruin theory; experience rating; run-off triangles; generalized linear models; time series; Monte Carlo simulation.

Derivative Securities and Markets (as in Banking and Finance Programme)

Pension Mathematics

Pension funding assumptions; basic actuarial functions and population theory applied to private pensions – normal cost, supplemental liability, unfunded liability arising from individual accrued benefit and projected benefit cost methods

Pensions And Social Insurance

Different types of pension scheme: Determination of rates of contribution and benefits, past service eligibility, testing provision on termination of service, pension funds.
General principles of social insurance: Actuarial and demographic aspects of social insurance. Schemes with special reference to developing countries. The national social insurance scheme in Nigeria. Social clubs.

➤ *PhD Actuarial Science*

History and Philosophy of Actuarial Science

Introduction to Actuarial science - history and philosophy

Valuation of Liabilities in Insurance Business

Models for use in the analysis and actuarial valuation and management of insurance business - valuation of annuity, unit linked, disability and long term care contracts; Stochastic modeling of claims and benefit payment; gross/net premiums, policy values and reserves; Asset shares in insurance; termination and alteration values; cost of guarantees; valuation of disability and non-life insurance contracts.

Pensions and Other Benefits

Providers of pensions and other benefits; alternative systems of benefit provision; meeting the needs of interested parties; environment in which benefits provided; scheme design – general and specific; risks and uncertainties; financing benefits; sponsor covenant; investment; actuarial valuations – use of models; benefit valuation models; process of population projections; funding methods; social security systems – financing and management etc.

Advanced Portfolio Theory and Investment Management (as in Banking and Finance programme)

Advanced Theory of Financial Intermediation (as in Banking and Finance programme)

Management Accounting (as in Accounting Programme)

Contemporary Issues in Actuarial Science

Discussion and articulation of recent developments in actuarial literature and practice

Seminar I

Examination of current issues in the area of specialization in consultation with the supervisor. Results of such examinations shall be presented at the Departmental or Faculty seminars. The seminar shall be at the recommendation of the supervisor and the approval of Departmental the post graduate sub-committee.

Graduate Seminar II

Examination of current issues in the area of specialisation in consultation with the supervisor. Results of such examinations shall be presented at the Departmental or Faculty seminars. The seminar shall be at the recommendation of the supervisor and the approval of Departmental the post graduate sub-committee

Research Methodology

Introduction to research methodology; Research in Social, Physical and Natural sciences. Problems of research in the developing countries. Research in practice - problem identification, literature review, methodology, data analysis, discussions, summary, conclusions and recommendations. Report writing

14.0 MARKETING

14.1 PGD Marketing

Philosophy

The philosophy of the programme is to prepare graduates with some deficiencies to fit adequately to into the M.Sc. Marketing programme.

Objectives of the Programme

The specific objectives of the programme are:

- i) To expose students to the fundamental courses in marketing needed for advanced M.Sc. in marketing programme.
- ii) To teach students the process of investigate science needed to explore theoretical and practical problems in marketing.
- iii) To update students regarding deficient knowledge and marketing and other cognate business courses needed to understand and analyze marketing problems.

Course Structure

The PGD in Marketing programme requires a minimum of 30 credit units made up as follows:

- Ten core courses (2 credits each) 20 units
- Three courses from area of concentration (2 credits each) 6 units
- Research Project 4 units
- Total 30 units

Core Courses

	Credit Units
Fundamentals of Marketing	2
Principles of Management	2
Principles of Accounting	2
Principles of Finance	2
Principles of Micro Economics	2
Principles of Macro Economics	2
Business Mathematics	2
Business Statistics	2
Research Methodology	2
Introduction to Marketing Management	2

Elective Courses

Introduction to Consumer Behaviour	2
Introduction to Marketing Research	2
Introduction to International Marketing	2
Introduction to Sales Management	2
Introduction to Strategic Management	2

Research Project	4
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COURSE DESCRIPTION

Fundamentals of Marketing

The course introduces students to the basics of marketing with regard to meaning and definitions of marketing, basic marketing concepts, marketing evolution and practices, buyer behaviour and marketing segmentation, introduction to marketing research, and introduction to international marketing, among others.

Introduction to Consumer behaviour

The course introduces students to basic issues in the study of consumer behaviour, in addition to attitude and consumer behaviour, consumer behaviour and communication, determinants of consumer behaviour, consumer's buying decision process, and psychology in industrial marketing, among others.

Introduction to Marketing research

The course introduces students to application of analytical tools to marketing management problems, including markets, goods/services, channels of distribution for goods and services, promotional campaigns, and pricing decisions, among others. The course emphasizes scientific process in the conceptualization of marketing problem, and the consequent collection, analysis, interpretation and reporting of data/information to clarify marketing problems and/or solve them.

Introduction to International Marketing

The course introduces students to relevant international marketing management issues such as concept of psychic distance, international marketing policies and strategies, international marketing environment, globalization and international marketing, and e-commerce and international marketing, among others.

Introduction to Marketing management

The course introduces students to the basic principles of management with regard to the marketing function. This includes marketing planning, analysis, implementation, and control; designing marketing strategies in relation to the relevant environment; total quality management and the marketing function, and management of the marketing-mix elements, among others.

Introduction to Sales Management.

The course introduces students to principles of selling, sales management, evolution of sales management, major tasks of sales management, determining sales policies and strategies, and sales forecasting, among others.

Introduction to Strategic Marketing Management

The course introduces students' knowledge regarding foundations of strategic marketing, strategic marketing management process, opportunity analysis and market targeting, case

analysis in marketing management, and environment for strategic marketing management decisions, among others.

Introduction to Business Research methodology

The course utilizes research techniques to explore problems in the organic business functions. In addition, the course teaches students the use of research techniques to investigate empirical business management problems of theoretical and managerial relevance. Specifically, the course aims to expose students to research methods that are relevant for understanding and solving general business management problems. The course essentially exposes students to skill of scientific investigation in business management.

Introduction to Business Management (as in PGD management).

Introduction to Accounting (as in PGD Accounting).

Principles of Finance (as in Banking and Finance programme)

Project.

14.2 MSc. Marketing

Philosophy

The MSc. in Marketing Programme has been designed to instill in postgraduate students relatively advanced marketing knowledge and scientific research approaches needed to understand and expand the frontiers of marketing theory and practice.

Objectives

The specific objectives of the programme are:

- i) To expose students to contemporary and relatively advanced research techniques needed to analyze marketing phenomena.
- ii) To expose students to understand and critique traditional and modern marketing theories practices.
- iii) To encourage students in application of marketing theories and techniques in analyzing complex organizational problems pertaining to exchange transactions and relationships.

Course Structure

The MSc in Marketing programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Thirteen core courses (2 credits each) | 26 units |
| • Two elective courses (2 credits each) | 4 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses	Credit Units
Management Theory	2
Research Methodology	2
Quantitative Analysis	2
Microeconomic Theory	2
Macroeconomic Theory	2
MSc Seminar	2
Elective	
Organizational Behaviour	2
Corporate Finance	2
Marketing of Financial Services	2
Marketing Models	2
Thesis	6

DESCRIPTION OF MSc. COURSES

Management Theory

The course exposes students to the scientific analysis of processes/activities associated with efficient and effective decision-making. Such processes/activities include planning, organizing, forecasting, departmentalization, leadership, motivation, communication, and other modern management activities and process, among others.

Business Research methodology

The course utilizes relatively advanced research techniques to explore problems in the organic business functions. In addition, the course teaches students the use of research techniques to investigate empirical business management problems of theoretical and managerial relevance. Specifically, the course aims to expose students to contemporary, research methods that are relevant for understanding and solving general business management problems. Students are to be exposed to scholarly works in journals and textbooks utilizing relevant research techniques.

Quantitative Analysis

The course seeks to expose students to the use of quantitative techniques in business management theories and practices. Some of the topics to be covered, among others, include games theory, linear programming, network analysis, dynamic programming, decision theories, structural equation modeling, inventory models, and queuing models,

among others. Specifically, the course has been designed to enable students study and apply quantitative techniques in research and business decision-making situations, emphasizing multivariate quantitative methods, optimization and stochastic techniques relevant in understanding and solving business management problems.

Marketing Research

The course prepares students on the use of rich literature and research in the area of marketing research. Specifically, the course emphasizes the application of scientific methods in the study and analysis of marketing activities. It emphasizes research design, data collection methods, sampling techniques, data analysis methods, measurement scales, and interpretation and presentation of marketing research results, among others

Consumer behaviour

The course expose students, at a relatively advanced level, to the approaches to the study of consumer behaviour, role of consumer in marketing, determinants of consumer behaviour, culture and consumer behaviour, models of consumer behaviour, and consumer behaviour research, among others.

Strategic Marketing

The course aims to expose students to a relatively high knowledge regarding foundations of strategic marketing, strategic marketing management process, opportunity analysis and market targeting, and environment for strategic marketing management decisions, among others. The use of relevant case studies should be emphasized.

International Marketing

The course aims to expose students to relevant international marketing management issues such as concept of psychic distance, international marketing policies and strategies, international marketing environment, globalization and international marketing, and e-commerce and international marketing, among others.

Marketing of Financial Services

The course exposes students with regard to the applications of fundamental marketing concepts/principles/strategies to financial services (banking, accounting, insurance, stock broking, etc.). Other cognate topics include characteristics of services and their marketing implications; marketing planning in financial services; analysis of financial services markets; marketing-mix elements in financial services; relationship marketing in financial services; and new product development process in financial services, among others.

Marketing Models

This course describes theoretical and empirical models used to analyze marketing management issues in the areas of product introduction and positioning, pricing, advertising and distribution channels. The theoretical structure of the course derives from micro-economics of firm and consumer decision making, with special consideration of

competitive issues analyzed with game theory and some applications of control theory. The empirical requirements of the course include conjoint analysis, choice modeling and multivariate techniques.

Thesis.

Advanced Micro-Economics (As in M.Sc Economics programme)

Advanced Macro-Economics (As in the M.Sc Economics Programme)

Organizational Behaviour (As in the M.Sc management programme).

Corporate Finance (as in the M.Sc. Finance programme).

14.3 PhD Marketing

Philosophy

The major philosophy of the programme is to produce individuals who have advanced theory and research-based knowledge relevant for use in industry, public service, research institutes and academia.

Objectives

The specific objectives of the programme are:

- i) To expose students to advanced research methods and theories in exchange transactions and relationships.
- ii) To develop in students advanced methods of investigate science needed to explore and expand the frontiers of marketing.
- iii) To encourage students to explore and solve theoretical and practical marketing problems that have industrial, academic national and international relevance.

Course Structure

The PhD in Marketing programme requires a minimum of 36 credit units made up as follows:

- eight core courses (3 credits each) 24 units
- Thesis 12 units
- Total 36 units

Core Courses	Credit Units
Advanced Research Methodology	3
Development of Marketing Thought and the Theory	3
Contemporary Issues in Marketing	3
PhD Seminar I	3
PhD Seminar II	3

Advanced Marketing Research	3
Advanced Quantitative Techniques	3
Seminar in Consumer Behaviour	3
Thesis	12

DESCRIPTION OF PhD COURSES

Research Methodology

The course utilizes advanced research techniques to explore problems in the organic business functions. In addition, the course teaches students the use of advanced research techniques to investigate empirical business management problems of theoretical and managerial relevance. Some of the topics to be covered, among others include advanced research designs, qualitative and quantitative methods of research, advance measurement scale, multidimensional scaling, complex sampling approaches, meta-analysis, structural equation modeling in business research, conjoint analysis, and empirical testing of grounded management theories in the Nigerian business environment, among others. Specifically, the course aims to expose students to contemporary, but not common, research methods that are relevant for understanding and solving general business management problems. Students are to be exposed to scholarly works in journals and textbooks utilizing relevant advanced research techniques

Advance Quantitative Techniques

The course seeks to expose students to the use of advanced quantitative techniques in business management theories and practice. Some of the advance topics to be covered, among others, include games theory, linear programming, network analysis, dynamic programming, complex decision theories, structural equation modeling, advanced inventory models, and advanced queuing models, among others. Specifically, the course has been designed to enable students study and apply advanced quantitative techniques in complex research and business decision-making situations, emphasizing multivariate quantitative methods, advance optimization and stochastic techniques relevant in understanding and solving business management problems.

Advanced Marketing Theory

The course seeks to expose students to students to traditional and contemporary marketing, in addition to their associated controversies. Specifically, students are to be exposed to advanced theories and controversies in such major marketing areas as scope of marketing, science and art in marketing, qualitative and quantitative methods in marketing research, marketing-mix elements and relationship marketing, the service domain controversy, strategic marketing management, and scope of marketing, among others. Students are to be exposed to scholarly works (reading and seminars) in journals and textbooks utilizing relevant advanced marketing theories.

Development of Marketing Thought

The course aims to expose students to the relevant stages in the evolution of marketing thought, including contributions from cognate disciplines such as economics, philosophy of science, psychology, sociology, statistics, and anthropology, among others. Students are expected to develop seminar-based papers that incorporate the contributions from these cognate disciplines to the development of marketing thought.

Readings & Seminar in Marketing Research

The course prepares students on the use of rich literature and research in the area of marketing research. Students are expected to explore, comprehensively, the rich material in extant marketing research literature, critique the materials, and prepare and present scholarly papers before a scholarly audience.

Readings & Seminar in Consumer Behaviour

The course prepares students on the use of rich literature and research in the area of consumer behaviour. Students are expected to explore, comprehensively, the rich material in extant consumer behaviour literature, critique the materials, and prepare and present scholarly papers before a scholarly audience.

15.0 TRANSPORT MANAGEMENT

15.1 MSc. Transport Management

Philosophy

The aim of the programme is to enable students extend their background into the strategic field of transport management. Since competency in transport management entails a combination of sophisticated skills in the art, science and technology of management, the programme emphasizes a quantitative approach to management problems and provides students with a comprehensive understating of the economic, managerial and technological forces that influence modern transportation.

Objectives

The programme will prepare students for employment in the transport industry, government establishments, and international organizations. It is also designed to train and develop prospective academics and research workers.

Entry Qualifications

The entry qualification is a good bachelor's degree in a quantitative subject such as transport management technology, economics, engineering, operations research, statistics and computer science.

Duration:

A minimum of 3 semesters as shown in the course structure.

Course Structure

The MSc in Transport Management programme requires a minimum of 36 credit units made up as follows:

- | | |
|---|----------|
| • Twelve core courses (2 credits each) | 24 units |
| • Three elective courses (2 credits each) | 6 units |
| • Thesis | 6 units |
| • Total | 36 units |

Core Courses

Core Courses	Credit Units
Transport Technology and Systems	2
Advanced Transport Economics	2
Microeconomic Theory	2
Macroeconomic Theory	2
Operational Research Methods	2
Cost and Management Accounting	2
Corporate Finance	2
MSc Seminar	2
Transportation Law and Insurance	2
Quantitative Methods in Transportation	2
Computer Applications in Transportation	2

Credit Units

Research Methodology	2
Elective courses	
Transportation Management Technology	2
Air Transportation Management	2
Maritime Transportation Management	2
Surface Transport Operations	2
Air Transport Operations	2
Transport Development in Nigeria	2
Thesis	6

COURSE DESCRIPTION

Transport Technology and Systems

The technological components of a transport system – the vehicle, motive power, terminals and operational controls. Modal characteristics, guidance and maneuverability, support systems, ship's buoyancy and stability; aircraft support and stability. Effects of resistance on transport propulsive force and horsepower, locomotion and effort, automotive tractive efforts, aircraft versus elevation, grades and elevation on railways; other power related factors, fuel consumption, dead-load-to-pay-load ratio. New developments in rail, aircraft, ship and goods vehicle technology. Advanced transport systems.

Advanced Transport Economics

Economics and consumer behaviour, analysis of transport demand; transport demand modeling. Theory of transport supply, topics in transport cost functions, rail, sea ports and shipping economics, topics in aviation economics and economics of freight transportation. Project evaluation and transport economics, evaluation of transport projects, travel time values, accident cost valuations, and case studies in transport appraisals. Transport policy and operations, management objectives and decision rules in transport operations, national transport policy and transport regulations.

Transportation Law and Insurance

Law of business and carriage; contracts agency and transport liability. Liability for loss and damages of freight/passenger regarding sea, air and land-based transport. Various Rules and Conventions in air and sea transport Acts/decrees on carriage of freight/passenger. Carriage of animals and dangerous goods. Special considerations affecting the use of containers. Legal basis of statutory transport organizations and statutory obligations of transport undertakings. Principles of insurance in transport industry; Air, land and marine insurance. Insurance law and practice, Cargo practice, Oil rigs insurance, protection and indemnity (P&I) cover and pipeline insurance.

Transport Management Technology

The concept of management technology. Element of transport management technology; technical change in transport industry; transport technology assessment; choice of transport technology. Transport engineering economics; economic and financial assessment of transport operations. Management of transport funding and capital acquisitions. Replacement of maintenance philosophy in transport. Statistical decisions in transport management. Introduction to transportation science; theoretical development in applications of management science in the assessment of transport operations.

Quantitative Methods in Transportation

Review of calculus and linear algebra; probability and distribution models; input – output models; transport survey research methods, analysis of qualitative data, quantal models attitude measurements. Data Envelopment Analysis, and introduction to simulation modeling.

Operational Research Methods

The uses of operational research methods in transportation. Problem formulation: formulation of minimum and maximum. Allocation problems: the transportation, assignment and sequencing problems. Routing problem; the traveling salesman. Inventory problem and queuing problems. Dynamic programming.

Computer Applications In Transportation

The use of computers in transportation studies and transport operations. Computer programming; algorithms and flow charts, numerical algorithms. Fortran and Basic Languages. Problem solving Computer applications in a selection of problem areas. Use of packaged program such as SPSS, GENSTAT, CHOMP, DISCRIM, simulation programs and Data Envelopment analysis.

Econometric Methods

The econometric approach to modeling and forecasting. Single-equation estimation. The linear regression model; the two variable regression model, maximum likelihood estimation; the multiple regression models. Use of dummy variables and tests. Problems in the basic linear regression model; multicollinearity serial correlation and heteroscedasticity. Generalized least square estimation. Instrumental variables and two stage least squares. Nonlinear estimation and computational methods. Qualitative choice models, multinomial logits and probits.

Surface Transport Operations

The frame of transport operations, decision-taking, organization, social, environmental and legal aspects. Public transport operations – buses, rail and para-transit modes. Costs and costing in transport operations: costing bus services, rail service and road freight operations. Commercial practice: passenger service standards. The management of human resources. Leadership, motivation and customer relations. Personnel development. Trip operations – planning and control. Efficiency of operations, economic

fleet planning. Control budgets and budgetary control, control of funds and cash flows. (Garage, warehouse, and terminal operations passenger and consignment handling).

Air Transportation Management

Air craft and power unit design. Avionic systems. Technology and the future of the airline industry. Corporate planning in airlines; market and market planning. Market research, analysis and use of data. Fleet planning, facilities planning and financial planning. Capital costs and structures. Investment appraisals and funding. Airline finance and problems of capital acquisitions in developing countries. Applications of information technology in airline management.

Air Transport Operations

Economics of air transport operations. Airline organization, line and staff matrix with task orientation. Airline practice. Commercial operations. Marketing and sales, ticketing and reservations control. Computer reservations systems; passenger service standards. The management of human resources, customer relations, personnel development, leadership and motivation. Flight operations; flight planning and control, legal responsibilities, crew scheduling, monitoring flight progress, flight documentation and operation manuals; air safety. Ground operations; cargo handling; financial control. Revenue accounting IATA clearing house. Stock and inventory control.

Maritime Transport Operations

The economics of ship manning. Shipboard operations. Navigation planning; the voyage plan, collision avoidance systems planning, cargo operations; cargo planning and loading; shipboard maintenance and safety; fire containment methods. Human factors in shipboard operations. Commercial practice; marketing analysis in shipping. The management of human resource. Personnel development.

Transport Development In Nigeria

Issues in transport development; theoretical considerations; syntheses of economic theory of transport development and network expansions. Transport network in Nigeria: highways, railway, airports, seaports, inland water-ways and pipelines; analysis of growth and their expansion phase. Analysis of transport investment programmes, expenditure patterns and the underlying strategy of development. Transportation research for development. Analysis of national transport policy and transport reform programmes of government.

Corporate Finance

The course covers in detail the theory and models of the following: Financial and Profit Analysis, Valuation and Investment Decisions, Working Capital Management, Long-term sources of finance and current issues in finance, including mergers and acquisitions, international financial management, shareholder value creation and corporate financial policy and strategy. Case studies and applications in the Nigerian context.

Strategic Management

The course deals with the corporate Management of the business enterprise. The first part of the course focuses on the nature and dynamics of business policy, the strategy concept, missions and objectives. The rest of the course will cover the strategic planning process, stakeholder or management, techniques for strategic appraisal, SWOT, industry and competitive analysis, portfolio analysis, development of strategic options, turn over and recovery strategies, mergers, acquisitions and divestment.

Cost and Management Accounting

Nature, scope and purpose of costing. Theory of costing, elements of costing, material, labour and over-head (in outline only); cost allocation, apportionment; methods of costing. Marginal costing, costing ascertainment cost/profit/volume analysis break even analysis.

Maritime Transport Management

Functions of shipping development in world shipping and in Nigeria maritime transport technology; design of ships; micro-electronics/automation and control. Shipboard management, organizations, shipping operation, management of shipping companies. Decision making in shipping, shipping models, queuing and simulation models, their design and interpretations. Fleet planning. Route planning. Container provision, planning and control. Ship management, Planning, revenue analysis, expenditure and investment budgets. Funding; capital acquisitions and ship financing. .

Surface And Transport Management

Development in land-based transportation modes in Nigeria. Urban transportation characteristics. Intercity transportation – road passenger, rail and road haulage. The planning of a transport management, investment, financial and marketing plans and strategies.

Research Methodology

The course utilizes advanced research techniques to explore problems in the organic business functions. In addition, the course teaches students the use of advanced research techniques to investigate empirical business management problems of theoretical and managerial relevance. Some of the topics to be covered, among others include advanced research designs, qualitative and quantitative methods of research, advance measurement scale, multidimensional scaling, complex sampling approaches, meta-analysis, structural equation modeling in business research, conjoint analysis, and empirical testing of grounded management theories in the Nigerian business environment, among others. Specifically, the course aims to expose students to contemporary, but not common, research methods that are relevant for understanding and solving general business management problems. Students are to be exposed to scholarly works in journals and textbooks utilizing relevant advanced research techniques

Micro-economic Theory (as in Economic programme)

Macro-economic Theory (as in Economic programme)

15.2 PhD TRANSPORT MANAGEMENT

Philosophy

The aim of the programme is to train manpower of the highest quality who are capable of carrying out independent and original research in the field of Transport Management.

Objectives

To advance and deepen the analytical and intellectual capabilities of candidates in the area of Transport Management and to prepare them for employment in academic positions in universities, other tertiary institutions, research institutes and international organizations.

Entry Qualification

To enter the PhD programme, the candidate must have completed the MSc programme in Transport Management with a minimum of 4.0 CGPA. In exceptional cases, candidates with a minimum score of 4.0 CGPA at MSc programmes in Operational Research, or Application Mathematics may also be considered.

Duration

The minimum duration of the PhD programme is three calendar years or six semesters of full time studies beyond the masters' degree.

Programme Structure

The PhD thesis is the major requirement for the award of the PhD degree. However, candidates are required to take the 24 unit of courses prescribed in the first two semesters of the programme.

Course Structure

The PHD in Transport Management programme requires a minimum of 36 credit units made up as follows:

- | | |
|---------------------------------------|----------|
| • Eight core courses (3 credits each) | 24 units |
| • Thesis | 12 units |
| • Total | 36 units |

Core Courses

Core Courses	Credit Units
Contemporary Issues in Transport Economics	3
Advanced Managerial Economics	3
Advanced Operations Research in Transportation	3
Advanced Transport Seminar	3

Econometric Modeling in Transportation	3
PhD Seminar I	3
PhD Seminar II	3
Advanced Research Methodology	3
Thesis	12

COURSE DESCRIPTION

Contemporary Issues in Transport Economics

Theoretical foundations of cost-benefit analysis, welfare economics, general equilibrium theory and pareto optimality, social-best, social welfare functions and compensation tests. Probabilistic cost-benefit analysis; shadow price accounting under uncertainty. Case studies. Economics of public enterprises theory and applications. Linear economics; input – output analysis; linear programming; interpretations and applications in transport economics. Workshops in transport economics and management.

Advanced Transport Seminar

Methodology of transport **assessments; theory and practice. Choice of** transport technology in a enveloping country. Techniques for option appraisal; Engineering and economic considerations – case studies. Transport productivity; theory and measurements; engineering and economic approaches. Workshops in transport management technology. Management of transport innovations and information systems.

Advanced Managerial Economics

Capital project evaluation techniques; capital planning and budgeting; long-term investment decisions; capital cost budgeting, cash flows estimation, engineering cost analysis, stochastic project evaluation techniques; estimation of risk and uncertainty; advanced analysis procedures; Monte Carlo techniques for comparison of projects involving risk. Computer simulation programme for capital investment analysis. Case studies. Statistical decision techniques in capital project evaluation. Analytical methods for project probabilistic monetary comparisons. Weighting and evaluating objectives of non-monetary factors. Workshops in managerial economics.

Advanced Operations Research in Transportation

Linear programming, definitions and theorems, simply and algorithm, game theory. Applications. Nonlinear programming; lagragian multipliers and equality constrained problems, Kuhn-Tucker conditions. Non-linear programming algorithms. Quadratic programming and applications. Basic portfolio models. Integer linear programming. Dynamic, and recursive programming. Applications.

Econometric Modeling In Transportation

Distribution theory; discrete and continuous distributions. Characteristic functions; positive definite functions. The theory of infinitely divisible distribution laws. The theory of stochastic processes. Structural analysis of discrete data, probabilistic choice models and computational algorithms. Applications; interfaces between econometrics and psychometrics; applications in behavioural transport modeling.

Advanced Research Methodology

The course utilizes advanced research techniques to explore problems in the organic business functions. In addition, the course teaches students the use of advanced research techniques to investigate empirical business management problems of theoretical and managerial relevance. Some of the topics to be covered, among others include advanced research designs, qualitative and quantitative methods of research, advance measurement scale, multidimensional scaling, complex sampling approaches, meta-analysis, structural equation modeling in business research, conjoint analysis, and empirical testing of grounded management theories in the Nigerian business environment, among others. Specifically, the course aims to expose students to contemporary, but not common, research methods that are relevant for understanding and solving general business management problems. Students are to be exposed to scholarly works in journals and textbooks utilizing relevant advanced research techniques.