



ADAMAWA STATE UNIVERSITY, MUBI

Bsc. Business Administration

STUDENT HANDBOOK

2023 - 2028

FORWARD

This handbook is strategically a framework that is put together to enhance the academic potentials of both students and the academics. It is therefore an ascertained guide aimed at proffering solutions to critical challenges of teaching, research learning and community development in tertiary institutions. It is indeed a synergy for widening the horizon of knowledge for the overall transformation of educational system in Nigeria and to trigger economic development. The handbook is developed to enable the projection of Nigeria's economy at national and international levels. Stakeholders are therefore urged to uphold the content of the handbook for academic excellence in Adamawa State University, Mubi, taking into consideration that the content is the integration of 30% institutional addition to 70% CCMAS.

Prof. Japhet Yerima
Dean Faculty of Social and Management Sciences

PREFACE

Experience over the years, shows that learning and teaching are bedevilled by the gap between students and Universities' Administration. This handbook therefore, emerged out of the need to acquaint students with operations of the University as a learning environment. The handbook is therefore written in simple and comprehensive language. This is aimed at pointing out the rudiments of a typical University system in relation to learning and character.

The handbook provides students with coherent information on learning and character by taking them up the ladder of the University, from the general information about the University and the department to the format for project write-up. The handbook contains general information needed by students such as admission requirements, registration guidelines, examinations rules and examination misconduct, assessment of examinations, grading system and grade point, calculation of CGPA, degree classification, time table, release of result and complaints handling, probation, withdrawal of students, deferment of study period, change of course and graduation requirements. Others are minimum academic standards, qualification for appointment/ promotion of academic staff, Library, class rooms, Laboratories workshops, and offices class room space and staff/student common room. Core/compulsory and elective courses, as required by the core course minimum academic standards (CCMAS) are also included. Other required, teaching/ learning facilities, such as sports activities, form part of the handbook.

Prof. Ldama, John
Head of Department

ADAMAWA STATE UNIVERSITY, MUBI
FACULTY OF SOCIAL AND MANAGEMENT SCIENCE
DEPARTMENT OF BUSINESS ADMINISTRATION

MISSION STATEMENT OF ADAMAWA STATE UNIVERSITY

The mission statement of Adamawa State University is to produce graduates of the highest moral and academic excellence. The University shall pursue policies that will enhance highest standards in the humanities, sciences, engineering, agriculture and other fields of human endeavour. Its graduates shall be trained and oriented to utilise modern technologies and management tools for societal development. In particular, academic activities and research activities shall be geared towards poverty reduction, food security, employment opportunities and generation and raw materials production for agro- allied industries.

VISION STATEMENT OF ADAMAWA STATE UNIVERSITY

Adamawa state University was established to stand out as a tower for intellectual development, to train men and women on the acquisition of appropriate skills, abilities and competence in cognitive, affective and psycho-motor domains in order to equip them to contribute meaningfully to the development of their immediate communities in particular, Nigeria and the world at large. The programmes of the University are designed to inculcate the proper values and attitudes for ensuring the socio- economic development of the country

MOTTO OF ADAMAWA STATE UNIVERSITY

The motto of Adamawa State University is **‘education for development’**. The motto conveys the message and aspiration of the University, as a centre of excellence for production of high- level manpower, and intellectual undertaking relevant for the transformation of Nigeria into a developed country. The motto also conveys the intention of the University, to be a centre for generation of ideas and technologies that lead to the continuous transformation and development of human society especially in the material realm.

PRINCIPAL OFFICERS OF THE UNIVERSITY

1. **AG VICE CHANCELLOR**
Dr. Stephen A. Lagu
B.A Ed English (Unimaid), M. A English (Unimaid) Ph.D. English for specific purpose (MAU)
2. **DEPUTY VICE CHANCELLOR ACADEMIC**
Prof. Bashir Hammangabdo
B. Agric. Tech., Agric. Economics and Extension (MUA), MSc Agric. Economics (Unimaid), Ph.D. Agric. Economics (Uniputra), D.Sc. (Uniputra)
3. **REGISTRAR**
Mal. Aminu A. Alkali
B.Sc. Business Administration (Unimaid), MBA (MAU), M.Sc. Management (MAU), Fellow Association of Business Specialists and Entrepreneurs, Member, Nigerian Institute of Management(NIM), Member, Institute of Professional Managers and Administrators(IPMA)
4. **BURSAR**
Pahuwa Yusuf Mohammed
B.Sc. Accounting (ABU), ANAN, NCA (Jos)
5. **LIBRARIAN**
Dr. Musa Dauda Bassi
B L S (Unimaid), M L S (Unimaid), Ph.D. L I S (UNN)

Staff of the Department of Business Administration

S/N	Name	Qualification	Area of Specialisation	Designation
1	Ldama, John	B.Sc. (ABU), MBA(UNIMAID), PhD (ADSU)	Management	Professor/Head of Department
2	Sanusi Bello	B.Sc.(ABU), MBA(ABU), PhD(ADSU)	Management	Professor
3	Itodo, J. Itodo	BSc(UNIMAID), MBA(UNIMAID), PhD(ADSU)	Management	Professor
4	Aliyu, U. Fudamu	B.Sc.(UNIMAID), MBA(UNIMAID), PhD (ADSU)	Management	Reader
5	Hamman A. Yahaya	B.Sc.(UNIMAID), M.Sc. (ADSU), PhD (ADSU)	Management	Lecturer 1
6	Stephen Pembi	B.Sc.(ADSU), M.Sc. (ADSU), PhD (ADSU)	Management	Lecturer 1
7	Tijani Yunusa	B.Sc. (KOSU), MSc(KOSU), PhD(ADSU),	Management	Lecturer 1
8	Michael Francis	B.Sc. (ADSU) , MSc (ADSU)	Management	Assistant Lecturer
9	Sadiq Abdulaziz	B.Sc.(UNIMAID), MSc(UNISALF)	Management	Assistant Lecturer
10	Abubakar Kojoli	B.Sc. (ADSU)	Management	Graduate Assistant

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Overview

The Bachelor of Science in Business Administration programme provides students with all-encompassing knowledge of business theories and concepts and their application to real world problems. The course sharpens students' analytical thinking on business problems and opportunities, how the different functional areas of business are interrelated as well as develop their leadership and entrepreneurship qualities. This course equips students with vital and creative decision-making skills to help boost students' personal endeavours and job careers.

This Business Administration curriculum enables the students to develop a good understanding of the fundamentals of management and various aspects of managerial practice, as well as gain practical experience in a real-world context with the new programme on internship. All the skills that a good manager needs, from the ability to critically analyze management issues to knowledge of managerial responsibilities in the socio-economic environment are provided in this programme.

Philosophy

The underlying philosophy of business administration programme is to provide students with a well-rounded education which prepares the graduate for a creative and productive role in business as well as a capacity for self-development, while maintaining the highest ethical and moral standards. It ultimately grooms students with requisite skills of connecting business concepts to the larger global society and a clear career path as business professionals.

Objectives

The overall objective of the business administration programme is designed to produce managerial manpower with appropriate knowledge, skills and aptitude to succeed in the ever growing and changing business environment. The curriculum is designed to enable graduates of the programme achieve the following specific objectives:

apply quantitative models analytical skills in handling problems of management and finance for sustainable business operation;

integrate in a systematic manner business-related problem with conceptual tools for analysing and evaluating business issues;

demonstrate good leadership and interpersonal relations skills for successful business management;

develop an entrepreneurship mindset with enabling creative competencies for new business development to become job creators; and

demonstrate capacity for successful career in corporate organizations and public service with high moral and ethical standards.

Unique features of the programme

Several factors make this programme a unique one. Some of these unique features are:

incorporated some innovative courses such as green management which give the students an edge by inculcating in them environmental consciousness and responsible resource management early in life;

prepares the students for the enormous business opportunities in the digital space with rich modules on e-Commerce and a number of IT-based courses;

the programme provides students with different pathways to successfully fit into a wide range of career paths in finance, management, manufacturing, teaching, consulting, administration and related fields;

the new internship programme would afford the students ample opportunities to operate in a real-world situation as well as interact with industry leaders and business players, thereby gaining the desired industry experience; and

this programme provides the students a diverse skills-set that can be used in virtually any type of profession, creating a higher demand for the graduates compared to other courses.

Employability skills

Students of this programme, at the time of graduation, should have possessed the following key skills that would enhance their employability and self-reliance such as the following:

communication: Both oral, written communication and listening skills; Business Administration graduates would be clear, concise and focused in their interactions and engagement;

teamwork: Graduates of Business Administration should demonstrate the ability to build positive working relationships that assist each team member to achieve business objectives;

problem solving: From a variety of courses offered on business decision, graduate should demonstrate the ability to implement logical and analytical approach to solve problems and resolve organizational conflicts and issues;

leadership: Graduates of this programme should demonstrate ability to influence and motivate teams and other members of staff to achieve organizational goals and objective through assigning responsibilities and delegating tasks to achieve results;

entrepreneurial skills: Spotting gaps in the market, suggesting ways to improve processes, or coming up with new ideas are all signs of an entrepreneurial approach; You don't have to set up your own business to make use of your enterprise skills; Many employers will be looking out for graduate recruits with these qualities;

IT skills: Students of business administration are empowered with critical IT skills with which they can demonstrate to employers their versatility in the use of different management software applications to enrich the work experience;

resilience: Graduates of this programme would be imbued with resilience quality which will enable them to cope with changes, problems and stress in the work place; and

analytical skills: Managers work with different kinds of information, patterns and trends from which they must draw meaningful conclusions. Hence, relevant courses build into the students' analytical skills.

21st Century skills

The Business Administration curriculum was consciously designed with the 21st century reality in mind. It equips students with a combination of both soft and hard skills that are critical for a modern workforce. Some key 21st century skills in-built into the curriculum are:

- critical thinking;
- communication skills;
- creativity;
- problem solving;
- perseverance;
- collaboration;
- information literacy;
- technology skills and digital literacy;
- media literacy; and
- global awareness.

Admission and graduation requirements

Admission Requirements

Candidates are admitted into the degree programmes in any of the following ways:

- The University Tertiary Matriculation Examination (UTME)
- Direct Entry (DE)

UTME Entry Mode

In addition to UTME requirements, the prospective candidate for a 4-year degree programme is expected to have obtained credit passes in five Senior Secondary Certificate (SSC) subjects or its equivalent including English Language and Mathematics and any of Economics, Financial Accounting, Marketing, Commerce and Business Methods at not more than two sittings.

Direct Entry Mode

In addition to O'Level requirements stipulated above, applicants should possess at least two A 'Level papers in relevant subjects. For those who wish to read Business Administration, Mathematics must be passed at Advanced Level.

ND in relevant discipline with at least upper credit grade in addition to the five credit passes as in (a) above.

HND in relevant discipline with at least upper credit in addition to five credit passes as in

(a) above.

Graduation Requirements

The minimum number of credit units for the award of B.Sc. Business Administration degree is 120 units. A student shall therefore qualify for the award of a degree when she/he has met the conditions. The minimum credit load per semester is 15 credit units.

For the purpose of calculating a student's Cumulative Grade Point Average (CGPA) in order to determine the class of degree to be awarded, grades obtained in all the courses whether compulsory or optional and whether passed or failed must be included in the computation. Even when a student repeats the same course once or more before passing it or substitutes another course for a failed optional course, grades scored at each and all attempts shall be included in the computation of the GPA.

Duration

A student will not be allowed to exceed an additional 50 per cent of the duration of the programme if she/he fails to graduate within the minimum number of years. The duration for this programme is:

UTME

Four (4) academic sessions or eight (8) semesters)

Direct Entry

Three academic sessions or six (6) semesters.

In general, no student will be allowed to exceed an additional 50% of the normal duration of the programme.

Global Course Structure

100 Level

Course Code	Course Title	Units	Status	LH	PH
GST 111	Communication in English	2	C	15	45
GST 112	Nigerian Peoples and Culture	2	C	30	-
AMS 101	Principles of Management	2	C	30	-
AMS 102	Basic Mathematics	2	C	30	-
AMS 103	Introduction to Computers	2	C	30	-
AMS 104	Principles of Project Management	2	C	30	-
BUA 101	Introduction to Business I	2	C	30	-
BUA 102	Introduction to Business II	2	C	30	-
ADSU - BUA 113	Family Business Management	3	E	45	
ADSU - BUA 114	Compensation Management	3	E	45	
ADSU - BUA 115	Business Psychology	3	C	45	
ADSU - BUA 116	Performance Management	3	E	45	
ADSU - BUA 117	Ethics in Business	3	C	45	
ADSU - BUA 118	Time Management	2	C	15	45
	Total	33			

200 Level

Course Code	Course Title	Units	Status	LH	PH
GST 212	Philosophy, Logic, and Human Existence	2	C	30	-
ENT 211	Entrepreneurship and Innovation	2	C	15	45
BUA 201	Principles of Business Administration I	3	C	45	-
BUA 202	Principles of Business Administration II	3	C	45	-
BUA 203	Business Statistics	3	C	45	-
BUA 204	Quantitative Analysis in Management	3	C	45	-
BUA 205	Leadership and Governance	2	C	30	-
BUA 216	Introduction to Financial Management	3	C	45	-
BUA 218	Green Management	2	C	30	-
ADSU - BUA 220	Cross-Border Trade	2	C	15	45
ADSU - BUA 221	Negotiation Management	3	E	45	-
ADSU - BUA 223	Business Organizational Dynamics	2	C	15	45
	Total	30			

300 Level

Course code	Course Title	Units	Status	LH	PH
GST 312	Peace and Conflict Resolution	2	C	30	-
ENT 312	Venture Creation	2	C	15	45
BUA 302	Human Behaviour in Organisations	3	C	45	-
BUA 303	Management Theory	3	C	45	-
BUA 304	Human Resource Management	3	C	45	-
BUA 305	Financial Management	3	C	45	-
BUA 310	Production and Operation Management	3	C	45	-
BUA 312	Small Business Management	2	C	30	-
BUA 313	Innovation Management	2	C	30	-
BUA 319	E-Commerce	2	C	30	-
BUA 321	Business Start-up	2	C	15	45
BUA 323	Supply Chain Management	2	C	30	-
ADSU - BUA 325	Business Forecasting	2	C	15	45
ADSU - BUA 326	Stress Management	2	C	15	45
	Total	33			

400 Level

Course Code	Course Title	Units	Status	LH	PH
BUA 401	Business Policy and Strategic Management	3	C	45	-
BUA 402	Strategic Thinking and Problem Solving	3	C	45	-
BUA 406	International Business	3	C	45	-
BUA 409	Management Information System	2	C	30	-
BUA 411	Analysis for Business Decision	3	C	45	-
BUA 420	Internship	3	C	-	135
BUA 404	Research Project in Business Administration	6	C	-	270
ADSU - BUA 423	Organizational Dynamics and Analysis	3	E	45	-
ADSU - BUA 425	Consulting Management	2	C	15	45
ADSU - BUA 427	Business Reporting	3	E	45	-
	Total	31			

Course contents and learning outcomes**100 Level****GST 111 Communication in English****(2units C: LH 15; PH 45)****Learning Outcomes**

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

1. identify possible sound patterns in English Language;
2. list notable Language skills;
3. classify word formation processes;
4. construct simple and fairly complex sentences in English;
5. apply logical and critical reasoning skills for meaningful presentations;
6. demonstrate an appreciable level of the art of public speaking and listening; and
7. write simple and technical reports.

Course Contents

Sound patterns in English Language (vowels and consonants, phonetics and phonology). English word classes (lexical and grammatical words, definitions, forms, functions, usages, collocations). Sentence in English (types: structural and functional, simple and complex). Grammar and Usage (tense, mood, modality and concord, aspects of language use in everyday life). Logical and Critical Thinking and Reasoning Methods (Logic and Syllogism, Inductive and Deductive Argument and Reasoning Methods, Analogy, Generalisation and Explanations). Ethical considerations, Copyright Rules and Infringements. Writing Activities: (Pre-writing , Writing, Post writing, Editing and Proofreading; Brainstorming, outlining, Paragraphing, Types of writing, Summary, Essays, Letter, Curriculum Vitae, Report writing, Note making etc. Mechanics of writing). Comprehension Strategies: (Reading and types of Reading, Comprehension Skills, 3RsQ). Information and Communication Technology in modern Language Learning. Language skills for effective communication. Major word formation processes. Writing and reading comprehension strategies. Logical and critical reasoning for meaningful presentations. Art of public speaking and listening. Report writing.

GST 112: Nigerian People and Culture

(2 Unit C: LH 30)

Learning Outcomes

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

1. analyse the historical foundation of the Nigerian culture and arts in pre-colonial times;
2. list and identify the major linguistic groups in Nigeria;
3. explain the gradual evolution of Nigeria as a political unit;
4. analyse the concepts of Trade, Economic and Self-reliance status of the Nigerian peoples towards national development;
5. enumerate the challenges of the Nigerian State towards Nation building;
6. analyse the role of the Judiciary in upholding people's fundamental rights;
7. identify acceptable norms and values of the major ethnic groups in Nigeria; and
8. list and suggest possible solutions to identifiable Nigerian environmental, moral and value problems.

Course Contents

Nigerian history, culture and art up to 1800 (Yoruba, Hausa and Igbo peoples and culture; peoples and culture of the ethnic minority groups). Nigeria under colonial rule (advent of colonial rule in Nigeria; Colonial administration of Nigeria). Evolution of Nigeria as a political unit (amalgamation of Nigeria in 1914; formation of political parties in Nigeria; Nationalist movement and struggle for independence). Nigeria and challenges of nation building (military intervention in Nigerian politics; Nigerian Civil War). Concept of trade and economics of self-reliance (indigenous trade and market system; indigenous apprenticeship system among Nigeria people; trade, skill acquisition and self-reliance). Social justices and national development (law definition and classification. Judiciary and fundamental rights. Individual, norms and values (basic Nigeria norms and values, patterns of citizenship acquisition; citizenship and civic responsibilities; indigenous languages, usage and development; negative attitudes and conducts. Cultism, kidnapping and other related social vices). Re-orientation, moral and national values (The 3R's – Reconstruction, Rehabilitation and Re-orientation; Re-orientation Strategies: Operation Feed the Nation (OFN), Green Revolution, Austerity Measures, War Against Indiscipline (WAI), War Against Indiscipline and Corruption (WAIC), Mass Mobilization for Self-Reliance, Social Justice and Economic Recovery (MAMSER), National Orientation Agency (NOA). Current socio-political and cultural developments in Nigeria.

AMS 101: Principles of Management

(2 Units C: LH 30)

Learning Outcomes

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

1. demonstrate understanding of basic concepts related to management knowledge;
2. explain the roles, skills and functions of management;
3. identify organizational problems and the processes of decisions making;

4. describe the complexities associated with management of human resources in the organizations; and
5. apply the knowledge in handling management complexities.

Course Contents

Basic concepts in management. Management principles. functions of the management (such as planning directing, coordinating e.t.c). Nature and Purpose of the organizing function, department, line and staff, staffing, e.t.c. Employee's selection, and Staff appraisal, management development, motivation, and leadership. Controlling: The control process, control technique, recent developments in the control function. The Nigerian environment. Management problems in Nigeria. Introduction to decision making

AMS 102: Basic Mathematics

(2 Units C: LH 30)

Learning Outcomes

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

1. identify the basic concepts of mathematics;
2. demonstrate preliminary understanding of mathematical applications in the field of management;
3. perform basic computations in algebra, differential and integral calculus;
4. develop problem-solving skills from the mathematical ideas learnt; and
5. distinguish basic mathematics principles and its application.

Course Contents

Number systems. Indices, Surds and logarithms. Polynomials. Remainder and factor theorems. Polynomial equations. Rational functions. Partial fractions. Fields. Ordered fields. Inequalities. Mathematical Induction. Permutations and combinations. Binomial theorem. Sequences and series. The quadratic equation and function. Relation between the roots and the coefficients. Complex numbers. Addition. Subtraction, multiplication and division. Argand diagram. De-Moivre's theorem, n-th roots of complex numbers. Elementary set theory. Venn diagrams and applications. De-Morgan's laws. Trigonometry. Elementary properties of basic trigonometric functions. Addition formulae and basic identities. Sine and cosine formulae. Half angle formulae. Area of a triangle. Solution of trigonometric equations. Inverse trigonometric functions. Functions. Concept and notation. Examples. Composition, exponential and logarithmic functions. Graphs and properties. Limits and continuity. Techniques for finding limits. The derivative. Calculation from first principles. Techniques of differentiation. Chain rule. Higher order derivatives. Extremum problems. Mean-value theorem. Applications. Indeterminate forms and L' Hospital's rule. Taylor's and MaClaren's series. Curve sketching. Integrations as the reverse of differentiation, as area, as limit of finite sums. Definite integrals. Properties of definite integrals. Applications.

AMS 103: Introduction to Computing

(2 Units C: LH 30)

Learning Outcomes

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

1. explain basic concept of computing and different programmes in computing science;
2. explain hardware and software, and the functional units of computer;
3. describe information processing and its roles in society;
4. illustrate how an operating system kernel. Supports the execution of programmes;
5. write simple programme in a pure functional programming language and determine the correctness of simple programmes; and
6. practical knowledge of software application and the internet.

Course Contents

Historical prospective of computing- characteristics of each programmes in computing. Hardware, software, and human ware. Application in business and other segments of society. Information processing and its roles in society. Laboratory assignment using PC's operating system, and severally

commonly used application software, such as word processors, spreadsheets, presentations, graphics and other applications. Internet and online resources, browsers, and search engines

AMS 104: Principles of Project Management

(2 units C: LH 30)

Learning Outcomes

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

1. define the concept and purpose of project management;
2. identify the processes and actors in project management;
3. demonstrate a working knowledge of key project management methods;
4. describe the tools and techniques used in project management; and
5. identify projects bottle neck and possible solutions.

Course Contents

Concept of project management. purpose. processes of project delivery within any project management environment. Actors. The tools and techniques used in project management. Traditional and contemporary project management methods. projects bottle neck and possible solutions. project life cycle

BUA 101: Introduction to Business I

(2 Units C: LH 30)

Learning Outcomes

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

1. explain the basic concepts of business;
2. recognize the external forces that shape the business environment;
3. describe how business operate in our modern political, social, economic and technological environment;
4. list and explain the important factors in choosing an organizational type; and
5. explain the role of government in business.

Course Contents

Basic concepts of business. The scope of business. Types of business organizations. The character of business. Social, legal and economic perspectives. Forms of ownership. Organizations and management. Organizational structure. Sources of finance. The environment of business. The role of government in business.

BUA 102: Introduction to Business II

(2 Units C: LH 30)

Learning Outcomes

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

1. identify the various functional areas of business and describe their contribution to the organization;
2. identify the business stakeholders and describe their relationship with the Organization;
3. describe the basics of business ethics;
4. recognize some of the most common ethical challenges faced by the organization;
5. discuss the many aspects of business functions such as management, finance, accounting and marketing;
6. basic principles and practices of contemporary business; and
7. explain basic management principles.

Course Contents

Basic principles of management. Principles and practices of contemporary business. The functional areas of business. Marketing, production, finance and accounting functions. Sources of business finance. Government and business. The Social responsibility of business. International business.

Business risks and uncertainties. Problems of Nigerian business enterprises. Ethical and social responsibilities of business.

ADSU – BUA 113 **Family Business Management**, (3 Units; Elective; LH = 45)

Senate-approved relevance

Training graduates who are highly knowledgeable in the fundamental concepts of family businesses as well as the role of family business in the determination of self-employment and societal growth and development is in agreement with Adamawa State University's mission to address challenges of unemployment. The curriculum is also aimed at training graduates to exploit existing opportunities within their environment instead of over reliance on Government for employment opportunities. Relevance to the mission of the University is seen in the of Business Administration from Adamawa State University as being able to take Business skills to the doorsteps of families and households so as to reduce poverty.

Overview

Family Business Management Techniques is a vital approach used in addressing the problems of Family Business, particularly in the Northern Nigerian Towns where culture play a major role in family activities. This highlights the importance of preparing students in Adamawa State University on Family Business Management with the knowledge and skills on how to manage family businesses in Nigeria.

This course is designed to expose students to various knowledge relating to the concepts of family business environment. The course also provides the knowledge relating to the ownership patterns and various challenges faced in family business management and the issues relating to successor development in terms of next generation attributes to be acquired by the successor of business concern. The information relating to the life cycle stages of business and various strategies to be followed by the owner in case of competing situation and also to build the competencies for competitive advantages and to adapt the new changing culture and the change formulas to be applied and also to create new leaders. The importance of the course lies in the needs for an effective family business, reduction of family business crises to minimal level, and develop good family business management. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. describe the basic concepts relating to family business;
2. identify the challenges and governance of family business in Nigeria;
3. conduct practical exercise in the form of workshops and drama on the theme of family business management;
4. explain the qualities of a family business managers;
5. explain the business cycle stages and its influence on family business;
6. describe the strategies for changing the business according to the dynamic environment;
7. identify the sources of family business financing;
8. explain the global and trans-cultural issues relating to family business performance;
9. describe the criteria for family business succession;
10. identify the prospects of family business management in Nigeria.

Learning Outcomes

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

1. describe at least three (3) basic concepts relating to family business;
2. identify at least five (5) challenges and five (5) competitive advantages for family business and to transform those challenges into family business opportunities;
3. conduct at least four (4) practical exercises in form of drama and workshops on successful family businesses in Nigeria;
4. explain at least ten (10) qualities of family business managers;
5. explain the four (4) business cycle/stages and its influence on family business;
6. describe at least five (5) strategies for changing business according to the dynamic environment;
7. identify at least five (5) sources of finance for family business;

8. explain at least two (2) global and trans-cultural issues relating to family business performance each;
9. describe at least three (3) criteria for family business succession;
10. identify at least five (5) prospects of family business management in Nigeria.

Course Content

Family Business as a unique synthesis, Succession and Continuity. The theories/models of Family Business. Competitive Challenges and Competitive advantages of family businesses. The role of Genograms and family messages in understanding the family system. Family Governance, Structure, and Challenges to family governance. Managing the challenges of succession. Twelve elements of strategic-fit and its implications on family firms. Characteristics of next-generation leaders. Turning core competencies into competitive advantage. The unique vision of family-controlled businesses. The Business Rejuvenation matrix. New Leaders of the Evolution. Three states of family business evolution. Organizational Development approaches to change. Commitment planning. Organic competencies and business's future. Thriving through competition. Institutionalizing the change. Family firms and financial behavior.

Minimum Academic Standards

NUC-MAS requirement facilities

ADSU-BUA 114 **Compensation Management**, (3 Units; Elective; L = 45)

Senate-approved relevance

Training excellent graduates who possess the skills of managing Business organizations in a technologically driven environment is in tandem with the mission of Adamawa State University, to address the challenges of producing leaders who are experts in both private and public sector of the economy. The curriculum is aimed at training graduates in managing compensation in organizations. Relevance is seen in Business Administration from Adamawa State University, as being able to develop the minds of students and to prepare them as leaders who have required knowledge and expertise in recruitment and retention of employees using compensation strategies.

Overview

Compensation management is the practice of planning and distributing the overall pay and benefit packages to a company's employees. This course provides the students with the foundation of the reward systems existing in all organizations, whether profit or non-profit. This highlights the importance of preparing students in theoretical and practical knowledge and skills on the compensation functions. It also provides special consideration of the major factors that influence the actual design of a compensation system.

This course is designed to expose students to various compensation management strategies and to educate them on how to measure compensation in organizations. Also, to build students' capacity in addressing the challenges of compensation in Business organizations. The importance of the course lies in the fact that compensation management helps to ensure that the compensations offered in the workplace are competitive. The objectives of the course, learning outcomes, and contents are provided as follows:

Objectives

The objectives of the course are to:

1. explain compensation management functions and objectives;
2. describe the principles and practices of compensation management;
3. explain the components of wage structure;
4. explain different reward systems in an organisational setting;
5. describe different types of employee benefits and their trends;
6. explain the nature of economic and non-economic compensations;
7. discuss the components of the compensation systems;
8. describe the rationale for the classification of compensation;
9. develop a coherent perspective of theories, techniques, and processes of compensation;
10. evaluate the intrinsic-extrinsic dichotomy in reward management;

11. explain the connection between content and process theories;
12. describe how pay decisions help organizations achieve a competitive advantage;
13. analyze, integrate, and apply the knowledge of compensation to solve related problems in organizations;
14. develop rational of contemporary compensation systems in modern organizations.

Learning outcomes

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

1. explain at least five (5) compensation management functions and objectives;
2. describe at least five (5) principles/practices of compensation administration;
3. explain the major components of wage structure;
4. explain six (6) different reward systems in an organisational setting;
5. describe at least two (2) types of employee benefits and their trends;
6. explain four (4) economic and non-economic compensations each;
7. discuss four (4) components of compensation system;
8. describe five (5) rationale for the classification of compensation;
9. develop three (3) different perspective of theories, techniques, and processes of compensation;
10. evaluate five (5) dichotomy between intrinsic-extrinsic rewards management;
11. explain three (3) relationship between content and process theories;
12. describe five ways in which pay decisions help the organization achieve a competitive advantage;
13. analyze, integrate, and apply the knowledge of compensation to solve related problems in organizations;
14. develop at least one (1) rational of contemporary compensation systems in modern organizations.

Course contents

Principles and practices of compensation management. Objectives of Compensation. Features of Compensation System. Theories of Compensation. Strategic Compensation Planning. Classification of Compensation. Financial Compensation System. Compensation Policies and Objectives. Compensation Administration. Compensation Determinants. Compensation survey. Compensation Structure in Business Organization. Executive Compensation. Reward Systems. Forms of Reward. Employee Benefits. Wage Payment System. Types of Wage Payment. Methods of Wage Payments. Theories of Wage Determination. Non-financial Compensation. Factors Determining Compensation. Methods of Establishing Compensation. Current Trends in Compensation. Qualities of Effective Reward System. Incentive Plans. Structures of Incentives. International Compensation. Trade Union influence in compensation systems. Computer application in compensation system.

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU – BUA 115 **Business Psychology**, (3 Units; Core; L = 45)

Senate-approved relevance

Producing high-quality graduates who are highly skilled in individual and group behavior in organizations is in agreement with Adamawa State University's mission to address challenges of workforce diversity and ineffective management in organizations. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students to prepare them for making appropriate management decisions when managing diverse employees.

Overview

The application of Business Psychology Techniques is a vital approach used in addressing the problems of poor employer-employee and employee-client relationships, particularly in Business organizations in Nigeria, where these relationships are becoming worst on daily basis. This highlights the importance of preparing students in Adamawa State University on Business Psychology with the knowledge and skills on how to deal with the psychology in Nigeria.

The course Business psychology is designed to introduce the students to the understanding of the psychology of human behaviour. The course can be applied within organizations to achieve more effective management practice. This course aims to provide students with know-how in the skills and

understanding of business and management, in parallel with an insightful grounding into the psychology of individual and group behaviour at work. The course will equip future leaders and managers with the foundations of theoretical and practical skills to manage people effectively and to understand the dynamics of human interaction in the workplace. The importance of the course lies in the needs for an effective knowledge of human psychology, which is very important in addressing different types of relationships that exist in organizations. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. explain the principles of psychology;
2. describe a range of paradigms in psychology;
3. conduct practical exercises in the form of survey to understand different psychological applications in various organizations;
4. develop the minds of the students to an understanding of psychological concepts that can be applied to management issues within a business psychology framework.;
5. describe good qualities of effective team members and team managers in workplaces;
6. describe the behavioural levers which managers can apply to improve the performance and job satisfaction of the individual;
7. describe practical solutions to people related problems within organizations;
8. explain the moral issues of workplace;
9. describe the importance of team and group dynamics;
10. explain the communication and thinking skills demanded by employers.

Learning Outcomes

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

1. explain the concept of psychology and relate it to business;
2. describe at least four (4) different paradigms in psychology;
3. distinguish different psychological behaviour of people within the organizations surveyed;
4. explain the psychological concepts that can be applied to management issues within a business psychology framework;
5. describe at least ten (10) qualities of effective team members and team managers in workplaces;
6. describe at least three (3) behavioural levers which managers can apply to improve performance and job satisfaction of the individuals;
7. describe at least three (3) ways by which people related problems within organizations can be solved;
8. explain at least ten (10) moral issues at workplace;
9. describe at least five (5) importance of team and group dynamics each;
10. explain at least five (5) communication and thinking skills each demanded by employers.

Course Content

Introduction to business psychology. Basic issues in business psychology. Goals of business psychology. Sub-fields of psychology. Human memory. The nature of management and its role in enhancing performance, including developing, building, organizing and managing teams. Management and how it relates to the nature of performance and its relationship to job satisfaction. Definitions of what is good and bad performance. The dimensions of job satisfaction and how job satisfaction affects performance. Individual differences: performance, individual personality, intelligence, emotional intelligence, learning and working styles. The nature of motivation, and of theories which aim to predict how people will behave in the workplace, including content and process approaches to understanding motivation. Intrinsic and extrinsic rewards and their effectiveness in enhancing performance, such as translating theories into practical reward-based management; e.g., performance related pay. Formal processes for monitoring and assessing work performance, such as appraisal, and processes for predicting the future performance of individuals. Cognitive and behavioural psychology. Social psychology. Meaning of organizational change and development. Relationship between organizational change and development. Types of Change. Theories of organizational change. Sources of change. Techniques of change. Resistance to change. Meaning of attitude and work. Reasons for work. Components of attitude. Attitude change. Attitude change and work

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU – BUA 116 **Performance Management**, (3 Units; Elective; L = 45)

Senate-approved relevance

Training high-quality graduates who are highly competent in the theoretical and practical knowledge of performance in organizations, is paramount to the mission of Adamawa State University of producing graduates with high performance index to improve productivity. The knowledge of performance management stimulates students to effectively improve employees' performance at work place. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students and prepare them for effective performance evaluation so as to improved productivity and economic growth.

Overview

Performance Management Technique is a vital approach used in managing the performance in different organizations, particularly in the private organization, where performance became a yardstick for determining success. This highlights the importance of preparing students in Adamawa State University, Mubi on Performance Management with the knowledge and skills on how to manage the performance of organizations.

The course is therefore designed to expose students to various concepts 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 for improvement. The course considers how to measure performance in Business Organizations. The course is necessary for students of management particularly those interested in human resource management. The importance of the course lies in the needs for an effective performance management, reduction of performance management problems to minimal level, and develop good performance management exercise. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

Objectives of the course are to:

1. explain the concept and Nature of Performance Management;
2. explain the Underpinning Theories of Performance Management;
3. describe the Performance Management Process and approaches;
4. discuss the History of Performance Management;
5. identify the Purposes and Characteristics of Performance Management;
6. explain the reasons for the Measurement of Performance in various establishments;
7. explain various Performance Measurement Methods;
8. conduct excursion to different organizations to unveil different performance management Practices;

Learning Outcomes

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

1. explain two (2) Concepts and Nature of performance management;
2. explain at least three (3) Underpinning Theories of Performance Management;
3. describe at least five (5) Performance Management Process and five (5) Performance Management approaches;
4. discuss the History of Performance Management in various Business Organization;
5. identify at least five (5) Purposes and five (5) Characteristics of Performance Management;
6. explain at least five (5) reasons for the Measurement of Performance;
7. explain at least ten (10) Performance Measurement Methods used in performance management;
8. conduct excursion to different organizations to unveil different performance management Practices.

Course Content

Nature of Performance Management. Origin of Performance Management. Phases of Performance Management Process. Merit Rating. Purposes of Performance Management. Objectives of Performance Management. Characteristics of Performance Management. Nature of Performance Measurement. Origin of Performance Measurement. Why Measure Performance? Goals and Benefits of Performance Measurement. Performance rating scales. Organizational Culture. Employee Relations Climate. Technology and Working Practices. The External Environment. Underpinning Theories of Performance Management. Inputs and Outputs Process. Inputs and Planning. Measurement and Continuous Improvements. Continuous Development. Communication. Stakeholders and Fairness.

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU – BUA 117 **Ethics in Business**, (3 Units; Core; L = 45)

Senate-approved relevance

This course is designed to train high-quality graduates who have the knowledge and principles of ethical business practices. This is in agreement with the mission of Adamawa State University to address the challenges of unethical practices that bedeviled organizations in Nigeria. The curriculum is also aimed at training graduates to improve productivity and business performance through ethical practices. Relevance to the mission of the university is seen in the graduate of Adamawa State university as being able to demonstrate ethical behavior and prepare them for enlightenment of people in their environment on ethical behaviors which pay in business as against unethical behavior that do not pay.

Overview

Ethical behavior not only improves profitability but also fosters business relations and employee's productivity. Ethics in Business is therefore, concerned with the behavior of businessmen in doing a business. Unethical practices create problems to businessmen and business units. Business Ethics equip students with an in-depth knowledge and appreciation of the importance of ethics in business and corporate governance in the economy.

The course "Ethics in Business" aims at introducing students to basic ethical practices in different organisations. The course also aims at exposing students to Business Ethics and Corporate Governance as regards to ethical behaviour as the best long-term business strategy for a company. The course also aims at making students appreciate the importance of trust of investors without which firms will not be able to obtain new capital and growth. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. explain the concept of ethics in business;
2. describe the relationship between business and ethics;
3. identify the various sources of ethics in business;
4. identify the factors that affect ethical behavior;
5. evaluate the theories of ethics;
6. explain the difference between ethics and law;
7. discuss why it is ethical to follow the law;
8. illustrate the link between morality, ethics, decision and behavior;
9. explain the relationship between ethics and Managers;
10. identify the ethical decision-making processes at work;
11. explain the concepts of rights and duties as it pertains to ethics in business;
12. explain the implications of fairness and justice on ethical business sustainability;
13. identify the contemporary issues on ethics in business;
14. explain the concept of conflict of interest;
15. explain the concept of corruption;
16. describe the effect of corruption on Business;
17. identify the measures put in place by Business organizations to combat corruption;
18. explain the relationship between ethics and marketing;
19. explain the relationship between ethics and human resource.

Learning Outcomes

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

1. explain in detail, the concept of ethics in business;
2. describe the relationships that exists between business and ethics;
3. identify at least five (5) sources of ethics in business;
4. identify at least five (5) factors that affect ethical behavior;
5. evaluate at least three (3) theories of ethics;
6. explain the difference between ethics and law;
7. discuss at least five (5) reasons why it is ethical to follow the law;
8. describe the link between morality, ethics, decision and behavior;
9. explain the relationship between ethics and Managers;
10. identify the ethical decision-making processes at work;
11. explain the concepts of rights and duties as it pertains to ethics in business;
12. explain the implications of fairness and justice on ethical business sustainability;
13. identify the major contemporary issues on ethics in business;
14. explain the concept of conflict of interest;
15. explain the concept of corruption;
16. describe the effect of corruption on Business;
17. identify at least five (5) measures put in place by Business to combat corruption;
18. explain the relationship between ethics and marketing;
19. explain the relationship between ethics and human resource;

Course Content

The concept of business ethics. The relationship between business and ethics. The various sources of ethics. Factors that affect ethical behaviour. Differences between ethics and law. Why it is ethical to follow the law. Factors that Affect Ethical Behaviour. Various ethical theories. Ethical decision-making at work. Differences between rights and duties. The various types of rights. Sources of rights. Kant's duty-based approach. Concept of prima facie duty. Concept of fairness and justice. Types of justice in business/organization. Justice theory. Business cases from the point of view of justice/fairness. Concept of whistle blowing. Components of whistle blowing. Concept of conflict of interest. Ethical implications of conflict of interest. Concept of corruption. Causes of corruption. Types of corruption. Solutions to corruption. Categories of conflict of interest. Dealing with conflict of interest. Methods of reducing conflict of interest. Effect of corruption on Business. Constitutional measures put in place to combat corruption in Business. Relevance of ethics in marketing communication. Ethical versus unethical marketing practices using relevant ethical theories. Marketing framework/agenda.

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU-BUA 118 **Time Management**, (2 Units; Core; L = 15; P = 45)

Senate-approved relevance

Producing graduates who are highly skilled in management of time in a technologically driven organizations is in tandem with the mission of Adamawa State University that addresses the challenges of using state -of -the- art techniques in managing time at workplace. The curriculum is aimed at training graduates in minimizing time and discourage time wastage. Relevance to the mission of Adamawa State University is seen in Business Administration graduate from Adamawa State University, as being able to improve organizational performance through effective time management.

Overview

Time management is an effective tool and technique used in the effective utilization of time in various organizations. This highlights the importance of preparing students in theoretical and practical knowledge and skills on how to manage time in organizations.

This course is designed to expose students to various time management strategies and to educate them on how to minimize the time wastage. The importance of the course lies in the fact that time management helps the managers and supervisors to improve the performances in organizations. Also, good time management skills are essential to having strong and productive relationships. Therefore, it is important to understand how to manage time and learn effective time management techniques in order

to improve performance in organizations. The objectives of the course, learning outcomes, and contents are provided as follows:

Objectives

The objectives of the course are to:

1. explain the concept of time management;
2. explain components of time management;
3. describe the implication of poor time management;
4. describe the factors affecting time management;
5. explain time management matrix;
6. describe the importance of time management;

Learning outcomes

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

1. explain different concepts of time management;
2. explain the key components of time management;
3. describe at least five (5) implications of poor time management in organizations;
4. describe at least five (5) factors affecting time management;
5. explain various time management matrix;
6. describe at least six (6) importance of time management.

Course contents

Principles of time management. Theories of Time management. Objectives of time management. Types of time management. Key components of time management. Characteristics of time management. Importance of time management. Steps involved in time management. Time management skills. Time planning and priorities. Factor affecting time management. Time management matrix. Barriers to time management and solutions. Implications of poor time management. Techniques of time management. Golden rules of time management. The 'W's of time management. Success factors in time management.

Minimum Academic Standards

Hall for Business cases with NUC-MAS requirement facilities.

200 Level

GST 212: PHILOSOPHY, LOGIC AND HUMAN EXISTENCE (2 Units C: LH 30)

Learning Outcomes

A student who has successfully gone through this course should be able to:

1. know the basic features of philosophy as an academic discipline;
2. identify the main branches of philosophy & the centrality of logic in philosophical discourse;
3. know the elementary rules of reasoning;
4. distinguish between valid and invalid arguments;
5. think critically and assess arguments in texts, conversations and day-to-day discussions;
6. critically assess the rationality or otherwise of human conduct under different existential conditions;
7. develop the capacity to extrapolate and deploy expertise in logic to other areas of knowledge; and
8. guide his or her actions, using the knowledge and expertise acquired in philosophy and logic.

Course Contents

Scope of philosophy; notions, meanings, branches and problems of philosophy. Logic as an indispensable tool of philosophy. Elements of syllogism, symbolic logic— the first nine rules of inference. Informal fallacies, laws of thought, nature of arguments. Valid and invalid arguments, logic of form and logic of content — deduction, induction and inferences. Creative and critical thinking. Impact of philosophy on human existence. Philosophy and politics, philosophy and human conduct, philosophy and religion, philosophy and human values, philosophy and character molding, etc.

ENT 211: Entrepreneurship and Innovation

(2 Units C: LH 15; PH 45)

Learning Outcomes

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

1. explain the concepts and theories of entrepreneurship, intrapreneurship, opportunity seeking, new value creation, and risk taking;
2. state the characteristics of an entrepreneur;
3. analyze the importance of micro and small businesses in wealth creation, employment, and financial independence;
4. engage in entrepreneurial thinking;
5. identify key elements in innovation;
6. describe stages in enterprise formation, partnership and networking including business planning;
7. describe contemporary entrepreneurial issues in Nigeria, Africa and the rest of the world; and
8. state the basic principles of e-commerce.

Course Contents

Concept of entrepreneurship (entrepreneurship, intrapreneurship/corporate entrepreneurship,). theories, rationale and relevance of entrepreneurship (Schumpeterian and other perspectives, risk-taking, necessity and opportunity-based entrepreneurship and creative destruction). Characteristics of entrepreneurs (opportunity seeker, risk taker, natural and nurtured, problem solver and change agent, innovator and creative thinker). Entrepreneurial thinking (critical thinking, reflective thinking, and creative thinking). Innovation (concept of innovation, dimensions of innovation, change and innovation, knowledge and innovation). Enterprise formation, partnership and networking (basics of business plan, forms of business ownership, business registration and forming alliances and joint ventures). Contemporary entrepreneurship issues (knowledge, skills and technology, intellectual property, virtual office, networking). Entrepreneurship in Nigeria (biography of inspirational entrepreneurs, youth and women entrepreneurship, entrepreneurship support institutions, youth enterprise networks and environmental and cultural barriers to entrepreneurship). Basic principles of e-commerce

BUA 200: Introduction to Financing

(3 Units C: LH 45)

Learning Outcomes

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

1. create and interpret financial statements;
2. create and interpret cash flow statements;
3. evaluate investments in working capital and long-term assets;
4. explain how financial managers use Financial Statement to make informed decisions; compute the major financial ratios in order to evaluate a company's performance; and
5. evaluate investments in working capital and long-term assets.

Course Contents

Introduction to financial decisions and financial markets. Introduction to financial statements. Financial statements (balance sheet, income statement, cash flow statement). Financial analysis. Financial ratios for financial statement analysis. The theories of value. Risk and return. Capital investment decision. Financing decisions. Dividend policy. Capital structure and options. Corporate takeovers and managerial compensations.

BUA 201: Principles of Business Administration I

(3 Units C: LH 45)

Learning Outcomes

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

1. define the various operating elements in the practice of business organizations;
2. appraise the basic management functions and how they are interrelated;
3. apply knowledge and principles to business scenarios in the areas of accounting, finance, marketing and management;
4. demonstrate intellectually the role of the environment to modern business Organizations; and
5. explain forms of ownership, including their advantages and disadvantages.

Course Contents

Nature and purpose of Management. Universality of Management- production, marketing, finance, people, process, systems. Managers as change agents. Biographic study of successful managers. Managerial roles- interpersonal, decision making and communication. Management as a profession. Management, Corporate Governance and Leadership. Challenges of Management in Nigeria.

BUA 202: Principles of Business Administration II

(3 Units C: LH 45)

Learning Outcomes

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

1. identify the important role of human resource in the success of the organization;
2. explain the process of change management;
3. describe the relationship between the functional areas of management and decision-making process;
4. discuss the banking and financial system, including the securities market and business financing;
5. describe the effects and importance of ethical practices in business;
6. analyze business situations to identify ethical dilemmas and ethical lapses.

Course Contents

The core principles and practice of Business Administration. Functional areas of management/Management process. Decision making. Change Management and superior performance. Management by Objectives. Managing diversity. Organizational Culture. Managing conflicts. Performance management. Process management, Quality management. Team building. Measuring organizational success. The environment of modern business organizations.

BUA 203: Business Statistics

(3 Units C: LH 45)

Learning Outcomes

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

1. describe and explain basic statistical concepts, including their empirical;
2. applications in a business context;
3. interpret the relevance of statistical findings for business problem solving and decision making;
4. identify basic probability concepts and probability distributions as an aid to business decision making; and
5. conduct basic statistical procedures using real business data: estimation, hypothesis tests, ANOVA, linear regressions, time-series analysis, index numbers and basic quality control analysis.

Course Contents

Introduction to statistics and statistical procedures. Statistical methods, descriptive statistics and inferential statistics. The role of statistics in modern business environments and for management information. Data collection, data tabulation. Probability concepts and probability distributions. Sampling distribution, interval estimation and hypothesis testing. Correlation and regression analysis.

BUA 204: Quantitative Analysis in Management

(3 Units C: LH 45)

Learning Outcomes

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

1. distinguish between different mathematical techniques and applications;
2. describe how quantitative analysis theory, techniques, and tools are used to support and facilitate managerial decision making;
3. apply mathematical techniques to problem solving; and
4. calculate and interpret numerous statistical values and appreciate their value to the business manager.

Course Contents

Analyses, interpretation, and questioning of results. Mathematical concepts of beginning algebra and geometry. Determination of the reasonableness of results. Analyse results. Interpretation of results. Organization and presentation of information graphically, numerically, symbolically, and verbally. Financial modelling. Statistical modelling. Operational modelling. Decision theory. Managerial decision making.

BUA 205: Leadership and Governance

(2 Units C: LH 30)

Learning Outcomes

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

1. distinguish and appreciate the different approaches to leadership;
2. discuss factors affecting leadership in both private and public sectors;
3. evaluate fundamental leadership practices relevant to contemporary organizations;
4. assess potential leadership philosophy, traits, skills, behavior and develop a leadership portfolio;
5. define organizational conflict;
6. explain the purpose of corporate governance; and
7. explain the responsibilities and function of a governing board.

Course Contents

Understanding leadership. Recognizing leadership traits. The theories, principles and concepts of leadership. Application of leadership principles to business organizations. Leadership styles. Leadership qualities. Developing leadership skills. The problems of leadership in organizations Nigeria as a case study. Conflict in organizations. Handling conflict. conflicting management. Principles and importance of corporate governance. The four P's of corporate governance are people, process, performance, and purpose.

BUA 216: Introduction to Financial Management

(3 Units C: LH 45)

Learning Outcomes

When a student completes this course, he/she should be able to:

1. explain the basic tradeoff between risk and return, and how it applies to various types of financial instruments: stocks, bonds, futures, options;
2. apply the concept of time value of money (TVM) and net present value (NPV) in determining the risk premium of a financial asset;
3. illustrate the application of the two main models of asset pricing: the capital asset pricing model (CAPM) and arbitrage pricing theory (APT);
4. analyze a portfolio of securities that maximizes return while minimizing risk;
5. define financial instruments such as bonds, stocks, currencies, and derivatives; and
6. appraise the money management industry and its key players: pension funds, mutual funds, and hedge.

Course Contents

Financial performance ratios. Risk and return. Time value of money. Net Present Value. Market efficiency. Asset pricing models. Modern portfolio theory. Bonds and interest rates. Forwards, futures

and options. Working capital management. The structure and performance of the money management industry. Pension funds, mutual funds and hedge funds.

BUA 218: Green Management

(2 Units C: LH 30)

Learning Outcomes

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

1. become more aware of how individual behavior, working practices or production methods impact the environment;
2. recognize the consequences of rising carbon footprint on the environment and the earth;
3. apply the strategies for making a company's operation, products, and services greener;
4. demonstrate how climate change affects the sustainability of businesses; and
5. describe the incentive available for climate-friendly policies in business and the economy in general.

Course Contents

Climate change and global warming. Natural resource economics theory. The concept of green management. Principles of green management. Environment management standards. Green management applications in business functions. Energy resources and eco-friendly technologies. Waste management. Incentive regulation. Sustainability and climate change.

ADSU- BUA 220 **Cross Border Trade**, (2 Units; Core; L = 15; P = 45)

Senate-approved relevance

Training excellent graduates who possess the knowledge and entrepreneurial skills to transact business across borders is in agreement with Adamawa State University's mission of addressing the challenges of unemployment and relying on government for employment opportunities. The curriculum is also aimed at training graduates to exploit existing opportunities created by globalization that rendered countries borderless. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students to take advantage of numerous business opportunities available across Nigeria's border whether physically or online.

Overview

The use of Cross border Business techniques are a vital approach used in mitigating under employment and unemployment, particularly in the North-eastern Nigerian towns such as Mubi where such Businesses are practiced. This highlights the importance of preparing students in Adamawa State University on Cross border Business with the knowledge and skills on how to carryout legal trade across borders.

This course is therefore designed to expose students to various practices of Business and trading techniques for development and growth of individuals and the society in general and to educate them on how to identify viable trading opportunities. Also, to build the capacity of students in the area of ensuring Business innovation and sustenance. The Course also addresses sources of finance for such trade. The importance of the course lies in the need to meet the employment needs of youth, reduction of poverty to minimal level, and less hunger. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. describe principles of Cross border trade;
2. identify possible opportunities available in the Cross border trade;
3. explain the practical applicability of Business theories;
4. conduct practical exercises in form of workshops on Cross border trade;
5. develop the minds of students on the opportunities available in Cross border trade;
6. educate graduates on different and better sources of financing Cross border trade;
7. educate the students on the importance of goodwill in Business;
8. enlighten the students on advantages of being self-employed;
9. provide students with the idea of persistent and being focus as solution to Business failure;
10. guide graduates on different trading methods.

Learning outcomes

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

1. describe at least four (3) principles of Cross border trade;
2. identify at least four (4) Business Opportunities across border;
3. explain at least five (5) Business theories;
4. conduct at least three (3) practical Businesses across border;
5. identify at least two (2) Business opportunities across borders;
6. identify at least two (2) viable sources of financing cross border trade;
7. explain the relevance of good will in Business across border;
8. identify at least four (4) advantages of being self-employed;
9. identify at least three (3) advantages of being persistent and focused in Business;
10. explain at least two (2) different methods of practicing Cross border trade;

Course contents

The principles and practice of Cross border trade. Starting a Business. Types of Cross border Business. Business opportunities across border. Physical Trade and Business transaction workshop. Cross border trade- theories and practice. Sources of financing Cross border trade. Good will and Business survival. Business Success and Business failure. Different methods of Business transaction across border. Advantages of self-employment. Problems of Cross border trade. Prospect of Cross border trade. Benefits of Cross border trade to border Communities. Management of Cross border trade. Online trading. Advertising across border.

Minimum Academic Standards

Hall for Business cases with NUC-MAS requirement facilities

ADSU-BUA 221 **Negotiation Management**, (3 Units; Elective; L = 45)

Senate-approved Relevance

Training of high-quality graduates who are highly effective in business negotiation, for successful interaction with businesses and their stakeholders is in agreement with the Adamawa State University's mission of producing graduates who can be team leaders and negotiators. The curriculum is aimed at training students in relevant approaches to business interactions and negotiations. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students to exploit opportunities available in the power of negotiation for achieving organizational goals.

Overview

The use of negotiation and its relevant approaches and techniques is an essential and fundamental tool for the sustenance and interaction of businesses and the stakeholders, especially in competing business situations in Nigeria where the power of negotiation is key to the practice of business. This highlights the importance of preparing students in business Administration with the knowledge and skills on how to negotiate competing business issues.

This course is designed to expose students to various techniques and approaches of negotiation(s) and to educate them on how to exploit favorable options in negotiation(s) either locally or internationally when interacting with their business partners. Also, to build the capacity of students in the area of addressing contending issues surrounding the practice of negotiation in Nigeria. The importance of the course lies in meeting the need for achieving sustainable business and entrepreneurial practices for the reduction of poverty among youth to increase the gross domestic product of the country. The objectives of the course, learning outcomes, and contents are provided to address this need.

Objectives

The objectives of the course are to:

1. describe the concepts and principles of negotiation management;
2. identify the basic elements of negotiation processes;
3. explain the nature of negotiation in Nigeria as compared to other countries;
4. explain the important skills that are needed by a negotiator or team of negotiators;
5. explain how to use negotiation to manage organizational interdependence and interaction in the environment;

6. describe how opportunities are exploited in negotiation to achieve organizational goals;
7. explain how to ascertain the fitness of the negotiation within the framework of organizational conflicts;
8. explain how to exploit alternative options to negotiation in managing post negotiation activities;
9. conduct the analysis of cases relating to negotiation in increasing business negotiation skills and capabilities;

Learning Outcomes

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

1. describe the key concepts and principles of negotiation management;
2. identify at least five (5) basic elements of negotiation processes;
3. Explain at least three(3) differences between the nature of negotiation in Nigeria as compared to other countries;
4. explain at least six (6) important skills that are needed by a negotiator or team of negotiators;
5. explain at least three(3) negotiation techniques to manage organizational interdependence and interaction in the environment;
6. describe at least four (4) ways to exploit opportunities in negotiation to achieve organizational goals;
7. explain at least three(3) criteria to ascertain fitness of negotiation within the framework of organizational conflicts;
8. explain at least three(3) alternative ways to negotiation in managing post negotiation activities;
9. conduct at least two(2) case analysis relating to negotiation in increasing business negotiation skills and capabilities.

Course Contents

The nature of negotiation management. The need for/and significance of negotiation. Dynamic nature of business. Types of negotiations. Prerequisites for negotiations. Elements of negotiation. Assumptions in negotiation. Negotiation planning. Individual versus team negotiation. Negotiation behaviour. Negotiation process and preparation. Invitation to negotiation and bargaining. Strategies for abandoning a committed position. Barriers in agreement. Post-negotiation activities. Persuasion and persuasion techniques. Paradigms in the psychology of persuasion. Conflict resolution and conflict management. Mediation and the role of the mediator. International negotiation. Culture-negotiation relationship. Negotiation agreement and contract administration. The relationship between Gender and negotiation.

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU-BUA 223 **Business Organizational Dynamics**, (2 Units; Core; L = 15; P = 45)

Senate-Approved Relevance

This course is designed to train high-quality graduates who are highly skilled and knowledgeable in the theoretical and practical rudiments of environmental dynamism, in line with Adamawa State University's mission of training students to take advantage of the opportunities within the immediate environment. The curriculum is aimed at giving students opportunity of being able to work effectively in dynamic business environments. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students and prepare them for exploiting immediate environment for investment purposes.

Overview

The success of a manager in performing his/her primary role of planning, organizing, controlling, and motivating others to do the work of the organization is largely dependent on his/her ability to understand the dynamics of the organization effectively.

This course is designed to expose students to philosophy, theory and practice of organizational dynamics. It is also to build the capacity of students in the area of developing solutions that will assist organizations to solve issues relating to organizational dynamism and improve business performance in a dynamic environment. The importance of the course lies in meeting the needs of achieving sustainable development goals (SDGs) number 1, 2, and 11 in the areas of poverty reduction, zero hunger, and

sustainable communities/cities. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. describe the concept and theories of business organizational dynamics;
2. explain the dynamics of organizational structure and design;
3. identify the dynamics of organizations and communications;
4. explain the dynamics of organizational development and change in Nigeria;
5. explain values, group and team dynamics;
6. describe social media and organizational dynamics;
7. explain organizational leadership and management dynamics;
8. explain the dynamics of organizational and leadership behavior;
9. describe the applications, diagnosis and evaluation of organizational dynamics.

Learning outcomes

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

1. describe the concept and at least three (3) theories of business organizational dynamics;
2. explain at least three (3) dynamics of organizational structure and design;
3. identify the various dynamics of organizations and communications;
4. explain at least six (6) dynamics of organizational development and change in Nigeria;
5. explain values, group and team dynamics;
6. describe at least 3 (three) ways in which social media affects organizational dynamics;
7. explain the relationship between organizational leadership and management dynamics;
8. explain the dynamics of organizational and leadership behavior;
9. describe the applications, diagnosis and evaluation of organizational dynamics.

Course contents

The nature of organizational dynamics. Importance of organizational dynamics. Characteristics of organizational dynamics. Challenges of organizational dynamics. Organizational dynamics and environment. International perspectives of organizational dynamics. Approaches to organizational dynamics. Organizational structure and design. Influence of organizational structure and design on behaviour. Organizations and communications. Organizational development and change. Organizational leadership and management. Role of managers in organizational dynamics. Gender, power, and leadership in organizations. Applications, diagnosis and evaluation of organizations and their activities. Current trends and application of social media. Computer application of organizational dynamics.

Minimum Academic Standards

Hall for Business cases with a NUC-MAS requirement facilities.

300 LEVEL

GST 312: Peace and Conflict Resolution

(2 Units C: LH 30)

Learning Outcomes

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

1. analyze the concepts of peace, conflict and security;
2. list major forms, types and root causes of conflict and violence;
3. differentiate between conflict and terrorism;
4. enumerate security and peace building strategies; and
5. describe roles of international organizations, media and traditional institutions in peace building.

Course Contents

Concepts of peace, conflict and security in a multi-ethnic nation. Types and theories of conflicts: ethnic, religious, economic, geo-political conflicts. Structural conflict theory, realist theory of conflict, frustration-aggression conflict theory. Root causes of conflict and violence

in Africa: indigene and settlers' phenomena; boundary/boarder disputes; political disputes; ethnic disputes and rivalries. Economic inequalities; social dispute. Nationalist movements and agitations. Selected conflict case studies – Tiv-Junkun; Zango Kartaf. Chieftaincy and land disputes, etc. Peace building, management of conflicts and security. Peace and human development. Approaches to ease & conflict management - (religious, government, community leaders etc.). elements of peace studies and conflict resolution. Conflict dynamics assessment scales. Constructive and destructive, justice and legal framework. Concepts of social justice; the Nigerian legal system. Insurgency and terrorism. Peace mediation and peace keeping. Peace and Security Council (international, national and local levels). Agents of conflict resolution – conventions, treaties, community policing. evolution and imperatives. Alternative Dispute Resolution (ADR). Dialogue, arbitration, negotiation, collaboration, etc. Roles of international organizations in conflict resolution - (a). the United Nations (UN) and its conflict resolution organs; the African Union and Peace Security Council. ECOWAS in peace keeping. The media and traditional institutions in peace building. Managing post-conflict situations; refugees. Internally Displaced Persons (IDPS). The role of NGOs in post-conflict situations.

ENT 312: Venture Creation

(2 Units C: LH 15; PH 45)

Learning Outcomes

At the end of this course, students, through case study and practical approaches, should be able to:

1. describe the key steps in venture creation;
2. spot opportunities in problems and in high potential sectors regardless of geographical location;
3. state how original products, ideas, and concepts are developed;
4. develop business concept for further incubation or pitching for funding;
5. identify key sources of entrepreneurial finance;
6. implement the requirements for establishing and managing micro and small enterprises;
7. conduct entrepreneurial marketing and e-commerce;
8. apply a wide variety of emerging technological solutions to entrepreneurship, and
9. appreciate why ventures fail due to lack of planning and poor implementation.

Course Contents

Opportunity identification: sources of business opportunities in Nigeria, environmental scanning. Demand and supply gap/unmet needs/market gaps/market research. Unutilized resources, social and climate conditions and technology adoption gap. New business development: business planning, market research, etc. Entrepreneurial finance: venture capital, equity finance. Micro finance, personal savings, small business investment organizations and business plan competition. Entrepreneurial marketing and e-commerce. Principles of marketing, customer acquisition and retention. B2B, C2C and B2C models of e-commerce. First mover advantage, e-commerce business models and successful e-commerce companies. Small business management/family business. Leadership & management: basic book keeping, nature of family business and Family Business Growth Model. Negotiations and business communication: strategy and tactics of negotiation/bargaining. Traditional and modern business communication methods. Opportunity Discovery Demonstrations: business idea generation and presentations. Business idea contest, brainstorming sessions, idea pitching, etc. Technological Solutions: the concepts of market/customer solution, customer solution and emerging technologies. Business Applications of new technologies: Artificial Intelligence (AI), Virtual/Mixed Reality (VR), Internet of Things (IoTs), Blockchain, Cloud Computing, Renewable Energy, etc. Digital business and e-commerce strategies).

BUA 302: Human Behaviour in Organisations

(3 Units C: LH 30)

Learning Outcomes

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

1. demonstrate the applicability of the concept of organizational behavior to understand the behavior of people in the organization;
2. explain the importance of managing stress and emotions in the workplace;
3. discuss appropriate methods and styles of communication in the workplace;
4. discuss strategies for managing conflict and negotiation in the workplace;
5. explain the process and techniques of individual and group decision-making;
6. explain group dynamics and demonstrate skills required for working in groups (team building); and
7. apply organizational behavior concepts, models and theories to real life management situations through case analysis.

Course Contents

Theories, concepts and issues in the field of organizational behaviour. Employee motivation and performance. Stress management. Communication in organizations. Work perceptions and attitudes. Principles of decision -making. Team dynamics. Employee involvement and conflict management. Organizational groups.

BUA 303: Management Theory

(3 Units C: LH 45)

Learning Outcomes

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

1. describe the historical background of the classical and neo-classical management theories and their relevance to the learning organization;
2. describe the functions of management within organizations, and theories that apply to the ideal functions of management;
3. compare, contrast, and critique the contemporary management theories for enhanced understanding of management within a modern learning organization;
4. summarize the key functions of management today;
5. identify bad management practices;
6. apply of management theories in evaluating organizations for performance improvement; and
7. explain how management can use motivation.

Course Contents

Introduction to theories of management. Scientific management/classical theories of management. The human relations/neo-classical theories of management. The systems/modern theories of management. The managerial behavioural movement. Theory X and Theory Y. The grid approaches. Participative models. Management by objectives. Quantitative and behavioural control models. Testing specific theories and models in Nigeria. Criteria for locating bad management practices. Application of management theories to Nigerian organizations. Theories of motivation. Nature and process of motivation.

BUA 304: Human Resources Management

(3 Units C: LH 30)

Learning Outcomes

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

1. have an understanding of the basic concepts, functions and processes of human resource management;
2. be aware of the role, functions and functioning of human resource department of the organizations;
3. design and formulate various HRM processes such as recruitment, selection, training and development; performance appraisals and reward systems; compensation plans and ethical behaviour;
4. examine current issues, trends, practices, and processes in HRM

5. develop the knowledge and skills to resolve human resource management problems in organisations.

Course Contents

Scope and nature of human resources management. human resources management roles and responsibilities. Supply and demand characteristics of labour – by type. Organisation of the personnel functions. Manpower planning. Motivation. Leadership styles. Recruitment and selection process. Training and development. Employee compensation, incentives and rewards. Performance appraisal. Disciplinary procedures. Employee welfare. The changing role of HRM and challenges in the twenty-first century.

BUA 305: Financial Management

(3 Units C: LH 30)

Learning Outcomes

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

1. demonstrate the applicability of the concept of financial management to understand the managerial decisions and corporate capital structure;
2. explain alternative sources of finance and investment opportunities and their suitability in particular circumstances;
3. integrate the concept and apply the financial concepts to calculate ratios and do the capital budgeting;
4. select and apply techniques in managing working capital;
5. describe the common factors influencing dividend policy and applications of options in financial management; and
6. demonstrate how financial risk is assessed.

Course Contents

The nature, scope and purpose of financial management. Sources and costs of short, medium – and long-term finance. Sources and problems of new financing, capital budgeting. management of working capital. Analysis and interpretation of basic financial statements. Business mergers and take-overs. Determinants and implications of dividend policy. Valuation of shares, assets and enterprises. Risks of finance and methods of avoiding them. Banking systems and industrial finance. Mortgage finance. Capital structure of Nigerian firms.

BUA 310: Production and Operations Management

(3 Units C: LH 45)

Learning Outcomes

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

1. demonstrate an awareness and an appreciation of the role production and operations management play in business processes;
2. describe the problems involved in inventory management. explain and apply the principles of project management and use a variety of problem-solving techniques to aid in effective decision making;
3. demonstrate how to develop proper facility layout and location strategies;
4. explain the importance of quality control;
5. apply techniques to measure quality control;
6. explain the importance of forecasting; and
7. explain the principles underlying materials requirements planning and develop basic materials requirement schedules.

Course Contents

Methods of production/operations management. Functional areas of production and operations management as practiced in manufacturing industries and the services sector. Elements of production. Production and process design and management. Facility location and layout. Modern tools and machinery of production. Standards definition. Line balancing. Automation. Production scheduling and control. Work study. Maintenance and tools and equipment. Quality control. Inventory control. Project planning. Forecasting. Aggregate planning control and material resource planning.

BUA 312: Small Business Management

(2 Units C: LH 30)

Learning Outcomes

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

1. explain the scope and nature of small-medium enterprises;
2. explain SMEs characteristics, behaviour and motivations and arrive at informed conclusions relating to current and proposed business futures;
3. recognise the nature of the business environment as it affects small-medium enterprises and evaluate business opportunities and threats;
4. discuss the relevance of creativity and innovation to SMEs and to the development of business opportunities;
5. explain the importance of the contribution of marketing to the success of SMEs;
6. describe best practices for facilitating the easy setting up of business targets, monitoring of business results and continuous improvement; and
7. illustrate SME development in a rural context, utilizing agri-business market development as a model.

Course Contents

Small business and entrepreneurship, procedures for initiating a small business, operating and managing a small firm and the various resources available to persons interested in small businesses. The role of Small Enterprises in an economy. Development of entrepreneurial thinking. Financing, development and management of Small Enterprises. Organization and operation of the small-scale retail trading. Service or manufacturing business. Location, financing, marketing, labour, accounting and the case of manufacturing. Production and related problems of stock control. Taxes and insurance.

BUA 313: Innovation Management

(2 Units C: LH 30)

Learning Outcomes

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

1. relate the issues around defining 'technology', 'innovation' and 'innovation management';
2. describe the knowledge of the techniques widely used in the management of innovation and entrepreneurship and develop practical skills in their application;
3. identify the factors for a successful innovation process;
4. recognise the importance of innovation management for the firm's success;
5. recognise the diversity of types of innovation, innovators and innovation settings; and
6. examine the different forms of protections for intellectual property.

Course Contents

The concept and principles of innovation. Types of innovation. Sources of innovation ideas. Developing models of innovation. Disruptive innovations. The innovation processes. Strategies, tools and techniques for managing innovation. Organizing for innovation. Triggers of innovation. Intellectual property rights. R & D in organizations.

BUA 319: E-Commerce

(2 Units C: LH 30)

Learning Outcomes

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

1. define different types of e-commerce systems;

2. describe the major business models, drivers, and benefits of different e-commerce systems; generate a portfolio of the steps required to start-up an on-line business;
3. design components, systems and processes to meet required specifications for on-line business and web presence;
4. build their own web presence and market it using an online platform;
5. appreciate ethical implications of on-line business; and
6. be aware of the legal and security issues in e-commerce.

Course Contents

Introduction to internet-based business models. Types of e-commerce systems. Principles of e-commerce. Development of e-commerce. Business and revenue models, drivers, and benefits of different e-commerce systems. Virtual value chains. E-commerce management. Use of information systems. Knowledge management strategies. E-marketing. Ethical, social and legal aspects of e-commerce.

BUA 321: Business Start-up

(2 Units C: LH 15; PH 45)

Learning Outcomes

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

1. analyze the concept of the entrepreneurial mindset and apply it to the execution of a project from idea generation to feasibility analysis of the project;
2. articulate a new venture value proposition and effectively present ideas and concepts;
3. develop reflective and analytical skills when evaluating a project;
4. determine the feasibility of the business concept through industry, market, trend and economic analysis; and
5. develop a business model and strategy for handling competition.

Course Contents

What does it mean to be an entrepreneur? The entrepreneurial path. Identifying and evaluating business opportunities. Models for new venture development. The resourcing requirements. The competitive landscape. Team development and future strategies. From a business idea to a business concept. Business plans. Assessing the feasibility of a “winning concept”. Models for new venture development. Competitive business strategy.

BUA 323: Supply Chain Management

(2 Units C: LH 30)

Learning Outcomes

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

1. define the concept of supply chain management and its main elements;
2. identify and understand the factors that affect global, regional, and local logistics and supply chains;
3. evaluate the core fundamentals of logistics within commerce and the risks associated with supply chain;
4. identifying supply chain trends and evolution in domestic and foreign goods supply;
5. demonstrate ability to leverage on the opportunities embedded in supply chain management at domestic and international levels;
6. explain how the supply chain acts as a value chain for competitive advantages; and
7. identify the different sources of supply chain competitive advantage.

Course Contents

Fundamental elements of Supply Chain Management-strategic sourcing, transportation, inventory management, demand planning & forecasting, manufacturing, distribution and customer service. Supply chain and competitive strategy. Logistics and customer value.

Measuring logistics costs and performance. Matching supply and demand; creating the responsive supply chain; strategic lead-time management; the synchronous supply chain; complexity and the supply chain; managing risk in the supply chain; the era of networking competition; overcoming the barriers to supply chain integration; creating a sustainable supply chain; and the supply chain of the future. Managing supply chain risks.

ADSU-BUA 325 **Business Forecasting**, (2 Units; Core; L = 15; P = 45)

Senate-approved relevance

Training and equipping graduates with broad knowledge of Business forecasting and its application in real life Businesses, agrees with the mission of Adamawa State University of producing graduates who can exploit business opportunities through accurate business forecast. The curriculum is aimed at training graduates to exploit existing opportunities within the environment through the knowledge of forecasting of business opportunities, enabling the graduates to be adequately prepared for technologically driven Business. Relevance is seen in Business Administration from Adamawa State University, as being able to develop the minds of students to prepare them for decision making and compete globally in accurate Business forecasting and investment.

Overview

Making well-informed decisions usually requires making forecasts of relevant variables. Therefore, good forecasts are more likely to produce good decisions. Forecasts are widely used in the real world: there are weather forecasts, forecasts of the outcomes of elections, stock market forecasts, government debt forecasts, and forecasts for the demand and supply of goods and services. Businesses use forecasts of demand and sales to determine how much to produce. Traders use interest rate forecasts to make buy or sell decisions on stocks and bonds. Policy-makers, governments and central banks, use forecasts of macroeconomic variables to help them decide the path for monetary and fiscal policy. This highlights the importance of preparing students in business administration with the knowledge and skills on how to make good business decisions using forecasts.

This course is designed to expose students to various forecast strategies. The importance of the course lies in the fact that for businesses to succeed, there must be demand and supply forecast. Because the failure of many businesses are caused or influenced by lack of good forecast, it is important to understand how poor forecasting affects businesses. The objectives of the course, learning outcomes, and contents are provided to address this need.

Objectives

The objectives of the course are to:

1. describe principles of business forecasting;
2. explain the basic factors influencing the demand forecast of goods and services;
3. identify the determinants of business forecasting;
4. explain the criteria of good business forecasting;
5. develop and implement forecasting system;
6. conduct practical exercises on Forecast in Excel (basic functionality);
7. create basic data visualization to “let the data speak to you”;
8. explain models that provide the *ex-ante* best forecasts;
9. explain *ex-post* forecasts;
10. identify the limitations of business forecasting.

Learning outcomes

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

1. describe at least four (4) principles of business forecasting;
2. explain at least five (5) basic factors influencing the demand forecast of goods and services;
3. identify the various determinants of business forecasting;
4. explain at least four (4) criteria of good business forecasting;
5. develop and implement at least two (2) forecasting systems;
6. conduct at least three (3) practical exercises on forecast in Excel (basic functionality);
7. create at least three (3) basic data visualization to “let the data speak to you”;
8. explain at least three (3) models of *ex-ante* forecasts;

9. explain at least two (2) models of *ex-post* forecasts;
10. identify at least five (5) limitations of business forecasting.

Course contents

Principles of business forecasting. Determinant of business forecasts. Determinants of forecast (external factors). Importance of business forecasting. Limitations to business forecasting. Principles of forecasting. Assumptions of forecasting. Steps in forecasting. Classification and purposes of forecast. Types of forecasts. Methods of forecasting: exponential Smoothing, moving average/weighted moving average. Seasonal de-trending, Correlation. Linear regression and least square method. Monitoring and controlling forecast. Profit forecasting. Material forecasting. Computer applications to business forecasting.

Minimum Academic Standards

Hall for Business cases with NUC-MAS requirement facilities.

ADSU-BUA 326 **Stress Management**, (2 Units; Core; L = 15; P = 45)

Senate-approved relevance

Training graduates on management of stress is key to Business Administration of Adamawa State University; this agrees with the mission of Adamawa State University, of producing graduates that can cope with stress of workplaces and can address techniques for effective management of stress among workers at work place. Relevance is seen in Business Administration from Adamawa State University as being able to prepare students who are highly skilled and knowledgeable in the theoretical and practical knowledge for mitigating stress so as to reduce health problems and encourage performance at work place.

Overview

Stress management is a range of strategies designed to help people control their stress in organizations. This can include lowering acute stress, but it is often aimed at lowering chronic stress to improve health, happiness, and overall well-being. This highlights the importance of preparing students in business administration with the knowledge and skills on how to manage stress in organizations.

This course is designed to expose students to various stress management strategies and to educate them on how to cope with stress in organizations. Also, to build the capacity of students in addressing the negative effects of stress in Nigerian organizations. The importance of the course lies in the fact that everyone experience stress in his/her lives. Because many health problems are caused or influenced by stress, it is important to understand how stress affects everyone in organization and learn effective stress management techniques to make stress work for employees rather than against them. The objectives of the course, learning outcomes, and contents are provided to address this need.

Objectives

The objectives of the course are to:

1. explain the concept of stress in business organizations;
2. identify the different types of stressors in organizations;
3. identify the symptoms of stress in business organizations;
4. analyse the models of stress in Business organizations;
5. identify the primary sources of stress in business organizations;
6. describe the impact of stress on human physical and mental health in business organizations;
7. explain the effects of stress on job performance and job satisfaction;
8. identify coping strategies of stress in business organizations;

Learning Outcomes

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

1. explain the concept of stress in business organizations;
2. identify at least two (2) types of stressors in organizations;
3. identify at least five (5) symptoms of stress in individual organizations;
4. identify at least five (5) primary sources of stress in business organizations;
5. analyse the models of stress in organizations;
6. describe at least five (5) impact of stress on human physical and mental health in business organizations;

7. explain at least three (3) effect of stress on job performance and job satisfaction;
8. identify at least three (3) strategies for coping stress in business organizations.

Course contents

Introduction to the concept of stress. Symptoms of stress. Causes of stress. Types of stressors. Body's reaction to stress. Factors that determine individual reaction to stress. Adaptive and maladaptive behaviour. Individual and Cultural Differences. Consequences of stress. Stress as agent of Frustration. Symptoms of frustration. Causes of frustration in organizations. Problems caused by frustration in organizations. Strategies for managing frustration in organizations. How to cope with stress in organizations. Challenging Stressful Thinking. Problem Solving and Time Management. Relaxation training. Psychological and Spiritual Relaxation Methods. Counselling techniques. Physical Methods for Stress Reduction. Care of the Self: Nutrition and Other Lifestyle Issues. Stress and Conflict in Relationships. Preparing for the Future- Occupational Stress.

Minimum Academic Standards

Hall for Business cases with NUC-MAS requirement facilities.

400 Level

BUA 401: Business Policy and Strategic Management

(3 Units C: LH 45)

Learning Outcomes

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

1. explain the concept of policy in business;
2. identify the implications of strategy at corporate level;
3. relate corporate policy and strategy at both internal and external business environment;
4. assess the strengths and weaknesses of a business organization;
5. develop business strategies to achieve business objectives;
6. define clear approaches to strategic management;
7. define the key concepts in the theory of corporate and business strategy;
8. explain the concept and processes of mergers, acquisitions & alliances;
9. discuss planning and performance; and
10. analyze the relationship between policy and corporate strategy;

Course Contents

The Concepts of policy in relation to business, Corporations, and Management. Linkage between organization and their environments. Concepts of policies, decision-making, business objectives, performance criteria, structure, and managerial behaviors. Reviewing the Business functions of marketing, production, finance, and personnel in Nigeria. Management process of corporate planning. Developing clear business objectives and setting clear policies. Policy implementation. Understanding corporate culture and leadership. Budgeting and control. Business performance appraisal. Motivating group and individual efforts. Organizations and the changes taking place in its environment. Strategic management process. Strategy and strategizing. Planned and emergent strategies. Nature of competitions. Models of competitive analysis. Setting organizational direction- vision, mission, goals, objectives and value system. Internal and external context of organization. The strategic planning processes. SWOT and PESTLE analysis. Strategy Formulation- Strategic Analysis, Strategic Choice, Strategic Implementation/Evaluation. Strategic Management Issues in Nigeria - reorganization, restructuring, downsizing, merger and acquisition, PPP. Case study.

BUA 402: Strategic Thinking and Problem Solving

(3 Units C: LH 45)

Learning Outcomes

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

1. explain the various functional level of business environment;

2. identify the steps of corporate planning process;
3. appraise business performance;
4. assess the impact of environmental changes on strategies and firm performance; and
5. explicitly diagnose role of employee and managerial behaviour in success or failure of business organisation.

Course Contents

This course is designed to develop the right mindset in students to challenge the status quo and develop the right attitude to build solutions for organizations. Topics will cover an overview of the traditional thinking process (horizontal), its strengths and weaknesses; lateral thinking perspective; analysis of the different views about thinking; the interface among thinking, problem solving process, techniques and models.

BUA 404: Research Project in Business Administration

(6 Units C: PH 270)

Learning Outcomes

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

1. explain the rudiments of a research project;
2. identify practical steps for academic reports;
3. explain the structure of a research project;
4. conduct a systematic field research; and
5. apply relevant theory in the development of appropriate analytical frameworks to guide and inform empirical studies.

Course Contents

A systematic field research on a current business issue topic approved by a project supervisor. A satisfactory report of reasonable and acceptable length and quality must be completed and marked by the supervisor(s) and the external examiner and presented in a final oral examination. The project shall be graded independently out of a maximum of 100 marks distributed as follows: 70% for project report and 30% for oral presentation.

BUA 406: International Business

(3 Units C: LH 45)

Learning Outcomes

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

1. explain the meaning of International Business;
2. compare the various theories of international trade;
3. discuss the terms of trade;
4. describe the concept of balance of payment accounting;
5. distinguish between international trade and international finance;
6. describe the foreign exchange market; and
7. demonstrate an understanding of the international business environment.

Course Contents

Introduction: The concept of International Business. Classical trade theory: Mercantilism and nation building. Free trade (theory of absolute advantage). Theory of comparative advantage. The assumptions of classical trade theory. Modern trade theory. Factor proportions and factor intensity. Offer curves – reciprocal demand and supply. Dynamic factors. Changing the basis of trade. Terms of trade measures, and the effects of tariff. International finance. Balance of payments accounting – Credits. Debits, and current account. Balance of payment accounting

– The financing accounts. National income, prices and trade balance. The foreign exchange markets. Relatively fixed rate system. The gold and gold exchange standard. International business environments.

BUA 409: Management Information System

(3 Units C: LH 45)

Learning Outcomes

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

1. explain the meaning of management information system;
2. describe the use and function of management information systems;
3. explain the strategic value of information systems in the organization;
4. demonstrate a basic understanding of MIS basics; and
5. identify the impact of information systems on the next generation of business enterprises.

Course Contents

Introduction to Management Information Systems. Fundamentals of data processing –brief history and conventional data processing methods. Manual methods and mechanized methods. Classification of systems and their relative merits. MIS basics – Hardware, software, networking, and security. Closed loop and open loop systems: Effect on time-lag. The total system approach and objectives. Total systems and subsystems. Information Systems and organization strategy. Information Systems development. Information Systems in society and the world.

BUA 411: Analysis for Business Decision

(3 Units C: LH 45)

Learning Outcomes

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

1. explain the basic elements of decision analysis;
2. demonstrate an understanding of operational research approach to business decision;
3. apply optimization techniques to resource allocation;
4. explain the concept of inventory control;
5. illustrate the concept of project management;
6. use different or models to create and analyze the risk profile of a decision;
7. apply the knowledge of probability judgments to managerial decisions; and
8. apply the concept of simulation to business decision situations.

Course Contents

Elements of decision analysis. Types of decision situations. Decision trees. Operational Research approach to decision analysis. Systems and system analysis. Modelling in OR. simulation. Cases for OR analysis. Mathematical programming. Transportation model. Assignment model. Conflict analysis and game theory. Project management, and other OR models. Inventory replacement. Line balancing. Routing and sequencing.

BUA 420: Internship

(3 Units C: PH 135)

Learning Outcomes

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

1. demonstrate appropriate workspace behaviors in a professional setting;
2. content knowledge appropriate to job function;
3. display evidence of increased content knowledge gained through practical experience;

4. describe the nature and function of the organization in which the internship experience takes place;
5. explain how the internship placement has enhanced their understanding of proposed career path; and
6. appraise the internship experience in terms of personal, educational and career requirement.

Course Contents

This is a practical course which involves supervised training work in a business enterprise. There shall be hands-on learning in all the functional areas of business. Integrating knowledge of the taught courses into the internship job experience. The requirements to complete internship are: final presentation, a daily log, an analysis of the company or organization the student worked for and a performance evaluation from the supervisor.

ADSU-BUA 423 Organizational Diagnosis and Analysis, (3 Units; Elective; L = 45)

Senate-approved relevance

Training of premium graduates who are highly competent in analysis and use data to effectively improve real life decision is the mainstay of Adamawa State University's mission. The Curriculum is aimed at training graduates to exploit existing opportunities in the North East, especially in Adamawa State and Mubi area. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students to help people make better and informed Business decisions from analyzed data.

Overview

Organizational Diagnosis and Analysis, is a vital approach in mitigating underemployment and unemployment, especially in North-eastern Nigerian towns like Mubi, the commercial town of Adamawa State. This highlights the importance of preparing students of Adamawa State University with the knowledge and skills on how to diagnose and analyze Organizational constraints and proffer solutions that will lead to Business Success.

This course is therefore designed to expose students to various practices of Business Management techniques for development and growth of individuals and the society at large. It is also to educate the students on how to identify constraints that are likely to clog the wheels of Business Organizations both within and outside the Business, and how to remedy them. The course also addresses alternative dispute resolution and diversity management that bedevils many Business Organizations. The importance of the course lies in the need to meet the management requirements of the youth especially in managing smaller Business and growing them into bigger Companies, so as to reduce hunger and poverty to minimal level. The objectives of the course, learning outcomes and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. explain the purposes of diagnosing Business organizations;
2. conduct analysis on organizational problems;
3. conduct practical exercises on the impacts of trade dispute on Business organizations;
4. explain the problems of organizational diagnosis and how to remedy them;
5. explain employees' participation in management of Business;
6. describe effective rewards design;
7. conduct case analysis;
8. explain reasons for Business failures;
9. describe Business team work;
10. explain diversity management.

Learning outcomes

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

1. explain the purposes of diagnosing Business organizations;
2. conduct analysis on organizational problems;

3. conduct practical exercises on the impacts of trade dispute on performance of Business organizations;
4. identify at least four (4) problems of organizational diagnosis and their remedies;
5. explain at least five (5) reasons why employees should be allowed to participate in management of Business;
6. describe at least five (5) effective designs for rewarding performance in Business;
7. analyze cases in Business;
8. identify at least five (5) reasons for Business failures;
9. describe five (5) advantages of team work in Business;
10. explain three (3) ways of managing diversity.

Course contents

The purpose of organizational diagnosis. The secret of Business Success. Employees' participation in managing Business. Diagnosing organizational problems. Recursive of organizational diagnosis. Direction setting. Work place and Job design. Employees' performance development review. Team working. Alternative dispute resolution. Industrial relations. Effective rewards design. Problems of organizational diagnosis. Organizational failures. Diversity management. North-east Nigeria case analysis. Adamawa case analysis. Mubi case analysis. Organizational SWOT Analysis. Leap frogging in Business

Minimum Academic Standards

NUC-MAS requirement facilities.

ADSU-BUA 425 **Consulting Management**, (2 Units; Core; L = 15; P = 45)

Senate-Approved Relevance

Producing graduates who are highly competent in Business consulting that will encourage innovativeness among the graduates, which is in agreement with the Adamawa State University's mission to address the increasing global challenges of unemployment and reliance on government for employment opportunities. Relevance is seen in Business Administration from Adamawa State University as being able to develop the minds of students to prepare them to be independent business practitioners and consultants rather than job seekers.

Overview

The practice of management and business consulting has become one of the vibrant sources of employment and self-reliant strategies in Nigeria that are minimally exploited. This highlights the importance of preparing students in business Administration with the knowledge and skills on how to become management and business consultants.

This course is designed to expose students to various techniques and approaches of management/business consulting and to train students on how to exploit opportunities in management and business consulting either locally or internationally especially in this technological dispensation. Also, to build the capacity of students in the area of conducting research and developing solutions that will assist organizations to solve issues, create value, maximize growth, improve business performance and also enhance the practice of management and business consulting in Nigeria. The importance of the course dwells in meeting the need for the reduction of poverty among youth in the country. The objectives of the course, learning outcomes, and contents are provided to address this need.

Objectives

The objectives of the course are to:

1. describe the key concepts and principles of management and business consulting;
2. explain the basic elements of management and business consulting process;
3. explain the classes of consultancy services in Business Organizations;
4. explain the values, skills and ethical issues of a consultant and consulting services;
5. describe the professional responsibilities and the consultant-client relationship(s);
6. explain to students the process of consulting training, development of consultants, and role of management consultants;
7. identify the causes of failure of consulting businesses in Nigeria and other countries;
8. conduct analysis on how consulting project performance, control and evaluation is done;

9. describe the peculiarities of consulting in various areas of management;
10. discuss the global perspectives of consulting and emerging markets in consulting services;

Learning Outcomes

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

1. describe the key concepts and principles of management and business consulting;
2. explain at least four (4) basic elements of management and business consulting process;
3. explain at least two (2) classes of consultancy services in Business Organizations;
4. explain at least six (6) core values, skills and ethical issues each of a consultant and consulting services;
5. describe at least five (5) professional responsibilities and the consultant-client relationship(s) each;
6. explain the various process of consulting training, development of consultants, and role of management consultants;
7. identify at least six (6) causes of failure of consulting businesses in Nigeria and other countries;
8. conduct detailed analysis of consulting project performance, control and evaluation;
9. describe the peculiarities of consulting in at least six (6) areas of management;
10. discuss at least three (3) global perspectives of consulting and emerging markets in consulting services;

Course Contents

The Nature of management consulting services. Value of transferring knowledge. Types of consultants (Internal consultant v/s external consultant). Consultant's independence. Reasons for using consultants. Values, qualities and skills of management consultant. Benefits of management consulting. Management consulting as a profession. Professional approach to management consulting. Professional associations. Code of conduct of Management consulting. Certification and licensing of Management consulting firms. Legal liability and professional responsibilities of Management consulting firms. The consultant-client relationship(s). Defining expectations and roles of consultant(s) and client(s). The client and consultant systems. Behavioral roles of the consultant. Counselling and coaching as tools of consulting. Training and development of consultants. Role of management consultants. Causes of failure of consulting businesses. Consulting process. Consulting project performance, control and evaluation. Managing and administrating a consulting organization. Consulting in various areas of management. Global perspectives and emerging markets in consulting services. Consulting service opportunities. Global typologies of consulting firms and degrees of specialization.

Minimum Academic Standards

Hall for Business cases with NUC-MAS requirement facilities.

ADSU – BUA 427 **Business Reporting**, (3 Units; Core; L = 45)

Senate-approved relevance

Training excellent graduates who possess the skills and knowledge in the theoretical and practical field of Business so as encourage self-confidence, innovativeness and self-reliance among the graduates, to take advantage of new opportunities within their environment is in agreement with Adamawa State University's mission that addresses challenges of unemployment and reliance on Government for employment opportunities. The curriculum is also aimed at training graduates to communicate properly and professionally through business report, the existing business opportunities around them. Relevance is seen in Business Administration from Adamawa State University as being able to prepare students for exploiting and communicating appropriate and viable business opportunities to members of the community.

Overview

Writing an effective business report is a necessary skill for communicating ideas in the business environment. Reports usually address a specific issue or problem, and are often commissioned when a decision needs to be made. It is a vital tool for effective communication that takes place in planning business activities. It is a building block for the success of an organization. Therefore, the fundamental knowledge and skills in writing and presenting a good business report is essential for the students of Business Administration. This highlights the importance of preparing students in Adamawa State

University on Business Reporting with the adequate knowledge and skills on how to write and present a good business report.

This course is designed to expose students to both theoretical and practical knowledge and skills in writing a good business report. It is also designed to prepare the students on the practical knowledge and skills of oral presentation of business reports. In addition, the course molds the students in presenting a business report in a clear, correct and coherent language. It can also equip students with some common features which need to be understood clearly by all those interested in using "reports" as effective communication devices. Finally, it builds confidence in the students on the ability to communicate and present business reports in a systematic, orderly and meaningful manner. The objectives of the course, learning outcomes, and contents are provided to address these needs.

Objectives

The objectives of the course are to:

1. explain the nature of business report;
2. identify the different types of business reports;
3. explain the purpose of business report to business organizations;
4. identify the features of a good business report;
5. describe the required structure of business report;
6. identify different styles of writing business report;
7. explain the checklist of business report writing;
8. explain the stages in business report writing ;
9. identify the difference between a business report and other essays;
10. explain the tips and techniques of writing a good business report;
11. identify the traps to avoid when writing a business report;
12. conduct practical activities on writing and presenting business reports in groups as a form of class activities.

Learning Outcomes

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

1. explain clearly the nature of business report;
2. identify and explain at least six (6) types of business reports;
3. explain clearly the purpose of business report to a business organization;
4. identify at least ten (10) features of a good business report;
5. describe fully, the structure of business report;
6. identify and explain at least three (3) different styles of writing business reports;
7. explain the basic checklist of business report writing;
8. explain clearly, the basic stages in business report writing;
9. identify the difference between business report and other essays;
10. explain the basic tips/techniques of writing a good business report;
11. identify the basic traps/pitfalls to avoid when writing business reports;
12. present orally a good business report in the presence of the course lecturer and all other colleagues.

Course Content

Meaning and types of business report. Purpose of business reports to business organizations. Features of a good business report. The structure of a business report. Styles of writing a business report. The users of business reports. The checklist for business report writing. The stages in business report. The difference between a business report and other forms of essays. The basic tips and techniques of writing a good business report. The traps or pitfalls to avoid when writing a business report. Essentials of a good business report. Reviewing business reports from various business organizations. Understanding business proposal. Parts of a business proposal. Understanding a business plan. A business plan framework. Practical activities which include the oral presentation of business reports written by the student in the class. Designing templates for business report using computer applications such as Microsoft access and Microsoft excel. Online transmission of business reports. Proofreading a business report.

Minimum Academic Standards

NUC-MAS requirement facilities.

Minimum Academic Standards

Equipment

Facilities and equipment

- A lecture theatre that can accommodate about 100 students equipped with a public address system and multimedia presentation gadgets.
- At least two medium classrooms with public address systems accommodating between 50 – 100 students.
- One computer room (accommodating at least 60 students).
- Suitable office accommodation for Professors, Academic and Non-Academic staff.
- Staff – student common room
- Entrepreneurial development laboratory
- Actuarial laboratory/innovation laboratory

Equipment such as:

- Laptops.
- Personal computers.
- Multimedia projectors.
- Public address systems.

Office equipment such as:

Photocopying machines

Scanners

Electronic typewriter

Equipment for other uses including:

- 25- seater bus.
- Station wagon.

- Saloon car for the Head of Department.
- Video camera.

Digital tape recorder. Minimum
of standards for staffing

Staffing needs of the Department is categorized as follows:

Academic Staff

Academic staff requirements are in terms of three criteria: Number, structure, and qualifications (appointments and promotions).

Staff-Student Ratio

Determination of the number of academic staff required for an academic programme is contingent on the approved staff-student ratio for each discipline. The approved staff-student ratio in Administration and Management Sciences is 1:30.

Staff – Mix by Rank

Academic staff in the Universities are broadly classified into three categories; Professorial (Professor/Reader) Senior lectureship and Lecturers Grade I and below. The Professorial cadre should constitute a maximum of 20 percent of the staff strength while the remaining two should constitute 35 and 45 percent respectively.

Qualification for Appointment/Promotion of Academic Staff

The qualifications and other criteria necessary for appointment and/ or promotion of academic staff at the various levels of the career structure are set out in the table below.

Non-Teaching Staff

Senior Technical Staff

The Senior Technical Staff needed should be a computer programmer (preferably a diploma holder).

Senior Administrative Staff

The Senior Administrative Staff who shall be responsible to the Head of Department should be at least a diploma holder.

Junior Staff

The Department shall have a Secretary, Clerical Officer and other support staff as may be required.

Library

Universities should leverage on available technology to put in place rich databases and other electronic/digital library and information resources. In addition, well stock and current hardcopies of reference and other textual materials should be provided at the Department. A well network e-library should serve the students. Availability of wireless facilities (Wi-Fi) with adequate bandwidth should enhance access to these electronic resources. The following should be provided;

A Departmental Library (with reading rooms capable of seating 25% of the students).

Library to be computerized and indexed

Library to be equipped with internet and photocopying facilities

Classrooms, laboratories, workshops and offices

Classroom Space

The NUC standard requirement of 0.65m² per full-time student is maintained. Thus, the minimum total space requirement of the Department shall be the product of its total full time equivalent student enrolment (FTE) and the minimum space requirement per full-time equivalent i.e. (FTE) 0.65m².

The total space requirement shall be met by a combination of classrooms and lecture theatres of varied capacities. These should however include the following:

A lecture theatre, equipped with a public address system, capable of accommodating at least 250 students or at least ¼ of all FTE in the Faculty, whichever is higher.

At least two large classrooms, with a public address system, capable of accommodating from 100 – 150 students, and

One computer room capable of accommodating at least 50% of total students' population at any given time as well as adequate number of internet ready personal computers, MS Office and other specialised software.

Each classroom should be furnished with comfortable chairs and desks befitting of a university.

The classroom should be equipped with smart boards and multimedia projectors.

Business laboratory/innovation hub

The business laboratory should have at least 50 computers with appropriate computer furniture and cooling system. There should also be notice board and latest multimedia lecture presentation equipment. Up-to-date custom business software and statistical modelling packages should be installed on the server for hands-on practice and model building experimentation. Management software programmes such as project management tools, enterprise management application suites, and others.

Office accommodation

In this respect, each academic staff should have an office space of at least 25 square metres taking into cognisance the status/cadre of the staff. In addition, there should be for the department a Head of Department's office with attached offices for the supporting staff as specified below:

	Office (m²)	Sec.'s Office (m²)	Typing Pool (m²)	Store (m²)	Office Equipment (m²)	File Room (m²)
Head of Department	35	25	25	20	25	Cabinets

The Departmental Officer should be accommodated in an office of 20 square metres and with an adjoining Secretary's room of about 15sq metres.

Staff-student common room

In order to promote both social and academic interaction among staff and between staff and students, there should be a common room of about 35m² equipped with a kitchenette where staff and students could interact in an informal but respectful atmosphere

APPENDICES

Appendix i: List of Reviewers

Title	Surname	First Name	Institution	Programme
Professor	MIKAILU	Aminu	Usmanu Danfodiyo University Sokoto	Chairman
Professor	UGWUDIOHA	Ofli	Nile University of Nigeria	Accounting
Professor	AKINTOYE	Rufus	Babcock University	Accounting
Dr.	OKWUOSA	Innocent	ICAN	Accounting
Professor	MAITURARE	Nasiru	Ahmadu Bello University, Zaria	Actuarial Science
Professor	BARISUA	Nwinee F.	University of Port-Harcourt	Banking and Finance /Finance
Professor	ADEGBITE	Esther	University of Lagos	Banking and Finance /Finance
Professor	MAITURARE	Nasiru	Ahmadu Bello University, Zaria	Business Administration
Professor	DUTSE	Abubakar Yusuf	Abubakar Tafawa Balewa University, Bauchi	Business information Technology
Professor	MADUEME	Ifeoma Stella	University of Nigeria Nsukka	Cooperatives and Rural Development
Professor	ONYEONURU	Ifeanyi Prinuel	University of Ibadan	Employment Relations and Human Resource Management
Professor	BANKOLE	Akanji	Lagos State University	Employment Relations and Human Resource Management
Professor	ABDULSALAM	Dauda	Usmanu Danfodiyo University Sokoto	Employment Relations and Human Resource Management
Professor	SAGAGI	M.S.	Bayero University Kano	Entrepreneurship
Professor	OJO	Samson O.	University of Ibadan	Hospitality and Tourism Management
Professor	EPETIMEHIN	Festus M.	Joseph Ayo Babalola University	Insurance
Professor	MUKHTAR	Haliru	Bayero University Kano	Information Resource Management
Professor	ODOH	Adejoh	Ahmadu Bello University, Zaria	Local Government and Development Studies
Professor	WORLU	Rowland	Covenant University	Marketing
Professor	AKIROR	Eseza	Lead City University	Office and Information

Title	Surname	First Name	Institution	Programme
Professor	AKAOLISA	Casmir	Federal University of Technology Owerri	Petroleum Information Management
Professor	KUNYA	Sani	Abubakar Tafawa Balewa University, Bauchi	Project Management
Mr.	MBADIWE	Henry	Chartered Institute of Project Managers of Nigeria (CIPMN)	Project Management
Professor	HASSAN	Shehu	Federal University, KASHERE	Procurement, Logistic and Supply Chain Management
Professor	ALI	Ibrahim	Kaduna State University	Procurement, Logistic and Supply Chain Management
Professor	NYOR	Terzungwe	Nigerian Defense Academy	Procurement, Logistic and Supply Chain Management
Professor	OJOBO	James	University of Abuja	Public Administration
Professor	DUTSE	Abubakar	Abubakar Tafawa Balewa University, Bauchi	Security and Investment
Professor	OLURANKINSE	Felix	Adekunle Ajasin University Akungba	Taxation
Professor	IBE	Callistus	Federal University of Technology Owerri	Transport Management
Mr.	TOOGUN	Tope	Cognity Advisory	Entrepreneurship

Appendix ii: List of NUC Representatives

Title	Surname	First Name	Programme
Mrs.	ODAMA	Itiemeka	Discipline Rep Information Resource Management/ project Management/Aviation Management/ Procurement
Mrs.	AKANBI	Zainab	Employment and Human Resource Management / Business Information Technology
Mrs.	KOLADE	Funmilayo	Finance
Mrs.	ILEMONA	Hauwa	Logistic and Supply Chain Management
Mr.	UKPONG	Inemesit	Office and Information Management
Mr.	ADELEKE	Adeyemi	Hospitality and Tourism
Mr.	RAIYANU	Garba	Actuarial Science
Mr.	IBRAHIM	Nasiru Liman	Business Administration
Mrs.	ALEGBELEYE	Grace	Cooperatives and Rural Development
Mr.	OLADOSU	Ariyo	Transport Management
Mr.	AIMIEN	Uhunoma	Local Government and Development Studies
Mr.	OMOZUSI	Osaro	Marketing
Mrs.	ABIAKAM	Chinwe	Employment Relations and Human Resource Management
Mr.	IHAYERE	Matthew E.	Employment Relations and Human Resource Management
Mrs.	ODIGWE	Esther	Taxation
Mr.	ABOH	Peter	Entrepreneurship
Mrs.	EZEUGO	Chinonyerem Grace	Security and Investment