

SCHOOL OF MANAGEMENT

BACHELOR OF ARTS IN HUMAN RESOURCE MANAGEMENT

CURRICULUM

2024 ACADEMIC YEAR

1. PROGRAMME OVERVIEW

People (human resources) are the most important asset of any organization. Managing an organization's people is often the most challenging and complex task required of a manager. The objective of the course is to teach the basic principles of strategic human resource management how an organization acquires, rewards, motivates, uses, and generally manages its people effectively. In addition to providing a basic legal and conceptual framework for managers, the course will introduce the students to practices and techniques for evaluating performance, structuring teams, coaching and mentoring people, and performing the wide range of other people related duties of a manager in today's increasingly complex workplace. Human Resource Management, or HRM, involves coordinating, managing, and allocating human capital, or employees, in ways that move an organization's goals forward. HRM focuses on investing in employees, ensuring their safety, and managing all aspects of staffing from hiring to compensation and management.

2. PROGRAMME AIM AND OBJECTIVES

2.1 AIM

This Programme aims at providing students with a comprehensive view of the most advanced knowledge to HRM.

2.2 COURSE OUTCOMES

The intended outcome of the programme is to produce skilled professionals in human resources management for both the public and private sectors that will be able to:

a) Demonstrate knowledge in effective written and oral skills in Human Resource Management.
b) Independently analyze issues very critically and in a more creative way in HRM.
c) Explain the most recent and advanced concepts and principles of HRM.
d) Effectively manage and plan key human resource functions within organizations.
e) Examine current issues, trends, practices, and processes in HRM.
f) Contribute to employee performance management and organizational effectiveness in HRM.
g) Solve Problem and challenges in human resources in an organization.

3. THE STUDENT ENTRY QUALIFICATIONS

The program shall admit two groups of candidates. For the Four (4) years Bachelor of Science in Human Resource Management, applicants must have a Malawi School Certificate of Education (MSCE) or its equivalent with six (6) credit passes including English obtained in not more than two consecutive sittings.

4. BACHELOR'S DEGREE COMPLETION PROGRAMME

The second group is those wishing to complete their degree programme. Applicants must have a recognised University Diploma in Human Resource Management, Business Management, Business Administration or an Advanced Diploma in a relevant field of study earned from a recognised institution. Diploma holders may be considered for entry at second or third year of the four-year program depending on subjects covered and two years' work experience. The Human Resource Management program has been designed to wholly develop and assist applicants working and non-working forces to acquire knowledge which is key to their future career and further education.

5. JUSTIFICATION AND UNIQUENESS OF THE PROGRAMME

In the rapidly changing world of work, HRM is crucial to the success of any business. Sound management practices and particularly sound human resources management practices can relieve many of the existing labour related problems that beset both public and private organizations in Malawi. There is currently high demand for human resources personnel who are qualified in both general human resource practice and employment relations since these two fields are interdependent and currently of great importance in attempting to manage organizations effectively. Hence there is a huge gap of well qualified human resource personnel in the country which public universities alone cannot satisfy. Therefore the University of Lilongwe will endeavor to support the program through the consolidation and integration of the most basic concepts in various programs which complement each other in order to help and strengthen students understanding of human resources development in a professional manner.

6. DEGREE PROGRAMME DURATION

As highlighted in 3 and 4 above the duration of the University first degree courses for HRM will be four years. On enrollment students may in approved cases be exempted from certain levels or courses or both provided that the student shall have successfully completed approved or equivalent university level courses elsewhere and that the student shall be required to complete at least 60 percent of the program through the University of Lilongwe.

7. QUALITY CONTROL

In addition to the quality control measures such as admission of students and curriculum development discussed above, other quality control measures include monitoring course coverage and use of external examiners who will do vetting of all examinations in HRM. After the students have written the examinations, the examiner will mark the scripts and the results will be submitted to the Head of Department who will certify them and forward them to the Dean of Faculty who will present the results to Senate for approval. The results will be officially released only after the Senate approval.

8. MODE OF DELIVERY

Mode of delivery will be through the following

- Lectures
- Tutorials
- Group Discussions
- Presentations
- Seminars

Two approaches will be used to acquire intellectual skills in HRM. First, each module will involve discussions of key issues, practice in applying theories, principles and concepts and individual feedback sessions on submitted coursework in HRM. Secondly, students will be expected to source materials from a variety of sources. In addition, students will be exposed to various methods of coursework presentation in a professional format in a professional format in order to incarnate practical skills in HRM.

9. MODE OF COURSE OFFERING

The Bachelor of Arts in Human Resource Management degree programme shall be completed in a period of Four (4) years to six (6) years in the following modes: Day release- Four (4) years, Evening and Weekend -Four (4) years. Open and Distance Learning -four (4) to six (6) years. Day release students will be having classes from Monday to Friday, from 8:00. A.m. to 5:00. p.m. each day of the week. Weekend mode of learning shall be conducted on Saturday and Sundays from 8:00. a.m. to 5:00 p.m.

10 METHODS OF ASSESSMENT

Student performance will be assessed based on marks obtained in course work and examinations. The marks will be translated into letter grades which will further be translated into grade points (GP) as illustrated in section 2.1 on grading system below. Twenty percent (20%) of the course marks will come from course work coming from a minimum of two assignments and twenty percent will come from mid-semester examination and the remaining 60% will come from end of semester examination (exceptions from this rule will be specified in each course syllabus).

10.1 Grading system

The grading system shall comprise of five letter grades, A, B, C, D, and F. A grade of A denotes excellent or exceptional performance; B denotes superior performance; C denotes average performance; D denotes unsatisfactory performance and F denotes undoubted failure. Grade points shall be assigned to these letter grades in accordance to the criteria shown in table 1 below.

Table 1: Assessment criteria for individual courses

Range of Marks (%)	**Letter Grade for Course**	**Grade Point (GP)**	**Quality of Grade**
90	A+	4.0	Excellent
86-89	A	3.7	Excellent

80-85	A-	3.3	Excellent
76-79	B+	3.0	Superior performance
70-75	B	2.8	Superior performance
66-69	B-	2.6	Superior performance
61-65	C+	2.4	Above average
56-60	C	2.2	Average
45-59	C-	2.0	Below average
30-44	D	1.0	Unsatisfactory performance (Supplementary)
0-29	F	0.0	Fail (Repeat)

Other notations shall be N for attending or auditing a course for no 'credit' and I for incomplete work.

10.2 Auditing a course

A grade of 'N' will be assigned when a student opts to audit or attend a course for no credit. Such a student shall be required to attend a minimum of 90% of all the lectures and practical or laboratory activities for the grade of N to appear in his or her transcript.

10.3 Incomplete course work

A grade of 'I' will be assigned to a student who has not completed some course requirements such as assignments, practical and or laboratory work. The student will be required to complete the course requirements for the grade of 'I' to be changed to a substantive course grade. No student will be allowed to graduate at any level in a programme with an 'I' grade.

10.4 Failing a course

A student shall be deemed to have failed a course if he or she obtains a grade of 'D' which represents marks between 40 and 49 percent or a grade of F which represents marks of less than 40 percent.

A student who absents himself or herself from an examination (mid-semester or end of semester) with no valid reasons will be deemed to have failed and shall get a grade of F. A student caught cheating in an examination shall be given a grade of F

A student who fails to attend 90 percent of the lectures and practical sessions will be deemed to have failed the course regardless of the marks, letter grade or grade point obtained in that course.

10.5 Supplementary Examinations

A student who obtains a grade of 'D' in a course will be deemed to have failed that course and will be required to sit supplementary examinations. A student shall sit supplementary examinations for a maximum of two failed courses in a semester, and no student shall graduate with a failing course grade.

10.6 Repeating courses

A student who obtains a grade of 'F' or fails a supplementary examination shall repeat the course. A student shall only be allowed to write "one supplementary examination" for the same course. If he or she fails the supplementary examination, he or she shall repeat the course.

10.7 Repeating a semester

A student who obtains 'F' course grades in three courses in a semester or fails supplementary examinations in three courses in a semester shall repeat that semester.

A student who fails to attend a minimum of 90 percent of the lectures and practical sessions shall repeat the course"

10.8 Withdrawal

A student who obtains a failing grade of F in three or more courses in a semester shall be withdrawn from the programme.

A student who obtains a failing grade of F in three or more courses in a semester shall be withdrawn from the programme.

A student who fails (obtains a failing grade of F or D) in a repeated course shall be withdrawn from the programme.

10.9 Research project assessment

A students shall be required to complete a research project and submit a research report as a minimum requirement for the award of a baccalaureate degree at the University of Lilongwe. The research project shall be assessed on a pass or fail basis.

A student shall not be awarded a baccalaureate degree at the University of Lilongwe before completing a research project and submitting a research project report that has been assessed and approved by Senate

10.10 Programme assessment

Student performance in a programme shall be assessed using a grade point average (GPA). A GPA is the average number of grade points earned for the semester credit hours attempted.

The semester grade point average (SGPA) shall be computed from all the credit hours attempted in a semester exclusive of credits reported as incomplete (I) or audit (N).

Cumulative grade point average (CGPA) is the average of the weighted grade points earned by a student over entire period of his/her studies to the time the assessment is being conducted.

Awards at the end of the study programme will be based on the cumulative grade point average (CGPA). Table 2 below provides the criteria for assessing student performance in a programme.

Table 2: Programme Assessment criteria

Letter Grade for Course	Cumulative Grade Point Average (CGPA)	Quality of Grade
A+	4.0	Distinction
A	3.7	Distinction
A-	3.3	Marginal Distinction
B+	3.0	Strong Credit
B	2.8	Credit
B-	2.6	Marginal Credit
C+	2.4	Strong Pass
C	2.2	Pass
C-	2.0	Marginal Pass
D	1.0	Fail and repeat
F	0.0	Fail and Withdrawal

10.11 Repeats

A student who obtains an SGPA between 1.0 and 1.99 in a semester will be required to repeat the semester.

10.12 Withdrawal

A student who obtains an SGPA of less than 1.0 in a semester will be withdrawn from the programme

10.13 Criteria for Award of certificates at multiple exit points

Students withdrawn from their programmes in years 2, 3 and 4 may be considered for multiple exit certificates when they meet the following requirements.

A student withdrawn in second year shall be awarded a certificate in the particular programme after submitting an extended essay which meets minimum quality requirements.

A student withdrawn in third year shall be awarded a diploma in the particular programme after submitting an extended essay which meets minimum quality requirements.

A student withdrawn in fourth year shall be awarded an advanced diploma in the particular programme after submitting an extended essay which meets minimum quality requirements.

11. NUMBER OF HOURS

There shall be four (4) hours per week amounting to sixty (60) hours per semester per course or three (3) Credit hours.

12. PROGRAM STRUCTURE

The Bachelor of Arts in Human Resource Management program is divided into four parts: coursework; comprehensive final examinations; a research project at the end of the final year of the program; and an Internship. Each student shall take a minimum of six (6) courses per semester in year one and (five) 5 courses thereafter except in year three (3) where they shall have six (6) courses in semester one. The detailed structure is shown in table 3 below.

Table 3: Structure of Bachelor of Arts in Human Resource Management

YEAR ONE **SEMESTER ONE**

Course Code	**Course**	**Contact Hours**			**Credit Hours**
		L	**P**	**T**	
HRM 111	Introduction to Business	30	30	60	3
HRM 112	Business Communication	30	30	60	3
HRM113	Business Mathematics	30	30	60	3
HRM 114	Introduction to Management Theory and Practice	30	30	60	3
HRM 115	Economics 1-(Micro-Economics)	30	30	**60**	**3**
HRM 116	English for Academic Purpose I	30	30	**60**	**3**
Semester Total		**180**	**180**	**360**	**18**

YEAR ONE **SEMESTER TWO**

Course Code	Course	Contact Hours			Credit Hours
		L	P	T	
HRM121	Introduction to Entrepreneurship	30	30	60	3
HRM122	Introduction to Business Law	30	30	60	3
HRM 123	Computer Applications	30	30	60	3
HRM 124	Financial Accounting	30	30	60	3
HRM 125	Principles of Marketing	30	30	60	3
Semester Total		**150**	**150**	**300**	**18**
Year 1 Total		**330**	**330**	**660**	**36**

YEAR TWO **SEMESTER ONE**

Course Code	Course	Contact Hours			Credit Hours
		L	P	T	
HRM 211	Introduction to Cost and Management Accounting	30	30	60	3
HRM 212	Introduction to Managing People	30	30	60	3
HRM 213	Quantitative Techniques	30	30	60	3
HRM 214	Employment Law	30	30	60	3
HRM 215	Economics 2-(Macro Economics)	30	30	60	3
Semester Total		**150**	**150**	**300**	**15**

YEAR TWO SEMESTER TWO

Course Code	Course	Contact Hours			Credit Hours
		L	P	T	
HRM 221	Organizational Behaviour I	30	30	60	3
HRM 222	Performance Appraisal and Reward Management	30	30	60	3
HRM 223	Labour Welfare	30	30	60	3
HRM 224	Human Resource Management in Action	30	30	60	3
HRM 225	Computer and Information Technology	30	30	60	3
Semester Total		**150**	**150**	**300**	**15**
Year 2 Total		**300**	**300**	**600**	**30**

YEAR THREE SEMESTER ONE

Course Code	Course	Contact Hours			Credit Hours
		L	P	T	
HRM 311	Human Resource Planning	30	30	60	3
HRM 312	Research Methodology	30	30	60	3
HRM 313	HR Information Management System	30	30	60	3
HRM 314	Human Resource Training and Development	30	30	60	3
HRM 315	Human Capital Management	30	30	60	3
MHR 316	Advanced English for Academics	30	30	60	3
Semester Total		**180**	**180**	**360**	**18**

YEAR THREE **SEMESTER TWO**

Course Code		Course Contact Hours			Credit Hours
		L	P	T	
HRM 321	Payroll Management	30	30	60	3
HRM 322	Organizational Behaviour II	30	30	60	3
HRM 323	Performance Management and Counselling	30	30	60	3
HRM 324	Organizational Development	30	30	60	3
HRM 325	Applied Human Resource Management	30	30	60	3
Semester Total		**150**	**150**	**300**	**15**
Year 3 Total		**330**	**330**	**660**	**33**

YEAR FOUR **SEMESTER ONE**

Course Code	Course	Contact Hours			Credit Hours
		L	P	T	
HRM 411	Management of Unorganized Labour.	30	30	60	3
HRM 412	Social Security	30	30	60	3
HRM 413	Strategic Management	30	30	60	3
HRM414	Human Resource Audit	30	30	60	3
HRM 415	Policy Analysis	30	30	60	3
Semester Total		**150**	**150**	**300**	**15**

YEAR FOUR **SEMESTER TWO**

	Course	Contact Hours	

Course Code		L	P	T	Credit Hours
HRM 421	Strategic Human Resource Management	30	30	60	3
HRM 422	Change Management	30	30	60	3
HRM 423	Industrial Relations	30	30	60	3
HRM 424	International HRM	30	30	60	3
HRM 425	Dissertation	30	30	60	3
HRM 426	Internship	0	90	90	3
Semester Total		**150**	**240**	**390**	**18**
Year 4 Total		**300**	**390**	**690**	**33**
Programme Total		**1260**	**1350**	**2610**	**132**

The programme has a total of 132 credits resulting from a total course contact hours of 2610 of which 1260 hours will be from lectures and 1350 hours from practical and tutorial sessions. This means that 48% of the contact hours are dedicated to lectures and 52% practicals reflecting an equal mix of theoretical knowledge and practical skills to be inculcated to the graduates. Social Work as a discipline requires graduates who are well grounded in both knowledge and skills and this mix of knowledge and skills is appropriate.

13. SUSTAINABILITY OF THE PROGRAMME

While initial funding will continue coming from Bambino Corporation it is envisaged that subsequently the HRM programme will attract funding from other sources. These sources will include tuition fees and income generating activities such as short-courses, consultancies, research, events management and conferences. Another possibility is to attract investors to support the programme through scholarships.

14. ADMINISTRATION OF THE PROGRAMME

14.1 Development of the Curriculum

During the curriculum development process a number of stake holders were consulted. These included experts, relevant stakeholders, other Universities, the industry and professional bodies within and outside Malawi.

14.2 Senate (Academic Committee)

The Senate approves all students recruited into all University of Lilongwe programs; the programme and new courses or content to be added to the existing ones; and approves the examination results. The Senate is chaired by the President. The Academic Deans and Head of Departments are regarded as committee members.

15. CAPACITY AT THE UNIVERSITY OF LILONGWE

At the University of Lilongwe, the Bachelor of Arts in Human Resource Management degree programme will be administered through the Department of Management Studies in the Faculty of Business Management. It will be delivered by well-trained and experienced academic staff as Table 4 below shows.

Table 4: Staffing

Name of the Lecturer	Qualification(s)	Awarding Institution(s)	Area of Specialization	Courses Allocated
Prof. Masangano	PhD	Michigan State University	Agricultural Extension Education	• Research Methodology • Dissertation
	MSc in Agricultural Extension Education	Michigan State University	Agricultural Extension Education	

Mr.Khetase Phakati	**PhD**	University of Zambia	Management	• Introduction to Cost and Management Accounting
	Master's in Business Administration	Shareworld University	Finance and Accounting	
	BBA	Shareworld Uniiversity	Business Management	
	Master of Philosophy Degree in Environmental and Development Economics	University of Oslo- Norway	Environmental & Development Economics	
Dr. Francis Mkandawire	**PhD**	CCUM	Business Administration	• Advanced English for Academic Purpose • English for Academic Purpose 1 • Business Communication
	Master's in Business Administration	ESAMI/MsM-Tanzania	Business Administration	
	Bachelor of Education	UNIMA	Education	
Mr. Paul Muotcha	**Masters in Human Resource Management & Industrial Relations**	University of Malawi- Chancellor College	Public Administration & HR	• Human Capital Management • Organizational Behaviour • Introduction to Management Theory & Practice
Mr. Bob Mkandawire	**Master's in Business Administration**	AIHE, India	Information Technology	

	BSc in Information Management System	Greenwich University, UK	Business Information Management Systems	• Computer & Information Technology • Computer Application & IT
Mr. White Scander	**Master's in Business Administration**	Exploits University	Management & Statistics	• Business Maths • Management of Unorganized Labour • • Quantitative Techniques
	BSc in Mathematical Science Education	UNIMA	Statistics & Mathematics	
Mr. James Mulinda	**Master's in Accounting & Finance**	Savitribai phule Pune University - India	Accounting & Finance	• Principles of Taxation 1
Mrs Elizabeth Reena	**Master's in Business Administration**	Gujrat University - India	Management	• HR Management in Action • Performance Management & Counselling • Performance Appraisal & Reward Mgmt. • HR Audit • Introduction to Managing People
Mr. Madalitso Mukiwa	**Master of Science**	University of Derby	Strategic Management	• Organizational Development • Strategic Management • Policy Analysis • Strategic HR Management • Change Management
Mr. Priminta	**Master's in Business Administration**		Marketing & International Trade	• Principles of Marketing

Mr. Kachere Khumalo	**Master's in Business Administration**	ESAMI-Tanzania	Finance	• Financial Accounting 1
	Bachelor of Commerce (Accountancy)	University of Malawi. Polytechnic.	Audit	
Mr. Priston Msisya	**Master of Science (MSc)**	Center for Development Studies, Swansea University College	Development Planning & Economics	• Macro Economics 2 • Introduction to Economics
Mr. Lenard Mkosi	**Master of Arts (MA)**	University of Ghana	Business Ethics & Company law	• Industrial Relations & Labour Laws • Introduction to Business Law • Labour Welfare • Employment law • Social Security
	Post Graduate Diploma	University of Malawi -CHANCO	Industrial Relations & labour Laws	
Mrs. Alice Kadewere	**Master's in Business Administration**	University of Malawi- The Polytechnic	Human Resource	• International HRM • Applied HR Management • Payroll Management • HR Planning • HR Training & Development • HR Information Mgmt. System
Dr. Amgad Squires	**PhD**	Cornell University,USA	Project Management	Project Management

Mayamiko Madalani	**Bachelor of Business Administration (associate lecturer)**	University of Lilongwe (UniLil)	Business	• Introduction to Business

16. UNIVERSITY OFLILONGWE FACILITIES.

The facilities currently available at University of Lilongwe allows for continuity and sustainability of all programs under offer. The facilities include enough lecture rooms, computer lab, library, offices for staff as well as ICT. The University of Lilongwe is well connected to Internet Services stands ready to assist students in computer skills and research.

18.0 COURSE DESCRIPTORS BY YEAR AND SEMESTER

18.1.0 FIRST YEAR

18.1.1 INTRODUCTION TO BUSINESS- (HRM 111)

The course aims to introduce to students the nature and purpose of business, resource mobilization and management. It takes students to what businesses do, what resources they need and who they are accountable to; explains the structure and classification of business, discusses the different stakeholder perspectives, and explains how the external environment creates opportunities and threats for a business. Topics of study include; Nature and Purpose of Business, Structure and Classification of Business, Business Objectives, External Environment, Factors that Influence the Scale of Production, Stock Levels in Production, Marketing in Business and Sources of Finance for Different Business Purposes.

18.1.2 BUSINESS COMMUNICATION- (HRM 112)

The course introduces students to basic concepts of the communication process in a business environment. The course discusses principles which govern the transmission of information in a business setting; explains how non-verbal signals can help or hinder communication; and describes common barriers to successful communication and how they can be overcome. Topics of study include: Principles which govern the transmission of information in business, Types of

Written Communication, Principles of Communicating Orally, Non-verbal Signals, Barriers to Successful Communication and Formal and Informal Communications.

18.1.3 BUSINESS MATHEMATICS- (HRM113)

The aim of this course is to help students understand the basic terms in the areas of business calculus and financial mathematics and to enable them independently solve of business problems. Topics of study include; Basic business calculus, Ratios and proportions, Rule of three (simple and compound), Percentage calculus, Division calculus (simple and compound), Mixture calculus (simple and compound), Chain calculus, Basic interest account, Interest and interest rates, Simple interest account, Compound interest account, Types of interest rates, Use of compound interest account, Final value of a single amount, Present value of a single amount, Final value of a series of periodic payments (withdrawals), Present value of periodic payments (withdrawals), Perpetuity. Continuous compounding. Loan: Basic terms and loan repayment table, Loan reprogramming or conversion, Intercalary interest, Loan repayment model of equal annuities, Loan repayment model of equal share payments, Incomplete or defective annuity, Loan repayment model with anticipative interest rates, Consumer credit, and some concept of arithmetic mean, mode and median.

18.1.4 INTRODUCTION TO MANAGEMENT THEORY AND PRACTICE - (HRM 114)

The course aims at developing students' understanding of management theory and principles as the environment framework within which management and financial information is produced. It explains the meaning of management in a dynamic environment, discusses the principles of management and practice, analyses the development of early management thought and its behavioral limitations and discusses the role of business functions such as marketing, production, human resource management and finance

18.1.5 INTRODUCTION TO ECONOMICS-(HRM 115)

The aim of the course is to develop in students an understanding of the basic principles, concepts and techniques of economics and their appreciation to Malawi. Students will also discuss the following concepts: problem of scarcity, the concept of opportunity cost, microeconomics,

normative and positive economics, explain the concept of demand, supply, elasticity in relation to different types of good and firm behavior, discuss the theory of costs, examine the consequences of externalities for the market equilibrium, explain various types of government intervention on market outcomes, explain profit- maximizing outcomes under monopoly and perfect competition in the short – and long – run and identify the differences between the two market systems.

18.1.6 ENGLISH FOR ACADEMIC PURPOSES- (HRM 116)

The aim of this course is to build the students library and electronic research abilities, essay writing abilities and provides them an opportunity to write short formal reports so as to equip them with effective writing and reading skills for effective academic paper writing.

18.1.7 INTRODUCTION TO ENTREPRENEURSHIP- (HRM 121)

This course assists students to understand various steps involved in starting a venture, explore marketing methods & new trends in entrepreneurship. It equips them to become entrepreneurs or use their skills and knowledge to forge an entrepreneurial career in small businesses, family businesses, or larger corporation. The course enforces student's opportunity to learn from and engage with proven entrepreneurs who have started businesses and who have faced the many issues, challenges and opportunities that come-up in early to mid-stage ventures. Topics of coverage include; Introduction to Entrepreneurial Studies, Historical Background of Entrepreneurship, The role of Entrepreneurship in a developing society, Discovering Challenges and causes of Failure in Entrepreneurship, Youth and Money Management, Developing a Feasibility Analysis and Crafting a Business Plan, Financing the Start- up Enterprise, Introduction to the Capital Market, Definitions, Nature and Concepts of Management Time Management.

18.1.8 INTRODUCTION TO BUSINESS LAW-(HRM 122)

This course develops student's knowledge of the broad range of basic legal principles and the relevant case and a statute law. It also enhances student's understanding of the basic principles of business law and how they apply within a commercial framework. The topic of study include but not limited to; The nature and scope of Law, the administration of the Law, the court system,

the application of the court's decision, the law of association, the separate legal identity concept and its implications for the business, the law of Contract.

18.1.9 COMPUTER APPLICATIONS-(HRM 123)

The course intends to equip students with skills and an understanding of principles and aspects of computer applications in respect of systems, development and applications software. The students are expected to describe the parts of a modern PC and how they are configured, Demonstrate awareness of the development of Intel's family of microprocessors. explain a range of input/output devices and secondary storage systems and specify appropriate applications for them in the commercial world, Discuss the need for good file and disk management, describe how to carry out basic housekeeping in both GUI and command line environments, Identify risks inherent in the use of computers in a commercial environment, Analyze a typical PC local area network (LAN), its component parts and its relationship to other more extensive networks, Discuss the major types of processing systems, including client-server and distributed processing and Contrast different processing methods and their relationships to the various categories of software.

18.1.10 FINANCIAL ACCOUNTING - (HRM 124)

This course aims to provide students with the basic concepts and practices of financial accounting with a view to develop their skills in preparing and presenting the financial statements of an organization as a part of the accounting information system**.** Topics of study include: Concept of accounting, Recording, Handling and Summarizing the Accounting Information, Income Statement, Balance Sheet, Statement of Cash Flows, Statement of Cash Flows, Annual Report and Accounting Information System and the Use of Computers in Accounting

18.1.11 PRINCIPLES OF MARKETING- (HRM 125)

The course is designed to equip students with skills needed to manage the marketing functions in organizations. Students will also assess the importance of marketing to business managers in a competitive context, analyze the marketing orientation and how it is developed in organizations,

discuss the role of the marketing in organizations, apply the marketing mix in goods and services setting, evaluate the broad categories of the market and the development of practical, marketing approaches, execute marketing plans for the marketing function. Topics of Study include: Nature of the Marketing Function, Development of Present Day Marketing, The Marketing Function, Marketing Mix, Broad Categories of Marketing, and The Marketing Plan.

18.2.0 SECOND YEAR

18.2.1 INTRODUCTION COST AND MANAGEMENT ACCOUNTING- (HRM 216)

The course intends to enhance students' discuss the principles of costing for materials and labour analyze the principles of costing for overheads; calculate the cost of output; demonstrate an understanding of the way costing principles can be used in short-term and long-term decision-making and discuss the principles of standard costing and apply the principles of budgeting and budgetary control. It also assists in budget creation, cost analysis, financial data analysis, and strategy planning, calculating and managing production costs, identifying cost-saving opportunities and finally provide financial information and analysis for decision-making and strategic planning.

18.2.2 INTRODUCTIONS TO MANAGING PEOPLE - (HRM 212)

The course aims at equipping students with knowledge and skills in managing people for an effective and efficient production of the organization. Students will also be able to discuss the importance of effective people management, explain the factors that influence people management, evaluate the characteristics of high performance organization and the principles of high performance working and identify effective people management programmes that promote high performance. Topics of Study include: Importance of effective people management, Factors that Influence People Management and Characteristics of High/Poor Performance Organizations and People Management and Performance.

18.2.3 QUANTITATIVE TECHNIQUES- (HRM 213)

This course is designed to acquaint students with methods of solving organizational problems using quantitative techniques. Students are also expected to demonstrate an overall understanding of how and why statistical techniques are used in decision making, develop the skill of using statistical and graphical means of displaying the results of such analyses, present management data in a manner which is understandable to managers and formulate a problem in mathematical terms and having solved the problem, be able to interpret the results.

18.2.4 EMPLOYMENT LAW- (HRM 214)

The course enable students understanding of the nature of Employment Law and Industrial relations law. Students will apply skills and techniques for analysis and decision making for employment law, relate the activities and knowledge of labour law with other organizational management functions apply employment law concepts and principle, evaluate recent trends in employment law and apply contemporary and internationally recognized dispute resolution mechanisms as tools for conflict management.

18.2.5 ECONOMIICS 2 –MACRO-ECONOMICS (HRM 215)

This course introduces economic analysis of aggregate employment, income, and prices. Topics include major schools of economic thought; aggregate supply and demand; economic measures, fluctuations, and growth; money and banking; stabilization techniques; and international trade. Upon completion, students should be able to evaluate national economic components, conditions, and alternatives for achieving socioeconomic goals.

18.2.6 ORGANIZATIONAL BEHAVIOUR I- (HRM 221)

This course aims to provide students with suitable abilities, knowledge, and skills to understand employees' behavior, predicting behavioural changes and effecting organizational change to maximize effectiveness and efficiency. It also the foundation for corporate human resources, encompassing elements such as employee retention, engagement, training, and culture. The subset of organizational theory which studies a more holistic way of structuring a company and

managing its resources is enhanced in OB. The study of organizational behavior includes areas of research dedicated to improving job performance, increasing job satisfaction, promoting innovation, and encouraging leadership. Each has its own recommended actions, such as reorganizing groups, modifying compensation structures, or changing methods of performance evaluation.

18.2.7 PERFORMANCE APPRAISAL AND REWARD MANAGEMENT- (HRM 222)

The course intends to acquaint students with methods of solving management problems using modern performance management techniques. In addition students will be able to discuss review the purposes and benefits of performance and reward management, analyze performance management and reward fit, relate the activities and behavior of staff with the wider organizational mission, values, strategy and business plans, the processes of performance management and reward, design performance management and reward processes to improve organizational performance and analyze judge when dealing with basic problems arising from performance and reward management. Topics of Study include: Performance and Reward Management, Internal and External Contexts of the Organization, Development Activities within the Organization, Reward Processes, Organizational Performance, Appraisal scheme and Recruiting, Retaining and Motivating Employees.

18.2.8 LABOUR WELFARE- (HRM 223)

Labour is considered as most important productive factor in economy. The study of labour welfare helps in understanding the labour welfare and problems, searching policy means to maximize the labour welfare. The students will understand nature, scope and problems associated with labour welfare with special reference to Malawi.

18.2.9 HUMAN RESOURCE MANAGEMENT IN ACTION - (HRM 224)

The course provides students with an integrated overview of the key knowledge and skills based elements of other modules. It analyzes the role and benefits of Human Resource Management(HRM) within an Organization, make appropriate judgments in relation to

recruitment and selection, apply appropriate judgments in relation to recruitment and selection, generate ideas to increase working performance within an organization, examine the principles of flexibility, design appropriate employee reward processes, make appropriate judgments when terminating employee contracts, examine appropriate learning interventions, generate ideas to enhance relations between employers and employees, evaluate ethical and Corporate Social Responsibility(CSR) factors in relation to HRM and assess job design in relation to the psychological, business and social dimensions.

18.2.10 COMPUTER AND INFORMATION TECHNOLOGY- (HRM 225)

The student learns to identify the parts and the functions of the parts of personal computers. Following that knowledge, this course will cover the topics of developing hand-eye coordination by mouse usage and basic keyboard skills such as text production and use of the function keys. Students will be introduced to such varied topics as use of an internet browser, how to establish and maintain an email account, how to text message, how to navigate such programs as basic word processing and accessories programs, using established databases and search engines to find information on the internet, and being able to copy, save, and print documents from various sources.

18.3.0 THIRD YEAR

18.3.1 HUMAN RESOURCE PLANNING- (HRM 311)

The course aims at developing student's understanding of the nature of Human Resource Planning (HRP), productivity, efficiency and effectiveness of an organization. Furthermore students are expected to critically evaluate the rationale for HRP, assimilate the principles behind HRP, explain the importance of all internal factors when designing the HRP, discuss the importance of external (environmental factors) factors when designing the people, devise suitable implementation and monitoring processes to reinforce the HRP and describe the major approaches to people resourcing used by organizations in the modern world. Topics of study include; Human Resource Planning, Principles behind HRP , Internal factors when designing the HRP, External environmental factors when designing the HR Plan, Implementation and

monitoring processes to reinforce the HRP and Major approaches to people resourcing used by organizations in the modern world.

18.3.2 RESEARCH METHODOLOGY - (HRM 312)

The course intends to equip students with knowledge and skills in research methodology so as to conduct research and present ideas in a coherent way. In addition, students will be expected to discuss qualitative and quantitative research methods in management, design a research, present both quantitative and qualitative research findings, explain the use of research in policy making in business environment, discuss basic vocabulary, concepts and methods of business and management research, synthesize research literature that improves management and business decision making process and plan a research study that improves management and business decision making process. Topics of Study include: Introduction to Research Methodology, Research Process, Writing the Research Proposal, Types of Survey, Sampling Techniques, Significance and Data Sources.

18.3.3 HR INFORMATION MANAGEMENT SYSTEM- (HRM 313)

The course aims at assisting students to understand the importance of information systems as organization's strategic resource and how they can be used to improve the competitiveness of organizations. Students are also expected to discuss the use of information as a strategic resource in organizational contexts, evaluate the impact of electronic commerce in the way business is conducted, differentiate between information systems and information technology, develop strategies for interfacing integration of technical and business staff, identify new working patterns to improve a given situation and evaluate cultural/generational dimensions of Information Technology acceptance.

18.3.4 HUMAN RESOURCE TRAINING AND DEVELOPMENT- (HRM 314)

The aim of this course is to equip students with the knowledge and understanding (both theoretical and practical) to make a substantial contribution to the management of learning in contemporary organisations. On completion students should be able to give appropriate and timely advice on the development of training and learning programmes, and on wider HRD

policy matters. Topics of study include: formation of HRD strategy, policy and training interventions, different approaches to learning and development, effective evaluation and ethics with emphasis being on current developments in the field.

18.3.5 HUMAN CAPITAL MANAGEMENT- (HRM 315)

The course aims at equipping students with knowledge of principles and aspects of Human Capital Management in the Human Resource Development in which businesses function. Additionally, students will be expected to explain the essence of Human Capital Management, discuss the Practice of Human Capital Management, analyze the practice of Human Capital Management, examine the Future of HR in HCM and apply the Skills HR Specialist Need for HCM.

18.3.6 ADVANCED ENGLISH FOR ACADEMICS-(HRM 316)

This course aims at assisting students, particularly the degree completion students have an in-depth understanding academic writing. In addition the students will get an in-depth understanding of arguments in essay writing, write very good essays, use appropriate referencing styles, present arguments using fallacies and use well-articulated English for both written and spoken forms.

18.3.7 PAYROLL MANAGEMENT-(HRM 321)

This course provides a foundation in payroll administration management and accounting. Topics include: Pay Structure, Salary Control Systems, and Payment by Results Payment by Results, Payroll calculations for earnings, taxes, and withholdings; maintain personnel records; and analyze payroll transactions. This course is intended for accounting students and professionals with a need to understand payroll basics.

18.3.8 ORGANIZATIONAL BEHAVIOUR I1- (HRM 322)

The course aims at enhancing students understanding of organizational behavior. Students will also be able to describe organizational behavior in its broadest multi-disciplinary context, analyze the theoretical and practical aspects of organizational behavior, explain the role of leadership in organizing community-based activities, discuss the relevance of the interplay between authority, power and politics and analyze models of organizational behavior.

18.3.9 PERFORMANCE MANAGEMENT AND COUNSELLING-(HRM 323)

The aim course enhances students to understand the performance management skills. In addition students should be able to state the meaning of Performance Management, analyze succession Planning, discuss procedures for employee engagement, explain how a company can retain top performers in company, discuss competency development and counselling and explain how performance can be evaluated. It also address issues such as the inability to deliver on agreed goals or standards, continued and unexplained absences or tardiness, and consistent non-adherence to work instructions.

18.3.10 ORGANIZATIONAL DEVELOPMENTS- (HRM 324)

To provide students with principles and concepts required to develop organizations. In addition students should be able to discuss the nature of Organization Development, explain the key elements of Organization Development, appreciate the importance of developing organizations and apply the principles and procedures in developing organizations.

18.3.11 APPLIED HUMAN RESOURCE MANAGEMENT-(HRM 325)

The course intends to assist students develop an understanding of the nature of Human Management. Students will also discuss the nature of Human Resources Management explain the key elements of Human Resource Strategy and how it relates to other business functions, discuss the legal implications of various human resource management practices, explain the importance of developing human resources and the value of creating a learning organization and apply the principles and procedures associated with the major Human Resource Management areas.

18.4.0 FORTH YEAR

18.4.1 MANAGEMENT OF UNORGANIZED LABOUR-(HRM 411)

Most of the labour force in Malawi is informal. The aim of this course is to equip the students with knowledge of how to handle informal labour in view of the constitutional provisions and standard international labour practices. The course highlights some specifications in the context of ongoing modernization and development. It also focuses on the varied facets that have to be grappled with in building their organizations as they struggle to survive. Topics for the course include; Unorganized Labour, Concept, nature, size and structure, Unorganized Labour in the Different sectors, Employees in small and Medium Enterprises, Human Rights and Unorganized Labour, HRD Interventions for Unorganized Labour.

18.4.2 SOCIAL SECURITY- (HRM 412)

The aim of this course is to acquaint the students about social security and welfare measures, in the statutes books, applicable to various kinds of organizations for the benefit of workers. Topics include explaining the meaning, scope and domain of social security, discussing tenets of Employee's Compensation, analyzing provisions of the National Pension Fund Act, 201, explaining the maternity Act and assessing Minimum Wages, Gratuities and Bonuses

18.4.3 STRATEGIC MANAGEMENT-(HRM 413)

The course aims at enhancing students' understanding of Strategic Management. Students are expected to describe strategy formation, discuss strategy evaluation and choice, explain the historical development of Strategic Management, explain the psychology of strategic management state reasons why strategic plans fail and discuss limitations of strategic management.

18.4.4 HUMAN RESOURCE AUDIT- (HRM 414)

The primary purpose of human resource audit is to assess how various units are functioning and how they have been able to meet the policies and guidelines which were agreed upon and to assist the rest of the organization by identifying the gap between objectives, lay-out and results achieved. This course, therefore, equips students with knowledge and understanding of how

perform human resource audit in an organization to enable then formulate plans for corrections or adjustments.

18.4.5 POLICY ANALYSIS- (HRM 415)

The aim of the course is to equip students with knowledge and skills in formulating and analyzing policies in organizations. Students are also expected to discuss the policy making process, state the role of policy analysis in the policy making process, recommend preferred policies and evaluate policy performance.

18.4.6 STRATEGIC HUMAN RESOURCE MANAGEMENT-(HRM 421)

The fundamental aim of strategic HRM is to generate organizational capability by ensuring that the organization has the skilled, engaged, committed and well-motivated employees it needs to achieve sustained competitive advantage .The course aims at providing students with principles and concepts required to strategically develop human resources in organizations so as to respond to competitive needs. Students will also be expected to explain the nature of strategic Human Resource Development (HRM), discuss the importance of developing Human Resources and the value of creating a learning organization, apply the principles and procedures associated with HRM and handle HRM issues in organizations.

18.4.7 CHANGE MANAGEMENT- (HRM 422)

The course aims at providing students with conceptual foundations in analytical skills for understanding and managing change. Students will also be able to explain the nature of change and change management, analyze the systematic process involved in managing change, apply popular models in change management, use various interventions in managing change and formulate effective evaluation techniques of interventions.

18.4.8 INDUSTRIAL RELATIONS- (HRM 423)

The course aims at providing students with tools and concepts required for handling industrial relations. Students will also be expected to explain the context in which Industrial Relations System exist and function, analyze the roles and influences of the social partners, discuss the

nature of employee involvement and the process of collective bargaining, explain causes of industrial action and assess the impact of policies introduced to minimize / resolve industrial action.

18.4.9 INTERNATIONAL HUMAN RESOURCE MANAGEMENT - (HRM 424)

The course intends to equip students with knowledge and skills and enable them develop an understanding of the nature of International Human Resource Management (IHRM)for them to maximize the productivity, efficiency and effectiveness of the organizations' key resource; the people. In addition students will examine the principal elements and theories of IHRM as they relate to the role of the HR professional; analyze ethical issues and dilemmas which affect the management of people; discuss the importance of International Human Resource Planning (IHRP) for the effective conduct of the organization's activities; explain effective recruitment which is crucial to the successful functioning of an organization, The principal elements and theories of IHRM, Ethical issues and dilemmas, International Human Resource Planning (IHRP), Learning, training and development, Variety of forms of performance appraisal, Approaches to reward, recognition and performance management and Job design.

18.4.10 DISSERTATION- (HRM 425)

The course enables students to apply skills and knowledge gained in the entire programme under close supervision. Furthermore students are expected to conduct the study and submit/present project dissertation.

18.4.11 INTERNSHIP-(HRM 426)

Internship/industrial attachments will be done in fourth year, second semester for a period of not less than 8 weeks. Students will be attached to an agency involved in social work and shall complete between 240-320 hours of field work which will be rated as 90 practical hours. Each student will be supervised by a staff member from the agency who will give a report of the student at the end of the placement. A supervisor from among the faculty in Social Work Programme will also be identified to supervise the student three times during the placement and compile a report at the end. The student will also compile a report of the activities s/he was involved in during the attachment and will submit. The three reports will be assessed and based on that

assessment, the student will be given a mark which will be used for grading the internship. The internship reports from the department supervisor and the student shall constitute 40% respectively, while the agency report shall constitute 20%.

Students who are already employed shall be allowed to fulfil their internship requirements at their place of employed so long as they implement a specific project or assignment related to social work under the supervision of a staff member from the organization. The report will then be assessed by the student's immediate supervisor at the work place and an assigned supervisor from the department. Weekend and on-line student not working will be subjected to the normal procedures as they apply to- day release students.

YEAR ONE **SEMESTER ONE**

1) Program	**Bachelor of Human Resource Management**
2) Course	**Introduction to Business**
3) Code	**HRM 111**
4) Year	**One**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Contact hours	**2x1 hours per week**
8) Tutorial	**2x1 hours per week**
9) Method of Assessment	**60% Examinations**
	40% Course work (Assignments)

10) Course Aim

To introduce students to the nature and purpose of business resource mobilization and management.

11) Course Objectives

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

a) Describe the nature and purpose of business in terms of businesses functions.
b) Identify the structure and classification of business.
c) Assess the different reasons why businesses exist.

d) Illustrate the different stakeholder perspectives in business.

e) Explain how the external environment creates opportunities and threats for a business.

f) Discuss factors that influence production and marketing in a business.

12) Topics of Study

I. Nature and Purpose of Business

(a) Needs of different Stakeholders in a Business

i. Shareholders,

ii. Customers,

iii. Employees,

iv. Management,

v. Suppliers,

vi. Creditors and government

(b) Inputs required by a business

i. Labour,

ii. Suppliers,

iii. Finance,

iv. Land,

v. Management skills

(c) Accountability

i. Shareholders

ii. Other Stakeholders

II. **Structure and Classification of Business**

(a) Classification of businesses by sector

i. Primary

ii. Secondary

iii. Tertiary

(b) . Legal structures

i. Sole trader,

ii. Partnership,

iii. Franchise,
iv. Private Limited Company,
v. Public Limited Company
vi. Trust

(c) The Private Sector and the Public Sector

III. Business Objectives

(a)Meanings of Terms

i. Corporate Aims
ii. Corporate Objectives
iii. Corporate Strategy
iv. Accounting Terms and Statements

(b) Objectives through the Life of Business

i. Survival
ii. Break-even
iii. Growth
iv. Profit maximization
v. Market share
vi. Diversification

(c) Objectives of the various stakeholders

i. Shareholders,
ii. Customers,
iii. Employees,
iv. Management,
v. Suppliers,
vi. Creditors and government

IV. External Environment

(a) Changes in external factors

i. Interest rates
ii. Exchange rates

iii. Inflation
iv. Unemployment
v. Government legislation
vi. Technology

(b) PEST (political, economic, social and technological influences) Analysis

(c) Other Influences on Business Activity

i. Environmental
ii. Cultural
iii. Moral and ethical

V. Factors that Influence the Scale of Production

(a) Scale of Production

(b) Location of Business

VI. Quality and Stock Levels in Production

(a) Achieving Quality

(b) Self- checking versus Inspection

(c) TQM (Total Quality Management)

(d) Benchmarking

(e) Continuous Improvement (Kaizen)

(f) JIT (Just- In- Time) System of Stock Management

VII. Marketing in Business

(a) Marketing Process

(b) Marketing Strategy

(c) Market Research

(d) Market for Product

(e) Marketing Plan

(f) Market Mix

(g) Niche Market

(h) Mass Market

VIII. Sources of Finance for Different Business Purposes

(a) Short- term

(b) Medium -term

(c) Long- term

(d) Overdraft for temporary expansion of stock levels

(e) Relative benefits and drawbacks of each type of finance

13) Prescribed Texts

Daniels, J, (2013) *Introduction to Business*, Pearson Education, New York.

Laura, D., (2009) *Introduction to Business*, McGraw Hill Higher Education, London.

Griffin, R.P., (2009) *Introduction to Business*, Pearson Education, New York.

Michael, R., (2012) *Introduction to Business*, John Wesley and Sons, London.

14) Recommended Readings

Hill, C., (2010) *Introduction to Business*, McGraw Hill Higher Education, London.

Joseph, R., (2010) *Introduction to Business*, McGraw Hill Higher Education, London.

Rugman, A., (2012) *Introduction to Business*, 6th Edition Financial Times Prentice Hall, London

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Business Communication**
3)	**Code**	**HRM 112**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To equip students with basic concepts of the communication process in a business environment.

11) Course Objectives

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

a) Define Business communication.
b) Explain the communication process.
c) Draft Business correspondence from a variety of given data in both written and graphical form.
d) Identify the most common barriers to successful communication.
e) Illustrate how common barriers to communication can be overcome.
f) Discuss the role of Meta communication in Business.
g) Describe the internal mechanism needed for Business communication and how to ensure that these are effective.
h) Determine the general and specific purposes of formal presentations.
i) Explain how information technology and current developments in communications technology help Business efficiency.

12) Topics of study

I. Business Communication Background and Theory

(a) Purpose of Business communication and definitions
(b) The communication process
(c) Key factors for effective communication
(d) Barriers to effective communication and techniques for overcoming them
(e) Modes of communication and the relevant advantages and disadvantages of each

II. The Basic of Communication

(a) The importance of language (range of vocabulary, appropriateness and tones)
(b) Non Verbal communication and self-presentation

(c) Personal communication skills

i. Effective reading

ii. Verbal skills (speaking)

iii. Listening

iv. Note taking

III. Written Communication

(a) The written word(accuracy, spellings and punctuation and a range of vocabulary)

(b) General approach to business correspondence

IV. Business correspondence – practical applications

(a) Reports and reporting

(b) Letters

(c) Press release

(d) Job description

(e) Memos

(f) Briefs

(g) Direct mails

(h) Advertisements, mail shots etc.

V. Oral Communication

(a) Purpose of presentations and speeches

(b) Organizing a presentation

(c) Presentation skills

(d) Choice of visual aids

(e) Using the telephone

VI. Visual Communication

(a) Nature and purpose of Audio and visual aids

(b) Designing Audio- Visual Aids

(c) Presenting statistic information

(d) Designing corporate identity

VII. Interviewing and Meetings

(a) Different types of interview and meetings

(b) Forms, structure and procedures

(c) Documentation for meetings

VIII. Information Technology and Business Communication

(a) Use of IT in Business organization

(b) Electronic communication systems

IX. Information Technology: presentation and processing of information

(a) Word processing

(b) Desktop publishing

(c) Electronic or web publishing

(d) Gathering and organizing information

13) Prescribed Texts

Thill, J. and Bovee, C. (2014), *Excellence in Business Communication* (14th Edition), Prentice Hall

14) Recommended Texts

Bovee, C. Thill, J. and Schatzman, B. (2012) *Business Communication Today* (7th Edition), Prentice Hall

Murphy, H.Hildebrandt, H. and Thomas, J (2010), *Effective Business Communications,* McGraw-Hill College

RRC Business Training (2011) *Business Communication*, Wimbledon, The ABE

Kelcher, M. (2012) *Better Communication Skills for Work*, 7th Ed, Woodlands, London BBC Books

1) Program **Bachelor of Human Resource Management**

2) Course **Business Mathematics**

3) Code **HRM 113**

4) Year **One**

5) Presented to **Senate**

6) Presented by **School of Management**

7) Contact hours **2x1 hours per week**

8) Tutorial **2x1 hours per week**

9) Method of Assessment **60% Examinations**

40% Course work (Assignments)

10) Course Aim

This course aims to provide introductory understanding of the various mathematical tools used in business applications.

11) Course Objectives

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

a) Define basic terms in the areas of business calculus and financial mathematics.

b) Explain basic methods of business calculus, types and methods of interest account and their basic applications in practice.

c) Solve problems in the areas of business calculus, simple and compound interest account, use of compound interest account, loan and consumer credit.

d) Discern effects of various types and methods of interest account.

e) Use matrices and determinants.

f) Explain acquired knowledge and skills with practical problems in financial practice.

12) Topics of Study

a. Ratio, Proportion and Percentage

(a) Ratio- Definition, Continued Ratio, Inverse Ratio, Proportion, Continued Proportion, Direct Proportion, Inverse Proportion, Variation, Inverse Variation, Joint Variation, Percentage- Meaning and Computations of Percentages.

b) Basic rules of probability, Sampling theory and the central limit theorem, Scatter Diagrams

c) Profit And Loss

Terms and Formulae, Trade discount, Cash discount, Problems involving cost price, Selling Price, Trade discount and Cash Discount. Introduction to Commission and brokerage, Problems on Commission and brokerage.

b. Interest

(a) Simple Interest, Compound interest (reducing balance & Flat Interest rate), Equated Monthly Installments(EMI)

(b) Shares and Dividends

(c) Concept of Shares, Stock Exchange, Face Value, Market Value, Dividend, Equity Shares, Preferential Shares, Bonus Shares.

c. Matrices and Determinants (up to order 3 only)

(a) Multivariable data, Definition of a Matrix, Types of Matrices, Algebra of Matrices, Determinants, Adjoint of a Matrix, Inverse of a Matrix via Adjoint Matrix, Homogeneous

(b) System of Linear Equations, Condition for Uniqueness for the Homogeneous system, Solution of Non-Homogeneous System of Linear equations (not more than three variables).

(c) © Condition for existence and uniqueness of solution, Solution using inverse of the coefficient matrix.

IV Mathematical Relationships

(a) Algebraic and graphical representations of Demand and Supply functions

(b) Changes in the Market

(c) The imposition of a Sales Tax on the Equilibrium Price and Quantity

(d) Break-Even analysis

(e) Effects of changes in the Cost and Revenue functions

(f) Limitations of simple Break-Even Analysis

v. Mathematical relationships

(a) Algebraic and graphical representations of demand and supply functions

(b) Changes in the market

(c) The position of a sales tax on the equilibrium price and quantity

(d) Break-even analysis

(e) Limitations of simple break-even analysis

13) Prescribed Texts

Francis A. (2010) *Business Mathematics and Statistics*, South Western, Cengage Learning

14) Recommended Readings

Anderson, D., (2007) *Business Statistics for Contemporary Decision Making,* John Wiley and Sons, London

Burton G, Carrol G, Wall S, (2001), *Quantitative Methods for Business and Economics,* Prentice Hall

Cryer, J., (2009) *Statistics for Business*, Butterworth – Heinemann Ltd, London

Gert, N., (2010) *Statistical Methods for Business*, McGraw Hill Higher Education, London**,**

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Introduction to Management Theory and Practice**
3)	**Code**	**HRM 114**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To acquaint students with the fundamental concepts in the field of management, including leadership, motivation, ethics, planning and organizational change

11) Course Objectives

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

a) define the basic terminology and vocabulary used in management
b) describe the role that individuals, groups, and culture play in the areas of management, leadership, human resources, and being a subordinate
c) evaluate the functions of management
d) critique the human-behavioral aspects of management including motivation, workplace equity, and demographic diversity
e) discuss the impact of information and technology on business and management
f) adapt principal management concepts and models into the workplace

12) Topics of Study

I. Business Organization

(a) Meaning and Objectives of Business Organization;

(b) Forms of Business Organization;

(c) Their advantages and limitations.

II. Nature of Management

(a) Meaning, definition, nature, purpose, importance and functions;

(b) Management as an art, science and profession;

(c) Management as social system;

III. Process of management

(a) Basic managerial roles and skills;

(b) Nature of managerial work.

IV. Evolution of Management Thought

(a) Contribution of Henry Fayol, F.W. Taylor and Max Weber to the management thought;

(b) Various approaches to Management- classical, human relations and behavioral, systems and contingency approaches;

(c) Meaning- need and importance, types and levels, advantages and limitations.

(d) Forecasting - need and techniques;

(e) Decision Making - types - process of rational decision making and techniques of decision making.

V Management Planning

(a) Concept, purpose and process of planning;

(b)Kinds of plans: strategic planning, tactical planning and operational planning, goal setting.

VI. Organizing and leading elements of organizing

(a) Division of work;

(b) Departmentalization;

(c) Distribution of authority;

(d) Coordination.

VII. Organization structure and design

(a) Work Specialization

(b) Departmentalization

(c) Chain of Command

(d) Span of Control

(e) Centralization and Decentralization

(f) Formalization

VIII. Management control

(a) Nature, purpose and process of controlling;

(b) Kinds of control system;

(c) Resistance to control;

(d) Controlling techniques;

(e) Social audit

13) Prescribe Texts

Robbins, S.P.Bergman, R., Stagg, I .and Coulter, M. (2008) *Management,* Pearson Educational, Australia

Smit,P.J.;Cronje,G.J.de Brevis,T.and Vrba,M.J.(2007) *Management Principles: A Contemporary Edition for Africa*, JUTA,CapeTown,South Africa.

14) Recommended Text

Donnelly H, Gibson T, (2009) *Fundamentals of Management*, Boston Irwin

Kinicki, A.W. (2012), *Management A Practical Introduction,* 9th Ed, McGraw-Hill Education (ISE Editions)

Business, 9th Edition Harlow, Essex, Longman

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Economics 1- (Micro-Economics)**
3)	**Code**	**BPS115**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of the course is to introduce students to basic microeconomic concepts that will provide a foundation to economic analysis including the analysis of economic decisions in the ordinary business of life.

11) Course Objectives

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

a) Describe the object and methods of economics.
b) Explain Traditional, Keynesian and Modern economic theories.
c) Explain the benefits and limitations of Law of Demand and its application.

d) Discuss the benefits and limitations of Law of Supply and its application.

e) Apply the theories of firm for decision making.

f) Test the logic of economic decisions and independently draw conclusions for individual and collective actions.

g) Communicate impact of economic decisions with technical and correct terminologies.

12) Topics of Study

I. Introduction to Economics.

(a) Definition of Economics

(b) Key economic concepts

(c) Positive and Normative Economics

(d) Micro and Macro economic theories: Traditional, Keynesian and Modern

(e) Relationship between Micro and Macroeconomics

(f) Kinds of Economic Decision

(g) Economics Principles relevant to managerial decisions,

(h) Scope of managerial economics

II. **Demand Analysis**

(a) Concept of Demand

(b) Law of Demand

(c) Scarcity and Demand

(d) Factors affecting demand

(e) Demand Functions, shift in demand curve

(f) Income and demand

(g) Income and substitution effects

(h) Other factors affecting demand

(i) Demand forecasts

(j) Elasticity of Demand and its types.

III. Supply Analysis

(a) Supply Curve,

(b) Factors affecting Shift in Supply

(c) Change in Supply vs Change in Quantity Supply

IV. Theory of Firm

(a) Modern Theories of Firm

(b) Profit Maximization

(c) Sales Maximization

(d) Organizational Slack.

(e) Types of Market Structure: Perfect Competition, monopoly, Monopolistic and Oligopoly Market

V. Economic Systems

(a) Traditional Economies.

(b) Planned Economies.

(c) Market Economies.

(d) Mixed Economies.

VI. Monetary Policy

(a) Concept of Monetary Policy: Framework, tools and operation of monetary policy

(b) Key Policy Rates: CRR, SLR, Bank Rate, MSLR, Repo and Reverse Repo and impact on individuals, business and economy

(c) Fundamental Principles and Supervision for liquidity risk management.

13) Prescribed Texts

Mankiw, N. G (2012), *Principles of Economics,* South Western, UK

Hubbard, R.G (2013) *Economics*, Pearson, New York

Lipsey, R.G (2011), *Economics,* Pearson Canada

14) Recommended Reading

Mankiw, N., (2012)) *Economics,* Thomson Learning, London

McConnel, C.R., (2010)) *Economics,* McGraw Hill Higher Education, London

Slavin, S.L., (2012)) *Economics*, McGraw Hill Higher Education, London

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**English for Academic Purposes**
3)	**Code**	**HRM 116**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of this course is to build the students' essay writing abilities and equip them with effective writing and reading skills for effective academic communication.

11) Course Objectives

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

a) Take down notes during classes
b) Make their own notes when they study
c) write satisfying essays
d) compose effective arguments
e) use required referencing styles
f) present arguments using fallacies
g) present arguments orally with confidence

12) Topics of Study

I. Types of communication skills

a) Listening
b) Reading
c) Writing
d) Speaking

II. Writing Skills

(a) Sentence development
(b) Subject-verb agreement
(c) Sentence organizing
(d) Punctuation
(e) numbering

III. Note Making and Note Taking

a) Definitions
b) Similarities and differences
c) How to make notes
d) How to take notes
e) Importance of taking and making notes

IV. Academic Essay Writing

a) Types of essays
b) Setting up a topic

c) Analyzing a given topic

d) Essay lay out

- The introduction

  Establishing the context

  Defining important terms, phrases and concepts

  Laying out a position

- The body

  Building an argument

  Arguing from sources

  Avoiding faulty reasoning

  Strategies that strengthen the argument

- The conclusion

  Working up a conclusion

  Cutting to meet word length

  Reviewing the essay presentation

V. Referencing and Plagiarism

a) Definitions

b) Effects of plagiarism

c) In text citations

d) Bibliography/ List of references

- Annotated Bibliography

e) Referencing Styles

- APA
- Harvard
- Chicago
- MLA

f) Foot Notes and End Notes

VI. Fallacies

a) Hasty generalization

b) Ad hominem
c) Appeal to pity
d) Begging the question
e) Red herring
f) Non sequitur
g) Fallacy fallacy/ argument from fallacy

VII. Public Speaking and Oral Skills

a) Preparing a presentation
b) Building confidence
c) Analyzing the audience
d) Managing presentation time

VIII Principles of Effective Writing

a) Completeness – the 5Ws and H grid
b) Conciseness – avoiding 'wordy' sentences
c) Clarity – choice of words
d) Correctness – mechanics (spelling and punctuation) and content
e) Concreteness – choice of words and phrases

IX Framework for Effective Writing

a) Determining the purpose.
b) Analyzing the audience.

X **Sources of Information and Information Gathering**

a) Brainstorming
b) Keeping a journal
c) Asking questions – the 5Ws and H
d) Researching

13) Prescribed Texts

Craswell, G. and Poore, M. (2005) *Writing for Academic Success* London Sage

Mbano, Z. (2008) *English Language Skills: A Handbook for College Students,* Zomba, Chancellor College Publications

14) Recommended Readings

Clouse, B.F. (2010). *Patterns for a Purpose A Rhetorical Reader.* (6th Edition). New York McGraw Hill.

Crucius, T W and Channell, C E. (2000).*The Course Aim of Argument: A Rhetoric and Reader (*3rdEdition) California Mayfield.

Lagan, J (2002).*English Skills with Readings.* (5th Edition). Boston McGraw Hill.

Lannon, M.J. (1988). *The Writing Process (*.6th Edition). Longman New York.

Ridley, D. (2006). *The Literature Review* Jersey Prentice Hall.

YEAR ONE **SEMESTER TWO**

1)	**Programme**	**Bachelor of Human Resource Management**
2)	**Course Title**	**Introduction to Entrepreneurship**
3)	**Course**	**HRM 121**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Number of Lectures per Week**	**2x2 hour ((1 Semester)**
8)	**Number of Tutorials per Week**	**2x1 hour ((1 Semester)**
9)	**Method of Assessment**	**Course Work 40 %**
		Final Examinations 60%

10) Course Aim

The course aims at developing students' self-reliance skills and strategies for Entrepreneurship.

11) Course Objectives

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

a) demonstrate an understanding of the concept of entrepreneurship
b) differentiate between management and entrepreneurship
c) develop viable start-ups that are capable of competing in a business environment
d) provide advisory and consultancy services on entrepreneurship
e) identify qualities and characteristics of a successful entrepreneur
f) discuss challenges and causes of failure in entrepreneurship
g) discuss the advantages and risks associated with misuse of resources including time

12) Topics of Study

I. Introduction to Entrepreneurial Studies

(a) The concept of Entrepreneurship
(b) Functions of an Entrepreneur
(c) Characteristics of an Entrepreneur
(d) Differences between the entrepreneur and the Owner Manager of a Business Enterprise
(e) Historical Background of Entrepreneurship

II. Management

(a) Meaning of Management
(b) The Scope of Management
(c) The Concepts of Management in Profit and Non-Profit Organizations
(d) Management versus Entrepreneurship

III. Discovering Business Opportunities

(a) Identifying and recognizing opportunities
(b) Distinction between a business idea and a business opportunity
(c) Sources of business opportunity

(d) Considerations for choosing a business opportunity

IV. Qualities and Characteristics of a Successful Entrepreneur

(a) Qualities of a successful entrepreneur

(b) Concept of entrepreneurship

(c) Potential Entrepreneurs

(d) Support to large industries

V. Environment of Entrepreneurial Development

(a) Environmental variables of concept of entrepreneurship

(b) Environmental factors

(c) Adaptive Mechanisms to entrepreneurial environment

VI. Challenges and causes of Failure in Entrepreneurship

(a) Constrains faced by entrepreneurs

(b) Factors responsible for failure of entrepreneurial outfits

(c) Overcoming challenges and failures

VII. Money Management

(a) Nature of money management

(b) Productive ways of making money

(c) Managing money effectively

VIII. Developing a Feasibility Analysis and Crafting a Business Plan

(a) Conducting a Feasibility Analysis and Crafting a Winning Business Plan

(b) The meaning of a feasibility studyThe purpose of a feasibility study

(c) What is a business plan

(d) The structure of a typical business plan

(e) Differences between a feasibility report and a business plan

IX. Understanding Entrepreneurship

(a) Common Myths about Entrepreneurs

(b) Decision to become an Entrepreneur

(c) Managing and Growing an Entrepreneurial Firm

X. Financing the Start- up Enterprise

(a) Meaning of Entrepreneurial Financing
(b) Considerations of Financial Institutions in Evaluating a Loan Proposal
(c) Pitfalls in Financing a Business Enterprise which the Entrepreneur should know

XI. Introduction to the Capital Market

(a) Nature of Capital Markets
(b) Capital Market Operations
(c) Benefits of investing in the quoted companies
(d) Market Efficiency
(e) Development of Stock Markets

XII. Time Management

(a) Definitions, Nature and Concepts of Time Management
(b) Meaning of Time Management
(c) Management of Time
(d) Usefulness and dangers associated with not using time efficiently

13) Prescribed Texts

Scarborough, N.M. (2013) *Essentials of Entrepreneurship and Small Business Management*, 6th Ed, Pearson Horizon Editions, London

Karcisky T. (2017). *The hand book of Entrepreneurship,* Wiley black well

14) Recommended Readings

Burns, P., (2006) *Community Development and Small Business*, Palgrave Macmillan, London

Katz, J., (2010) *Entrepreneurial Small Business*, McGraw Hill Higher Education, London
Bateman, T.S.and Snell, S.A. (2011). *Management: Leading and Collaborating in a Competitive World* (8th edition). Boston: McGraw-Hill.

Morris, M.H., Kuratko, D.F.and Covin, J.G. (2011*). Corporate Entrepreneurship and* I*nnovation,* 3rdEd.South-Western

Program	**Bachelor of Arts in Human Resource Management**
1) Course	**Introduction to Business Law**
2) Code	**BBA 122**
3) Year	**One**
4) Presented to	**Senate**
5) Presented by	**Faculty of Commerce**
6) Contact hours	**2x1 hours per week**
7) Tutorial	**2x1hours per week**
8) Method of Assessment	**Examinations 60%**
	Course work 40% (Assignments)

9) Course Aim

The aim of this course is to help students understand basic legal terms and concepts used in law pertaining to business .Secondly the course will help students comprehend the applicability of legal principles to situations in the business world by referring to few decided leading cases

10) Course Objectives

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

a) explain the law of contract, agency, employment, tort, sales of goods, bills of exchange and negotiable instruments

b) evaluate partnerships
c) discuss the company Act
d) discuss modalities of company management and Board Meetings
e) discuss consumer protection
f) discuss the law of agency
g) explain the use of ICT in modern business

11) Topics of study

I. Contracts

(a) Definition, kinds and concepts of contracts.

(b) Offer and Acceptance

(c) Consideration

(d) Capacity of Parties

(e) Free Consent

(f) Legality and Objects of consideration

(g) Void Agreements

(h) Performance of Contract.

(i) Discharge of Contract and Remedies

II. The Sale of Goods

(a) Contract of Sales of Goods
(b) Conditions and Warranties
(c) Transfer of Property
(d) Performance of a contract of sale
(e) Rights of unpaid Seller

III. Partnership

(a) Concept of partnership:-
   i. Partnership and company, joint family firm
   ii. Test for determination of existence for partnership.
   iii. Kinds of partnerships
(b) Registration, Effects of non-registration.
(c) Rights and duties of partners towards other partners.
(d) Authority of partner and liabilities towards third parties
(e) Admission, retirement, expulsion of partners and their liabilities
(f) Dissolution of the firm

IV. Incorporation of Companies under the Company Act

(a) Company-Definition, Meaning, Features and Types of Companies
(b) Incorporation of a Company- Memorandum of
(c) Association, Article of Association and Prospectus,
(d) Statement in lieu of Prospectus and share capital structure

V. Company Management and Board Meetings

(a) Administrative Hierarchy
(b) Board of Director –

i. Director- Legal Position, Appointment, Qualification,
ii. Disqualification, Removals Power, Duties, Liabilities etc.
iii. Managing Director – Meaning, Appointment, and
iv. Disqualification. Manager-Meaning, Disqualification.

(c)Company Meetings-

i. Meaning of meeting-General Board meeting – statutory
ii. Meeting, Annual General meeting, extra- ordinary General/Board Meeting.

13) Prescribed Text

Abboth, K. R. (2009) *Business Law*, DPP Publication, London

Chilumpha, C. (1999) *Introduction to Company Law of Malawi,* Commercial Law Centre, Blantyre

Company Act No15 of 2013

Cheeseman, H. R. (2009) *Business Law,* Pearson Education, London

14**) Recommended Reading**

Miller, R.L Jentz G.A (2008) *Fundamentals of Business Law: Summarized Cases* (9th Edition) South-Western College Publications.

Miller, J. Barnes, A.J. Bower L.T. (2009) *Business Law: The Ethical Global and E-Commerce Environment* (14th Edition) McGraw Hill/ Irwin

Clarkson, K.W. Miller, R.C. Gaylord A.J. Cross F .B. (2008) *Business Law: Text and Cases (West Business Law)* (11th Edition), South-Western College/West

Cross, F. B. Miller R.L. (2011*) The Legal Environment of Business* (8th Edition), South Western College

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Computer Applications**
3)	**Code**	**HRM 123**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To equip students with skills and a knowledge of principles and aspects of computer applications in respect of systems, development and applications software.

11) Course Objectives

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

a) describe the parts of a modern PC and how they are configured.
b) explain the development of Intel's family of microprocessors
c) operate a range of input/output devices and secondary storage systems
d) carry out basic housekeeping in both GUI and command line environments
e) identify risks inherent in the use of computers in a commercial environment

f) analyse a typical PC local area network (LAN), its component parts and its relationship to other more extensive networks

g) discuss the major types of processing systems, including client-server and distributed processing

h) assess different processing methods and their relationships to the various categories of software.

12) Topics of Study

I. Parts of a modern PC and how they are configured,

(a) PC internal components.

(b) Significant features of the main printed

(c) circuit board (motherboard)

II. Development of Intel's Family of Microprocessors

(a) Current trends in microprocessor development

(b) Microprocessor development and nomenclature

(c) Major components of a macro-processor and how they interact.

(d) Development of multi-processor architectures

III. Input/output devices and Secondary Storage Systems

(a) Input, output and hybrid devices

(b) Devices using appropriate terminology

(c) The latest technological developments and make recommendations regarding their integration into a commercial environment

IV. Disk Management and Describe how to carry out basic housekeeping

(a) Creating, list, move, copy, delete and recover files and directories (folders) in both environments

(b) File storage system

(c) Housekeeping tasks.

V. The use of computers in a commercial environment

(a) Principles of risk assessment in a commercial IT environment

(b) Hazards in a commercial IT environment

(c) Business contingency plan for a commercial organization.

VI. PC local area network (LAN),

(a) Its component parts and its relationship to other more extensive networks

(b) Major building blocks of a LAN including any security devices or software

(c) Major LAN topologies and protocols

(d) LAN and the Internet

VII. The major types of processing systems,

(a) Client-server and distributed processing

(b) The major processing systems including client-server and distributed processing systems

(c) Licensing and cost implications of competing environments

(d) Virtual server and conventional server environment

VIII. The various categories of software, such as

(a) Systems, development and applications software

(b) Need for operating systems

(c) The need for development software,

(d) comparing and contrasting the major development environments

(e) The use of and need for applications software

(f) The relative merits of competing brands and/or

(g) Technologies in each of the three environments

13) Prescribed Texts

Amer, B., (2010) *Computers in Our World,* Course Technology, London

French, C.S., (2012) *Computer Science,* Thomson Learning, London

Mathews, J., (2009) *Computer Networking,* John Wiley and Sons, London

14) Recommended Readings

Impagliazzo, J., (2012) *Computer Science*, John Wiley and Sons, London

Capron HL, Johnson JA, (2012) *Computers Tools for an Information Age,* Pearson Education Ltd, London, GB

O'Leary,T, (2010) *Computing Essentials, McGraw* Hill Higher Education, Mallory Price, GB

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Financial Accounting I**
3)	**Code**	**BAC 124**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

This course aims to provide students with the basic concepts and practices of financial accounting with a view to develop their skills in preparing and presenting the financial statements of an organization as a part of the accounting information system.

11) Learning Objectives

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

a) explain concepts of accounting and the uses of accounting information

b) discuss recording, handling and summarizing Accounting Information

c) explain and work- out income statements, balance sheet, work sheet, statements of cash flows

d) write an Annual Report

e) explain the use of computers in Accounting

12) Topics of Study

I. Introduction

(a) Concept of accounting, forms of business organizations and nature of business activity;

(b) Users of accounting information and their needs;

(c) Fields of accounting; financial statements: the tools for communication;

(d) Generally accepted accounting principles;

(e) Qualitative characteristic of accounting information;

(f) Objectives of financial statements; the accounting profession

II. Recording, Handling and Summarizing the Accounting Information

(a) Role of source documents, Recording of transaction and events, the accounting equation;

(b) The double entry system;

(c) Analysis of transactions;

(d) Rules of debits and credits for assets, expenses, liabilities, capital and income;

(e) Cash accrual and hybrid system of accounting;

(f) Journal – general and special including cash and bank books;

(g) Role of vouchers, T - accounts;

(h) Trial balance;

(i) Concepts of the annual report and financial statements

III. Income Statement

(a) Concepts of income statement;

(b) Major components of income statements: revenues, cost of sales, gross margin, administrative expenses, selling and distribution expenses, gains and losses, net income and retained earnings;

(c) Formats of income statements;

(d) Retained earnings statements, preparation of income statement (vertical multi-step format)

IV. Balance Sheet

(a) Concepts of balance sheet;

(b) Major components of balance sheet: assets, liabilities and stockholders' equity;

(c) Preparation of balances sheet (vertical, classified format)

V. Work Sheet

(a) Accrual and adjusting entries;

(b) T-accounts, opening and closing entries;

(c) Preparation of Income statement and Balance sheet with adjustments using a work sheet.

VI. Statement of Cash Flows

(a) Cash flows and accrual accounting;

(b) Purpose of the statement of cash flows;

(c) Operating, investing and financing activities;

(d) Formats of statement of cash flows;

(e) Preparation of cash flow statement (vertical format)

VII. Annual Report

(a) Meaning and components of an annual report

VIII. Accounting Information System and the Use of Computers in Accounting

(a) Accounting information system in modern business organizations;

(b) Role of computers in accounting; recording transactions, extracting ledger, trial balance and presenting the financial statements received from the accounting package;

(c) Using computerized accounting software;

(d) Retrieving various reports from the system

13) Prescribed Text

Dauderis, H (2013) *Introduction to Financial Accounting*, Valley Education, Canada

Elliot, J. (2015) *Financial Accounting and reporting,* Pearson, London.

14) Recommended Readings

Porter, G. A. Norton, C. L (2013) *Financial Accounting*: An impact on Decision Makers, Cengage Learning.

Longhran, M (2011) Financial Accounting for Dummies, John Wiley and Sons, England

1) Program	**Bachelor of Arts Human Resource Development**
2) Course	**Principles of Marketing**
3) Code	**HRM 125**
4) Year	**One**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Contact hours	**2x1 hours per week**
8) Tutorial	**2x1 hours per week**
9) Method of Assessment	**60% Examinations**
	40% Course work (Assignments)

10) Course Aim

This course aims to provide concepts and principles of marketing with a view to develop students' skill in analyzing marketing opportunities and taking decisions in the key areas of the marketing mix.

11) Learning Objectives

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

a) define marketing management and its role
b) discuss the marketing concepts
c) explain the marketing tools and marketing mix
d) discuss market segmentation and targeting
e) explain why it is important for marketers to attempt to understand consumer and industrial buying behavior
f) discuss product mix
g) discuss pricing concept
h) discuss distribution concept
i) discuss product promotion

12) Topics of Study

I. Introduction

(a) Meaning and core concepts of marketing;
(b) Marketing management concept;
(c) Demand management and customer relationships;
(d) Marketing management cycle analysis, planning, implementation and control;
(e) Marketing management philosophies production, product, selling, marketing and societal marketing concepts;
(f) Marketing challenges in the new millennium.

II. Marketing Process and Environment

(a) Marketing process targeting consumers and developing marketing mix
(b) Marketing environment micro and macro environmental factors affecting marketing

III. Marketing Information System and Buyer Behavior

(a) Marketing information system concept and components
(b) Consumer behavior buying process and determinants
(c) Business buyer behavior buying process and determinants

IV. Market Segmentation and Targeting

(a) Market segmentation levels of market segmentation
(b) Bases for segmenting consumer and business markets
(c) Market targeting evaluation and selection of market segments
(d) Positioning concept and implementation

V. Product

(a) Concept and levels of product

(b) Product classifications

(c) Product life cycle

VI. Service

(a) Service marketing nature and characteristics of service

(b) Service marketing strategies – service-profit chain

(c) Service differentiation

(d) Service quality

(e) Service productivity.

VII. Pricing

(a) Concept of price and pricing

(b) Internal and external factors affecting price

(c) Pricing approaches cost-based, value-based and competition-based pricing

VIII. Distribution

(a) Concept of distribution

(b) Channel functions

(c) Channel levels for consumer and business markets

(d) Channel design decisions

(e) Channel management decisions

(f) Marketing logistics nature, importance, and goals

(g) Major logistics functions

(h) Integrated logistics management.

IX. Promotion

(a) The marketing communication process

(b) The promotion mix strategy push vs. pull strategies

(c) Advertising objectives and budgets, message and media selection

13) Prescribed Text

Kotler, P. (2015) *Marketing management,*14th Edition) Pearson Prentice Hall

Armstrong (2012) Principles *of Marketing* (14th Edition) Pearson Prentice-Hall.

14) Recommended Readings

Keegan, W., J., and Mark S, G., (2009)*, Global Marketing,* Prentice Hall

Kotler, Phillip (2008) *Marketing Management: The Millennium Edition,* Prentice- Hall

Strydom J, Jooste C, Cant M. (2010)*) Marketing Management* (8th edition), Jut and Co.

YEAR TWO **SEMESTER ONE**

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Introduction to Cost and Management Accounting**
3)	**Code**	**HRM 211**
4)	**Year**	**One**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of this course is to enhance students' understanding of costing methods and techniques and their application to the Malawian situation.

11) Course Objectives

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

a) discuss the principles of costing for materials and labour
b) analyse the principles of costing for overheads
c) calculate the cost of output
d) demonstrate the usage of costing principles in short-term and long-term decision-making
e) discuss the principles of standard costing
f) apply the principles of budgeting and budgetary control

12) Topics of Study

I. The Principles of Costing for Materials

(a) Cost and Material costing
(b) Difference between direct and indirect materials
(c) The importance of Stock Valuation
(d) The Ordering cycle for materials
(e) The Maximum and Minimum Stock levels and the Reorder level for Stock using the Economic Order Quantity(EOQ)model
(f) The impact on Recorded Profit of different Stock Valuation methods
(g) The relevant paperwork necessary to order materials
(h) The paperwork necessary to record Stock held and issues to production
(i) The differences between Physical and Book Stock
(j) Ledger Accounts to record the purchase, storage and usage of materials

I. The Principles of Costing for Labour

(a) The nature and difference between direct and indirect labour
(b) The need to accurately calculate and record labour costs
(c) The relevant paperwork necessary to record labour hours and cost
(d) The build-up of labour costs in respect of hourly paid, piecework, annual salary, overtime and bonuses
(e) Labour remuneration calculations
(f) Ledger accounts to record labour costs

II. The Principles of Costing for Overheads

(a) Direct and indirect overheads
(b) Overheads
(c) Cost centers
(d) Allocating and apportioning overheads to cost centers
(e) Allocation and apportionment of overheads to production and service cost centers, including step-down methods

13) Prescribed Texts

Skousen, J. C (2009) Managerial *and Cost Accounting,* Book boon.

Drury, C – (2011) *Cost and Management Accounting,* Thomson Learning, London

Horngren T. C (2010) *Management and Cost Accounting (4th edition),* Prentice Hall, Pearson

14) Recommended Texts

Horngren, A., (2008) *Cost Accounting*, Pearson Education, London

Raiborn, C., (2008) *Cost Accounting,* South – Western, London

Edenburg, L.G., (2014) *Cost Management,* 6th Edition, John Wiley and Sons, London.

1) Programme	**Bachelor of Human Resource Management**
2) Course Title	**Introduction to Managing People**
3) Course Code	**HRM 212**
4) Year	**Two**
5) Presented to	**Senate**

6) Presented by **School of Management**

7) Number of Lectures per Week **2x1 hour (semester 2)**

8) Number of Tutorials per Week **2x1 hour (semester 2)**

9) Method of Assessment **40% Course Work**

60% Final Examinations

10) Course Aim

To equip students with knowledge and skills in managing people for effective and efficient productivity in the organization.

11) Course Objectives

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

a) discuss the importance of effective people management
b) explain the factors that influence people management
c) evaluate the characteristics of high performance organization and the principles of high performance working
d) identify effective people management programmes that promote high performance.

12) Topics of Study

I. Importance of effective people management

(a) People performance
   i. Flexibility
   ii. Responsiveness
   iii. Enthusiasm for change
   iv. Entrepreneurialism
   v. Diversity and concern for employability

(b) Macro environmental factors and change on people management
   i. Globalization
   ii. Service excellence
   iii. Innovation

(c) Global Emergent Trends

i. Migration of work from Europe/USA /Asia to Malawi and the Africa region
ii. Replacement of people by technology
iii. Women in the labour market
iv. Ageing population
v. Ethical issues

(d) Attitudes of Employees

(e) Higher Performance Employees

I. **Factors that Influence People Management**

(a) Commitment and Effectiveness of People in Organizations

- Goals
- Leadership
- Team working
- Job design
- Psychological contract
- Work ethic and employee relations

(b) Training and Development

(c) Contribution of leadership at all levels

(d) Rewards and recognition on effective people performance

(e) Contribution of learning programmes for people management

(f) Basic framework factors

- Appraisal
- Grievance handling
- Disciplinary procedures
- Motivation theories
- People engagement in human resource management

III. Characteristics of High/Poor Performance Organizations

(a) Features of poorly performing organizations,

- Causes of poor performance
- Performance improvement and transformation

- Factors that affect organizational performance

(b) Leadership

- Culture
- Vision and values
- Employee relation and communications Culture of Engagement
- People Management and Performance

(c) People management framework and infrastructure

- Systems and processes for recruitment and selection
- Reward and recognition
- Empowerment and performance management

(d) Learning programmes for employees

(e) Legal and ethical implications of people management systems

13) Prescribed Texts

Bernard, H.J., (2009) *Human Resource Management*, McGraw Hill Higher Education, London

Bohlander, (2009) *Human Resource Management*, South Western, London

Cheatle K, (2015) *Mastering Human Resource Management*, Palgrave Macmillan, London

Gilmore, (2009) *Human Resource Management*, Oxford University Press, London

Weightman J, (2013) *Managing People*, CIPD, 2nd Edition

14) Recommended Readings

Armstrong, M. (2012) *Human Resource Management: Strategy and Action*, London Kogan Page

Fisher, C., (2016) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2009*) Human Resource Management*, Oxford University Press,

Judge, T.A., (2009) *Human Resource Management*, McGraw Hill Higher Education, Glasgow

Mondy, R., (2009) *Human Resource Management*, Pearson Education, London.

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Quantitative Techniques**
3)	**Code**	**HRM 213**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

This course is designed to acquaint students with methods of solving organizational problems using quantitative techniques. It provides an objective and systematic way to analyze and interpret data, reducing the possibility of subjective biases in decision making.

11) Course **Objectives**

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

(a) explain how and why statistical techniques are used in decision making
(b) use statistical and graphical means to displaying statistical data analyses
(c) present management data in a manner which is understandable to managers
(d) calculate relationships and forecasting
(e) work-out network analysis
(f) interpret quantitative data using frequency distributions

12) Topics of Study

I. Collection and presentation of numerical data

(a) Official sources of economics and business data

(b) Survey Method

(c) Questionnaire Design

II. Frequency Distribution

(a) Measures of location; mean; and Mode

(b) Measures of dispersion

i. Range

ii. Quartile deviation

iii. Standard Deviation

iv. Skewness

v. Coefficient of Variation

III. Relationships and Forecasting

(a) Correlation and Regression

(b) Time Series Analysis

i. Trend

ii. Cyclical

iii. Seasonal

iv. Random

IV. Index Numbers

(a) Price Relative Method

(b) Aggregate Methods

(c) Laspeyers and Paasche Index Numbers

V. Probability and Probability Distributions

(a) Uncertainty in day-to-day operations and planning

(b) Probability from a practical viewpoint

VI. Linear Programming

(a) Revision of Matrix Algebra and Inequalities
(b) Interpretation and Operation of Simplex Solution
(c) The dual problem, transportation and assignment problems and their solutions

13) Prescribed Texts

Anderson, D. R (2001) *Quantitative Methods (eighth edition)* Thomson Learning, London Brandimatrte, P. (2011) *Quantitative Methods: An Introduction for Business Management*, Wiley

14) Recommended Readings

Lucy, T. (2007) *Quantitative Techniques*, Macmillan Publishing Company, New York

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Employment Law**
3)	**Code**	**HRM 214**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To enhance students understanding of the nature of Labour and Industrial Relations law.

11) Course Objectives:

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

(a) Apply skills and techniques for analysis and decision making for labour law

(b) Relate the activities and knowledge of labour law with other organizational management functions.

(c) Articulate labour concepts and principle and contemporary and internationally recognized dispute resolution mechanisms as tools for conflict management.

12) Topics of Study

I. Sources of Labour Law

a) Sources of Labour Law
b) The Constitution
c) Statutes
d) Common Law
e) Case law
f) International Labour Standards
g) International law

II. Institutions of labour law

a) The Malawi Supreme Court of Appeal
b) The High Court
c) Industrial Relations Court
d) The Labour Office

III. The Employment Relationship

a) Employment status
b) The nature of the employment relationship
c) Types of employment
d) Parties to the employment contract
e) Formalities

IV. Terms of the Contract of Employment

a) Express Terms
b) Variation of Express Terms
c) Implied terms

V. Implied obligations of the employment contract

a) The employers' implied obligations
b) Payment of Remuneration
c) Provision of Work
d) Safety at Work
e) Protection of Employee Privacy
f) The employees' implied obligations

VI. Employment Contract Modalities

a) Acquisitioning or procuring staff
b) Disciplinary Action
c) Trade Union and Collective Bargaining
d) Industrial action
e) Termination of employment

VII. Wage and Salary Structures

(a) ILO statutes
(b) Malawi Labour Laws

13) Prescribed Texts

Abboth, K.R. *Business Law* (1998) Pitman Publishing, London

Altman V. (2003) *Employment Law*, Delmar Learning, New York

Chilumpha, C.H, (2003). Labour Law (Blantyre: Commercial Law Centre.)

David M. Trubek, D.M (2000), '*Transnationalism in the Regulation of Labor Relations International Regimes and Transnational Advocacy Networks' Law & Social Inquiry*, Vol. 25, No. 4 (Autumn, 2000), pp. 1187-1211,

Erika. W., (1995) '*Labor Standards in the Globalized Economy: The Inclusion of a Social Clause in the General Agreement on Tariff and Trade/World Trade Organization' Human Rights* Quarterly - Volume 17, Number 3, pp. 443-462

14) Recommended Readings

Kanyongolo, F.E, (2006) *Malawi: Justice Sector and the Rule of Law* (Johannesburg: AfriMAP).

Kevin ,K (2006) 'The New Politics of Linkage: India's Opposition to the Workers' Rights Clause Indiana Journal of Global Legal Studies - Volume 13, Issue 1, pp. 225-259, 67

Leary, T (1996) 'Workers' *Rights and International Trade: The Social Clause* (GATT, ILO, NAFTA, U.S. Laws)', in Bhagwati. J, and Hudec, R. (eds.) (1996) 'Fair Trade and Harmonization', Volume. 1 p.177.

Machika, M.R.E, (1983) *The Malawi Legal System: An Introduction* (Zomba: University of Malawi).

Nkowani. Z, (2009) '*International trade and labour: a quest for moral legitimacy*' (2009) Journal of International Trade Law and Policy, Vol.8 Issue: 1, Page: 4–24. ISSN: 1477-0024DOI:0.1108/14770020910959583

http://www.emeraldinsight.com/Insight/viewContentItem.do?contentType=Article&hdAction=lnkpdf&contentId=1784501&history=true

Nkowani.z. (2007) '*When Elephants Dance*, FDI and the SADC Charter of Fundamental Social Rights

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Macro-Economics**
3)	**Code**	**HRM 215**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To enhance students' understanding of Macro-Economics.

11) Course Objectives

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

a) illustrate national income as a measure of societal well-being
b) compute the equilibrium levels of national income using the Keynesian macroeconomic model in a closed and open economy
c) distinguish the effectiveness of monetary policy in a closed and open economy
d) discuss the possible impact of monetary policy on business decision-making
e) interpret the main objectives of government macroeconomic policy
f) summarize the fundamental advantages and disadvantages of free trade, including the principles of absolute and comparative advantage
g) explain how exchange rates are determined
h) evaluate the relative merits of fixed and floating exchange rate regimes

12) **Topics of Study**

I. Market Failure

(a) Markets and its Imperfections
(b) Externalities
(c) Public Goods and Merit Goods
(d) Imperfect Information
(e) Dealing with Market Failure

II. **Money and Banking**

(a) Functions of Money
(b) Financial Institutions
(c) Central Banking

III. **Macroeconomics**

(a) Basic National Income Accounting
(b) Use of National Income Statistics
(c) Economic Policy
(d) Circular Flow Analysis
(e) Consumption, Savings and Investment

(f) National Income Equilibrium

(g) Multiplier and Decelerator

IV. **Unemployment and Inflation**

(a) Types of Unemployment

(b) Costs of Unemployment

(c) Causes of Inflation

(d) Costs of Inflation

V. **Economic Policy Instruments**

(a) Taxation, Government Spending and Budgets

(b) Fiscal Policies

(c) Money and Monetary Policy

(d) Supply Side Measures and Privatization

VI. **International Trade**

(a) Absolute and Comparative Advantage

(b) The Principle of Free Trade

(c) Protection – Types and Causes

(d) Free Trade, Customs Unions and Single Markets

(e) The European Union and Other Free Trade Areas

(f) GATT and WTO

(g) Balance of Trade and Payments

(h) Dealing with Balance of Payments Problems

VII. **Globalization and International Monetary Issues**

(a) Exchange Rate Determination

(b) Fixed and Floating Exchange Rate Systems

(c) Trade and Economic Development

(d) Transnational Enterprises

(e) Globalization

13) Prescribed Texts

Arnold, R., (2009) *Economics*, South – Western, London

Colander, D., (2009) *Economics*, McGraw Hill Higher Education, London

Lipsey R.G., (2009) *An Introduction to Positive Economics*, Weidenfield and Nicholson, New York

14) Recommended Readings

Colander, D. C., (2009) *Economics*, McGraw Hill Higher Education, London

Mankiw, N., (2012) *Economics*, Thomson Learning, London

McConnel, C.R., (2010) *Economics*, McGraw Hill Higher Education, London

1)	**Program**	**Bachelors of Accountancy**
2)	**Course**	**Introduction to Cost and Management Accounting**
3)	**Code**	**HRM 216**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of the course is to enable students learn about cost and management accounting as a preparatory course in handling costing methods and techniques and their application in the work place.

11) Course Objectives

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

a) describe the nature of cost and management accounting;

b) describe the scope of cost and management accounting;

c) outline the functions of cost and management accounting;

d) explain the purpose of costing;

e) describe the essentials of cost accounting system;

f) explain controllable and uncontrollable cost; shutdown and sunk cost; relevant and irrelevant cost; differential cost and opportunity cost

g) explain the treatment of under and over absorption of overhead;

h) Calculate overheads absorption rates using six methods; and

i) Make accounting entries with respect to overheads.

j) Discuss the principles of costing and management accounting

12) Topics of Study

I. Basic Principles of Cost and Management Accounting

(a) Nature, Scope and Functions of Cost Accounting

(b) Nature, Scope and Functions of Management Accounting

(c) Cost Accounting versus Management Accounting

(d) Principles underlying the Preparation and Presentation of Cost Accounts for various types of Business

II. Cost Concepts

(a) Different Meanings of Cost

(b) Cost and Cost Centre

(c) Elements of Cost I

(d) Classification of Cost II

III. The Principles of Costing for Materials

(a) Difference between direct and indirect materials

(b) The importance of Stock Valuation

(c) The Ordering cycle for materials

(d) The Maximum and Minimum Stock levels and the Reorder level for Stock using the Economic Order Quantity(EOQ)model

(e) The impact on Recorded Profit of different Stock Valuation methods

(f) The relevant paperwork necessary to order materials

(g) The paperwork necessary to record Stock held and issues to production

(h) The differences between Physical and Book Stock

(i) Material stock and issue values using First-in-First Out(FIFO), Last-in-First-Out(LIFO), Average Cost(AVCO) and Standard

(j) Stock issues and valuation

(k) Ledger Accounts to record the purchase, storage and usage of materials

IV. The Principles of Costing for Labour

(a) The nature and difference between direct and indirect labour

(b) The need to accurately calculate and record labour costs

(c) The relevant paperwork necessary to record labour hours and cost

(d) The build-up of labour costs in respect of hourly paid, piecework, annual salary, overtime and bonuses

(e) Labour remuneration calculations

(f) Ledger accounts to record labour costs

V. The Principles of Costing for Overheads

(a) Direct and indirect overheads

(b) Overheads

(c) Allocating and apportioning overheads to cost centers

(d) Under- and over-absorption of overheads charged to production

(e) Ledger accounts to record overhead costs

VI. Calculate the Cost of Output for:

(a) Units of production; Batches of production

(b) Individual jobs; Process production, including the valuation of partly completed units

VII. Costing Principles that can be used in Short-Term Decision-Making

(a) Fixed, Variable, Semi-Variable and Stepped costs

(b) The contribution for an individual unit and in total for given levels of output

(c) The Break-Even point for different levels of output

(d) The terms and principles associated with Break-Even Analysis

(e) Break-Even Chart and terms associated with it

(f) Analysis of output data using the Break-Even Chart

(g) The optimum production in the short run using limiting factor and Break-Even analysis

(h) The limitations of Break-Even analysis

(i) Management reports based on analysis of short-term costs

VIII. Principles of Standard Costing

(a) Terms associated with standard costing

(b) Standard cost card for a unit of output

(c) Ledger Accounts to record Standards and Variances

IX. Costing, Budgetary Control and Break-Even Analysis

(a) the need for an organization to prepare a budget

(b) The relevant terms associated with budgeting

(c) Budgets for different levels of output

(d) Management reports reconciling actual and budgeted costs and revenues

(e) Control and Cost reduction

(f) Nature and Uses of Accounting Ratios

(g) Elements of Break-Even Analysis

13) Prescribed Texts

Skousan, J.C (2009) *Managerial and cost accounting,* Book Boon, London

Drury, C – (2011) *Cost and Management Accounting,* Thomson Learning, London

Horngren, T. C (2009) *Management and Cost Accounting,* Pearson, London

Horngren, T. C. (2011) *Introduction to management accounting*, Pearson

14) Recommended Readings

Horngren, A., (2008) *Cost Accounting*, Pearson Education, London

Raiborn, C., (2008) *Cost Accounting,* South – Western, London

Edenburg, L.G., (2014) *Cost Management,* 6th Edition, John Wiley and Sons, London

YEAR TWO SEMESTER TWO

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Organizational Behaviour I**
3)	**Code**	**HRM 221**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week01**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work

10) Course Aim

To enhance student's understanding of human behavior and its impact on the management of organizations.

11) Course Objectives

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

a) discuss the field of organization behavior as a social science.
b) explain relevant theories to the management of individual behavior
c) analyze group behavior and interpersonal influences
d) analyze the factors that influences individual and group behavior in an organization
e) evaluate causes of conflicts and its effects on the organization
f) design motivational programs to enhance performance in the organization
g) discuss power and office politics and its effect on organization performance

12) Topics of Study

I. Introduction to OB

(a) Origin

(b) Nature and Scope of Organisational Behaviour

(c) Relevance to Organisational Effectiveness and Contemporary Issues

II. Personality

(a) Meaning and Determinants of Personality

(b) Process of Personality Formation

(c) Personality Types

(d) Assessment of Personality Traits for Increasing Self-Awareness

(e) Perception, Attitude and Value

III. Motivation

(a) Concepts

(b) Motives

(c) Theories of Motivation and their Applications for Behavioral Change.

i. Theories of Maslow; Herzberg, McGregor, Alderfers ,Porter and Lawler's Model

(d) Job Enlargement

(e) Job Enrichment,

(f) Behaviour Modification**.**

IV.Group Behaviour and Group Dynamics

(a) Work groups

i. Formal and informal groups

ii. Stages of group development.

(b) Concepts of Group Dynamics

i. Group conflicts
ii. Group decision making.

(c) Team Effectiveness
i. High performing teams
ii. Team Roles
iii. Cross functional and Self- directed teams

V. Organisational Design

(a) Structure, size, technology
(b) Environment of organisation;
(c) Organizational Roles
(d) Concept of roles
i. Role dynamics
ii. Role conflicts and stress.
(e) Organisational conflicts

VI. Leadership

(a) Concept

(b) Leader Vs. Manager;

(c) Classical Studies on Leadership

(d) Trait Theories

(e) Behavioral Theories

(f) Group and Exchange Theories

(g) Contingency Theory of Leadership

(h) Leadership Styles.

VII. Organisation Development

(a) Organisational Change and Culture Environment

(b) Organisational culture and climate

(c) Process of change and Organizational Development

(d) Formal and Informal Organisations

VIII.Organisational Effectiveness (OE)

(a) Concept; Approaches to O E

(b) Adoptive Coping Cycle for Effectiveness

(c) Achieving OE

(d) Organisational Climate: Concept, Determinants of Organisational Climate

(e) Physical Environment; Values and Norms

IX. Organizational Development Theories

(a) Classical Theory

(b) Neo-Classical Theory

(c) Modern Behavioural theories, Contingency theory, System theory, Modern Structural models

(d) Organizational Culture

(e) Creating and Sustaining Culture

(f) Work Culture

13) Prescribed Text

Mullins, L. (2010), *Management and Organizational Behavior*, 6th Edition, Prentice Hall

Robbins, S. P. (2003) *Organizational Behavior*, Prentice Hall

Cunliffe, A.N (2016) *Organization Theory,* SAGE

14) Recommended Readings

Buchanan, D. and Huczynski, A. (2010) *Organizational Behaviour*, Prentice Hall

Cole. G. (2010) *Management Theory and Practice*, D. P Publications

Rollinson, D. and Edwards, A. (2011) *Organizational Behaviour and Analysis,* (8thEdition), Longman

1)	**Programme**	**Bachelor of Human Resource Management**
2)	**Course Title**	**Performance Appraisal and Reward Management**
3)	**Course Code**	**HRM 222**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Number of Lectures per Week**	**2x1 hour (semester 2)**
8)	**Number of Tutorials per Week**	**2x1 hour (semester 2)**
9)	**Method of Assessment**	**40% Course Work**
		60% Final Examinations

10) Course Aim

To acquaint students with methods of solving management problems using modern performance management techniques

11) Course Objectives

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

a) assess the purposes and benefits of performance appraisal and reward management

b) evaluate performance management and reward fit

c) explain the activities and behavior of staff with the wider organizational mission, values, strategy and business plans
d) demonstrate performance management and reward processes skills
e) solve basic problems arising from performance and reward management

12) Topics of Study

I. Performance and Reward Management

(a) Purpose performance and reward management
(b) People as source of competitive advantage
(c) Promoting excellent performance
(d) Development of employees, teams and the organization
(e) Recruitment, retention and motivation
(f) Ability, motivation and opportunity (AMO)
(g) Discretionary behavior
(h) Hard and soft HR systems contribution based pay, business planning, values, motivation and behavior

II. Internal and External Contexts of the Organization

(a) The external context (PESTEL)
(b) Human capacity the member of staff) and collective team, department and organization
(c) Internal Conflict
(d) Mission and vision
(e) Organizational values
(f) Business plans

III. Development Activities within the Organization

(a) Performance Management and Reward
(b) Performance-pay decisions

IV. Reward Processes

(a) Best fit performance
(b) Measuring performance
(c) Levels of competence/capability

(d) Managing teams and not just individual performance

(e) The principles of High Performance Working (HPW)

V. Organizational Performance

(a) Commitment and ownership of employees

(b) Training staff

(c) Piloting

(d) The experience and lessons of a performance management system are learned

(e) High Performance Working (HPW)

VI. Appraisal scheme

(a) Performance and development review

(b) Objectives

(c) Competencies

(d) Performance improvement and personal development plans

(e) Resources needed for good performance

(f) Rating performance and methods

(g) Feedback and recognition

(h) 360-degree feedback

VII. Recruiting, Retaining and Motivating Employees

(a) Reward as a tool to promote recruitment and retention

(b) Demonstrating that people are valued

(c) Pay-for performance Systems

(d) Team reward

13) Prescribed Texts

Aguinis, H., (2012*) Performance Management*, Pearson Education

Dyck, B., (2014) *Principles of Management*, South Western International Limited

Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2010) *Human Resource Management*, Oxford University Press,

Mondy, R., (2009*) Human Resource Management*, Pearson Education, London

14) Recommended Readings

Bohlander, (2012) *Human Resource Management,* South Western, London

Gilmore, (2010*) Human Resource Management*, Oxford University Press, London

Robert, K., (2000) *Introduction to Performance Management*, South Western, Thomson Learning

Stone R. (2008) *Human Resource Management*, John Wiley and Sons Australia Ltd

Torrington D and Hall L (2012) *Human Resource Management*, 8th Ed Prentice Hall

Weightman J, (2013) *Managing People*, CIPD, 2nd Edition

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Labour Welfare**
3)	**Code**	**HRM 223**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of this course is to acquaint students with the concepts, theories and the practice of labour welfare in Malawi. The students will understand nature, scope and problems associated with labour welfare with special reference to Malawi

11) Course Objectives

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

(a) discuss the definition ,meaning, nature and scope of Labour Welfare

a) Evaluate issues in Labour Welfare

b) relate Labour Welfare and Industrial Hygiene

c) discuss ILO-Conventions, Resolutions, standards and Benchmarks as they relate to Malawi

d) Asses the involvement of Trade Unions in Labour Welfare in Malawi

e) Evaluate Labour Welfare Programmes in Malawi

1) Topics of Study

I. **Introduction to Labour Welfare**

(b) Definition and Meaning.

(c) Nature and Scope

(d) Objectives of Labour Welfare

(e) Difference between labour Welfare and Social work

(f) Role, Qualifications, Functions, Duties of Labour Welfare Officer

(g) Difference between Personnel Manager and Welfare Officer

II. **Issues in Labour Welfare**

(a) Importance of Labour Welfare

(b) Classification of Labour Problems.

(c) Problems of Child Labour

(d) Problems of Female Labour.

III. **Labour Welfare and Industrial Hygiene.**

(a) Inter-relationship of Welfare with Productivity.

(b) Workers Participation in Management,

(c) Role of Workers participation in Labour Welfare and Industrial Hygiene.

(d) Workers Education Scheme- its relationship with Labour Welfare and Ind. Hygiene.

(e) Statutory Welfare Amenities

i. Government approaches and practices in Labour

(f) Welfare (Welfare and Health) with reference to:

i. The Factories

ii. Tenant Labour

iii. The Mines

iv. Domestic Servants

(g) Non-Statutory Welfare Amenities- Role of Trade Union, NGO's and Local Govt.

IV. International Labour Organization (ILO) and Malawi

(a) Objectives, Structure and Governance of ILO

(b) Achievements of ILO – Conventions, Resolutions

(c) International Labour Standards

(d) ILO and Malawi Labour Welfare – Youth Development Policy of HRD

V. **Trade Unions and Labour Welfare**

(a) Definition, Meaning and Objectives of Trade Unions.

(b) Importance and Functions of Trade Unions.

(c) Role of Trade Unions in Labour Welfare.

(d) Problems of Trade Union Movement.

VI. Labour Welfare Programmes in Malawi

(a) Brief Review of Labour Welfare Programmes

(b) New Economic Policies after 1994 and Labour Welfare.

(c) Labour Welfare Problems of Organized Sector

(e) Labour Welfare Problems of Unorganized Sector.

13) Prescribed Texts

Armstrong, Michael (2014) *Armstrong's Handbook of Human Resource Management Practice,* 13th Ed.Kagan Page

Boxall, P Purcell, J. and Wright, P. (2007) The Oxford Handbook of Human Resource Management, Oxford University Press

Cousins S. (1999) *Society, work and welfare in Europe,* MacMillan Press Ltd

14) Recommended Reading

Negri, A. (2019) Cognitive Capitalism Welfare and Labour

1) **Programme** **Bachelor of Human Resource Management**
2) **Course Title** **Human Resource Management in Action**
3) **Course Code** **HRM 224**
4) **Year** **Two**
5) **Presented to** **Senate**
6) **Presented by** **School of Management**
7) **Number of Lectures per Week** **2x1 hour (semester 2)**
8) **Number of Tutorials per Week** **2x1 hour (semester 2)**
9) **Method of Assessment** **40% Course Work**
60% Final Examinations

10) Course Aim

To provide students with an integrated overview of the key knowledge and skills based elements of Human Resource Development

11) Course Objectives

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

a) analyze the role and benefits of Human Resource Management within an Organization
b) analyze appropriate judgments in relation to recruitment and selection
c) apply appropriate judgments in relation to recruitment and selection
d) generate ideas to increase working performance within an organization
e) examine the principles of flexibility
f) design appropriate employee reward processes
g) examine appropriate learning interventions
h) generate ideas to enhance relations between employers and employees

i) evaluate ethical and Corporate Social Responsibility(CSR)factors in relation to HRM

j) assess job design in relation to the psychological, business and social dimensions

12) Topics of Study

I. The Role and Benefits of Human Resource Management within an Organization

(a) What HRM consists of

(b) How it integrates with other aspects of management – vertically and horizontally

(c) The environment in which it operates

(d) The psychological contract between employer and employee

(e) The skills required by HR professionals

II. Resourcing the Organization

(a) Recruitment and selection

(b) HR planning

(c) labour markets

(d) Adopting the right organizational flexibility

(e) Outsourcing

(f) Establishing the employment contract

(g) Carrying out recruitment processes

(h) Selecting candidates based upon merit

(i) Maintaining attendance and retention

III. Employee Attendance and Retention

(a) Attendance management

(b) Analysis of turnover

(c) Ways to promote retention

IV. Working Performance within an Organization

(a) Individual performance management

(b) Appraisal

(c) Team performance

(d) High performance working

V. The Principles of Flexibility

(a) Forms of flexibility

(b) The flexible firm

III. Employee Reward Processes

(a) Principles of reward management

(b) Job evaluation

(c) Pay for performance

VII. Terminating Employee Contracts

(a) Forms of termination

(b) Redundancy

VIII. Learning Interventions

(a) The nature of learning and development

(b) The learning organization

(c) Knowledge management

(d) Competence and competencies

(e) Talent management

IX. Relations between employers and employees

(a) Forms of state intervention

(b) The nature of the employment relationship

(c) Trade unions

(d) Involvement and communication

(e) Handling grievance and discipline

(f) Negotiation over terms and conditions

X. Ethical and CSR factors in relation to HRM

(a) Corporate Social Responsibility

(b) Ethics

(c) Equality and diversity

XI. Job Design

(a) Empowerment

(b) Job design

XII. The contribution of HRM to Organizational Success

(a) Best practice and best fit HRM

(b) Measuring HRM's contribution

(c) Benchmarking

13) Prescribed Texts

Aguinis, H., (2012) *Performance Management*, Pearson Education

Dyck, B., (2014) *Principles of Management*, South Western International Limited

Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2010) *Human Resource Management*, Oxford University Press,

Mondy, R., (2009) *Human Resource Management*, Pearson Education, London

14) Recommended Readings

Bohlander, (2012) *Human Resource Management*, South Western, London

Gilmore, (2010) *Human Resource Management*, Oxford University Press, London

Robert, K., (2000) *Introduction to Performance Management*, South Western, Thomson Learning

Stone R. (2008) *Human Resource Management*, John Wiley and Sons Australia Ltd

Torrington D and Hall L (2012) *Human Resource Management*, 8th Ed Prentice Hall

Weightman J, (2013) *Managing People*, CIPD, 2nd Edition

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Computer and Information Technology**
3)	**Code**	**HRM 225**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work

10) Course Aim

To introduce students to the basic workings of the personal computer and it's commonly used peripherals. To provide an overview of the range and scope of IT usages in business and to develop basic IT skills using Windows, e-mail and the internet.

11) Course Objectives

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

a) describe the parts of a computer and usual peripherals and explain in layman's terms the specification of such a pc as given in a typical advertisement in a non-technical publication
b) describe a range of different types of computers and their applications in business

c) demonstrate an awareness of the principal structures underlying the internet, email and the world wide web and be able to compose , send and receive emails and manage personal mail box
d) draw simple diagram to illustrate common network topologies
e) install software and other peripherals.

12) Topics of Study

I. Overview of the computer and personal computer basics

(a) CPUs, types, basic functions and measure of performance;
(b) Memory volatile and nonvolatile, backing storage, media and its appropriate uses;
(c) Computers All Around Us;
(d) Looking at Networks ;
(e) Elements of a Personal Computer;
(f) Understanding Memory ;
(g) Identifying Input/output Devices;
(h) Working with Storage Systems.

II. Introduction to software

(a) Operating system software and utilities;
(b) Application software range and compatibility;
(c) Development software computer languages;
(d) Software development tools.

III. Practical introduction to windows

(a) Navigating the desktop, icons, objects, dialog boxes, pull-down and pop-up menus;

(b) Customizing the desktop background colors and tiles, arranging and sizing icons;

(c) File and folder management locating and finding files, moving, copying, renaming and deleting files, creating folders, making and retrieving backups;

(d) Installing and de-installing a program.

IV. Introduction to the internet

(a) Logging onto an internet Service Provider (ISP) or online service providers, downloading emails, saving and sending emails;

(b) Managing your mailbox, dealing with file attachments, tidying your mailbox and maintaining an address book;

(c) Email security;

(d) Using a browser and searching engine;

(e) Refining searches, assessing the quality of the web pages and plagiarism;

V. The wider World of IT

(a) Local area networks, layout, servers and basic networking hardware;

(b) Large scale computer multi-user systems, wide area networks and their applications to business and administration;

(c) Computer and data security.

13) Prescribed Text

Goel, A. (2010), *Computer Fundamentals*, Pearson Education, Delhi, India,

Vermaat S, Jeffry J (2008) *Discovering Computers, Concepts for a Digital World*, Boston, Thomson

Amer B, (2008) *Computer in our World Course Technology*, Mallory Price

14) Recommended Readings

French, C S (2012) *Computer Science*, 5th Edition, Thomson Learning, Mallory Price

Mathews, J (2010) *Computer Networking*, John Wiley and Sons, Mallory Price

YEAR THREE SEMESTER ONE

1) Programme	**Bachelor of Human Resource Management**
2) Course Title	**Human Resource Planning**
3) Course Code	**HRM 311**
4) Year	**Two**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Number of Lectures per Week	**2x1 hour (semester 2)**
8) Number of Tutorials per Week	**2x1 hour (semester 2)**
9) Method of Assessment	**40% Course Work**
	60% Final Examinations

10) Course Aim

To develop students' understanding of the nature of Human Resource Planning, productivity, efficiency and effectiveness in an organization.

11) Course Objectives

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

a) evaluate the rationale for people Human Resource Planning(HRP)
b) justify the principles behind human resource planning
c) explain the importance of all internal factors when designing the HRP
d) discuss the importance of external (environmental factors) factors when designing the people
e) forecast human resource needs using common forecasting techniques
f) devise suitable implementation and monitoring processes to reinforce the HRP
g) describe the major approaches to people resourcing used by organizations in the modern world

12) Topics of Study

I. Human Resource Planning

(a) Purpose of human resource planning

(b) Potential benefits of HRP

(c) Advantages and the dangers of HRP

(d) Efforts and investment implied by constructing a HRP

II. Principles behind Human Resource Planning

(a) HRP and high level strategic purposes of the organization

(b) Corporate politics

III. Process of HR planning

(a) Review your current organizational strategic plan

(b) Review the current human resources situation

(c) Forecast on the future HR needs (supply and demands)

(d) Planning on meeting HR needs

(e) Implement the plan – recruit, select, training , downsizing

IV. Internal factors when designing the HRP

(a) Systematic processes for analyzing the strength and weaknesses of workforce in relation to future human resource requirements

(b) Key indices of organizational performance through people

(c) Differential age and other demographic patterns among specified categories and groups of employees

(d) Employee commitment and engagement

V. External environmental factors when designing the HR Plan

(a) The labour market and their application in corporate HR Planning

(b) Predictions concerning the future labour market

(c) Globalization on labour markets

(d) External variables – such as political, economic, social and technological factors for the design of people plans

(e) Knowledge and skills to specified organizational scenarios

VI. HR Forecasting Techniques

(a) Expert Forecasts

(b) Trend Analysis

(c) Work Load Analysis

(d) Work Force Analysis

(e) Other methods

(f) Developing employment programmes

(g) Design training programmes

VII. Implementation and monitoring processes to reinforce the HRP

(a) General principles governing the structures and content of a meaningful people

(b) Unexpected events and opportunities into the HR plan

(c) Mechanisms for measuring and monitoring progress with the implementation of a HR Plan

VIII. Major approaches to people resourcing used by organizations in the modern world

(a) High –level purposes of human resourcing

(b) People resourcing via traditional models

(c) Contingencies that may affect approaches to people resourcing

13) Prescribed Texts

Amstrong, M (2006) *Human Resource Management Practice, (tenth edition)*, Kogan Page, London

Dessler, G (2011) *Human Resource Management (12th Edition)*, Prentice Hall, New York

Torrington, D (2005) *Human Resource Management (6th edition)*, Prentice Hall, Pearson

Dessler, G (2012) *Human Resource Management (13th edition)*, Pearson, New York

1) Programme **Bachelor of Human Resource Management**

2) Course Title **Research Methodology**

3) Course Code **HRM 312**

4) Year **Three**

5) Presented to **Senate**

6) Presented by **School of Management**

7) Number of Lectures per Week **2 x 1 hours (semester 1)**

8) Number of Tutorials per Week **2x1 hours (semester1)**

9) Methods of Assessment **40% Course Work**

60% Final Examinations

10) Course Aim

To equip students with knowledge and skills in research methodology that will assist them

conduct research and present ideas in a coherent way.

11) Course Objectives

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

a) explain steps in carrying out research
b) discuss qualitative and quantitative research methods
c) explain sampling and sampling methods
d) carry out relevant literature review
e) explain data collection methodology and preparation of data collection tools
f) analyse qualitative and quantitative research data
g) present both quantitative and qualitative research findings

12) Topics of Study

I. Introduction to Research Methodology

(a) Defining Research

(b) Types of Research

(c) Role of Business Research

(d) Theory Building

(e) Ethical Issues in Business Research

II.Research Design Process

(a) Step 1: Define the research problem

(b) Step 2: Generate hypotheses

(c) Step 3: Select type(s) of study appropriate to the problem

(d) Step 4: Select the data collection methods

(e) Step 5: Select the measurement technique

(f) Step 6: Select the sample

(g) Step 7: Select the analytical technique

(h) Step 8: Develop work plan and budget

(i) Step 9: Prepare the research proposal

III Writing the Research Proposal

(a) Introduction

(b) Background to the study

(c) Statement of Research Problem

(d) Key Research Questions

(e) Research Objectives

(f) Justification of the Study

(g) Literature Review

(h) Conceptual Framework

(i) Research Methodology

(j) Data Analysis and Interpretation

(k) Limitation of the Study

(l) Time Scale

(m) Resources

(n) References

IV Types of Survey

(a) Telephone

(b) Pilot

(c) Mail

(d) Diaries

(e) Interviews

(f) Questionnaires

V. Sampling

(a) Concept of sample and sampling

(b) Sampling process and problems

(c) Types of samples: probability and non- probability sampling

(d) Determination of the sample size

(e) Sampling and non-sampling errors

VI. Measurement and Scaling

(a) Variable and its types

(b) Nature of measurement

(c) Reliability and validity

(d) Nature of scaling

(e) Response methods,

(f) Scale construction

VI. Data Sources

(a) Primary and secondary data

(b) Types of secondary data

(c) Advantages of using secondary data

(d) Disadvantages of using secondary data

VII. Significance

(a) Univariate Statistics

(b) Bivariate Relationships

(c) Correlation Analysis

(d) Regression Analysis

VIII. Data Collection

(a) Methods of collecting primary data

(b) Questionnaire designing

(c) Research interview

(d) Exploration and use of secondary data

(e) Coding, editing, and tabulating

(f) Observations

(g) Focus Groups

(h) Documents and Records

VIII. Data Analysis

(a) Data cleaning

(b) Presenting data in tables, graphs and diagrams

(c) Use of descriptive and inferential statistical techniques in data analysis and interpretation of results

(d) Concept and importance of qualitative data analysis

IX. Presentation of Dissertation and Thesis

(a) Report format

(b) Referencing

(c) Appendices

13) Prescribed Texts

Saunders, M, Lewis, P. and Thornhill, A (2006) *Research Methods for Business Students*, McGraw Hill Higher Education, London

Gill, J., (2010) *Research Methods for Managers*, Sage Publications Limited, London

Zikmund, W (2010) *Business Research Methods*, The Dryden Press, New York

14) Recommended Texts

Bell, J, (2006), *Doing Your Research Project*, Obeg University Printers, Ireland

Gill, J. and Johnson, P. (2009*) Research Methods for Managers*, Paul Chapman Publishing Ltd, London

Emory, C. W. and Cooper, D (2009) *Business Research Methods*, Irwin Publishing Homewood.

Groebner, D,F.and Shannon, P.W. (2007*) Business Statistics A decision – Making Approach,* Macmillan Publishing Company, New York

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**HR Information System**
3)	**Code**	**HRM 313**
4)	**Year**	**Three**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To equip students with knowledge and skills about interpersonal communication to communicate confidently and effectively in Management.

11) Course Objectives

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

a) discuss the use of information as a strategic resource in organizational contexts
b) evaluate the impact of electronic commerce in the way business is conducted
c) differentiate between information systems and information technology
d) discuss the theoretical underpinnings of effective communication
e) devise appropriate visual and graphical means to present data
f) make effective oral presentations
g) plan for , lead and participate in meetings, discussions and interviews

12) Topics of Study

I. Nature of Communication in Organizations

(a) Introduction to communication

(b) Handling communication

(c) Key managerial interaction skills and communicating in small groups

(d) Communication Formats and Media

(e) Technological Developments and Trends

(f) Business Data Communication

(g) Presentations and public speaking

II. **Information Management System**

(a) Importance of information management for organizations

(b) Information Management System requirements for organization

(c) Process of cost-benefits analysis and how to assess the value of information

III. Information Technology Systems

(a) Internet and electronic commerce (e-commerce)

(b) Concept of knowledge management

IV. Databases and Strategic Planning Models

1. Basic Model
2. Issue or Goal Based Model
3. Alignment Model
4. Scenario Model
5. Organic Model
6. Appreciative Inquiry Model

V. Strategic Dimension – Using IS/IT Competitively

(a) The need for Information Technology Strategy

(b) The link between IS/IT and business strategies

(c) Impact of IT in an industry Porters five forces and value chain

(d) The strategic business use of the internet

(e) The applications portfolio and IS/IT strategy

(f) The role of IT in innovation and business process engineering

(g) The strategic case for IT investment

VI. Planning and implementation of IS/IT Strategy

(a) The purpose and contents of IS, IT and IM strategies

(b) Planning and implementing various strategies

(c) Ways of organizing the IT function

(d) Outsourcing / facilities management

VII. The Social and Organizational Impact of IS/IT

(a) The way IS / IT is changing the method of working

(b) The organizational impact of technology

(c) The management of change and potential staff reactions

(d) Remote working

(e) The impact of IS / IT on the social aspect of the organization

13) Prescribed Texts

Frenzel, C., (2013) *Management of Information Technology,* 7th Edition, Course Technology Inc, McGraw Hill Higher Education, London

McGraw – Hill Inc.

Laudon, K. C. (2014) *Management Information Systems, 9th* Edition, New York

14) Recommended Readings

O' Brien, J.A., (2010) *Management Information Systems*, McGraw Hill Higher Education, London, John Wiley and Sons, London

CIMA Publishing (2009), *Defining Management Information Needs and Performance Measurement for International Management*, CIMA Publishing

Brounstein, A., (2006) *Business Communication Communicate Effectively in any business environment,* John Wiley and Sons, London

CIMA Publishing (2007), *Defining Management Information Needs and Performance Measurement for International Management*.

Frenzel, C., (2009) *Management of Information Technology*, Course Technology Inc., McGraw Hill Higher Education, London

Oz, E., (2010) *Management Information Systems*, Course Technology Inc., McGraw Hill Higher Education, London

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Human Resource Training and Development**
3)	**Code**	**HRM 314**
4)	**Year**	**Three**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Lectures hours per Week**	**2x1 hour (Semester 1)**
8)	**No. of Tutorial per Week**	**2x1 hour (Semester 1)**
9)	**Method of Assessment**	**Examinations 60%**
		40% Course Work (Assignments)

10) Course Aim

The aim of this course is to develop in the students an understanding of the process of training and developing human resource.

11) Course Objectives

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

a) Discuss the Macro Perspectives of HRD
b) explain the Micro Perspective of HRD
c) analyse HRD training and development needs
d) use appropriate Instructional Technologies in HRD
e) apply appropriate Training Methods in HRD
f) develop various training manuals for HRD

12) Topics of Study

I.HRD-Macro Perspective

(a) HRD Concept

(b) Origin and Need for HRD

(c) HRD as a Total System;

(d) Approaches to HRD

(e) Human Development and HRD

(f) HRD at Macro and Micro Climate.

II.HRD–Micro Perspective:

(a) Areas of HRD

(b) HRD Interventions

i. Performance Appraisal,

ii. Potential Appraisal

iii. Feedback and Performance Coaching, Training and Career Planning,

(c) OD or Systems Development

(d) Rewards,

(e) Employee Welfare and Quality of Work Life

(f) Human Resource Information System

(g) Staffing for HRD

(h) Roles of HR Developer

(i) Physical and Financial Resources for HRD

(j) HR Accounting

(k) HRD Audit,

(l) Strategic HRD

III. Human Resource Training

(a) Concept and Importance

(b) Assessing Training Needs

(c) Designing and Evaluating T&D Programmes

(d) Role, Responsibilities and challenges to Training Managers.

IV. Instructional Technology for HRD

(a) Learning and HRD

(b) Models and Curriculum

(c) Principles of Learning

(d) Group and Individual Learning

(e) Transactional Analysis

(f) Assessment Centre

(g) Behaviour Modeling and Self -Directed Learning

(h) Evaluating the HRD

V. Training Methods

(a) Training with in Industry (TWI)

i. On the Job

ii. Off the Job Training;

(b) Management Development

i. Lecture Method

ii. Role Play

iii. In-basket Exercise

iv. Simulation

v. Vestibule Training

vi. Management Games

VI. Case Studies

(c) Programmed Instruction

(d) Team Development

(e) Sensitivity Training

(f) Globalization challenges and Strategies of Training Program

(g) Review on Training and Development Programmes in Malawi.

13) Prescribed Texts

Wilson, J.P (2004*) Human resource development; Learning and training for individuals and organizations,* Kogan Page

Mortocchio, J. J (2016) *Human Resource Management*, Pearson

Dowling, P. J (2008*) International Human Resource Management (5th edition)*, Thomson, London

Wilkinson A and Redman T, (2005) *Contemporary Human Resource Management Text and Cases,* Financial Times Prentice Hall

14) Recommended Readings

Snell, S., Bohlander, G., (2010). *Principles of Human Resource Management*. South-Western Cengage Learning

Boxall, P Purcell, J. and Wright, P. (2007) The Oxford Handbook of Human Resource Management, Oxford University Press

Gilmore,S. (2010) *Human Resource Management*, Oxford University Press, London

1) **Programme** **Bachelor of Human Resource Management**
2) **Course Title** **Human Capital Management**
3) **Course Code** **HRM 315**
4) **Year** **Three**
5) **Presented to** **Senate**
6) **Presented by** **School of Management**
7) **Number of Lectures per Week** **2 x 1 hours (semester 1)**
8) **Number of Tutorials per Week** **2x1 hours (semester1)**
9) **Methods of Assessment** **40% Course Work**
60% Final Examinations

10) Course Aim

To equip students with knowledge, principles and aspects of Human Capital Management (HCM) in business organizations.

11) Course objectives

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

a) explain the essence of HCM
b) discuss the Practice of HCM
c) analyze the practice of HCM

d) examine the Future of HR in HCM

e) apply the skills HR specialist need for HCM

12) Topics of Study

I. The Essence of Human Capital Management

(a) The Concept of Human Capital Management

i. HCM Defined

ii. Aims of HCM

iii. Rationale of HCM

iv. HCM and HRM

v. The Concept of Human Capital Advantage and Resource Based Strategy

(b) The Process of Human Capital Management

i. HCM Drivers

ii. The HCM Journey

iii. Human Capital Measurement

iv. Human Capital Reporting

II. The Practice of Human Capital Management

(a) Human Capital Data

i. Overall Considerations

ii. Types of Data

iii. Problems With Data Collection

iv. A guide to Data Management

(b) Measuring Capital Reporting

i. Internal Reporting

ii. External Reporting

(c) Measuring Human Capital

i. Measurement Issues

ii. Classification of Measures

iii. Developing Measures

iv. Approaches to Analysis

v. Analytical Models

III. Human Resource Accounting

(a) Objective

(a) Methods

i. Cost Approach

- Acquisition Cost Model
- Replacement Cost Model

ii. Value Approach

- Present Value of Future Earnings method
- Discounted Future Wage Model
- Competitive Bidding Model
- Expenses Model

IV. Applications of Human Capital Management

(a) The Link Between HCM and Strategic HRM

(b) HCM and Talent Management

(c) HCM and Learning and Development

(d) Performance Management as a source of human capital data

(e) Reward Management

(f) Supporting and Line Managers

V. The Future of HR in HCM

(a) The Business Partner Concept and HCM

(b) HR's Role in developing, analyzing and using human capital data

(c) The Role of HR in enhancing job engagement and commitment

(d) Working with the other functions

VI. The Skills HR Specialist Need for HCM

(a) Closing the Skills Gap

(b) Developing a New Temperate for HR

(c) HR Versus Line Manager Skills

VII. The Future of HCM

(a) The virtues of HCM

(b) Question Marks about HCM

(c) The Link Between HCM and Business Strategy

(d) Establishing the link between HR Practice and Business Performance

(e) Convincing Senior Management

13) Prescribed Texts

Armstrong, M. (2013) *Armstrong's Handbook of Human Resource Management Practice*, Kogan Page

Boxall, P Purcell, J. and Wright, P. (2007) the Oxford Handbook of Human Resource Management, Oxford University Press

Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2010) *Human Resource Management*, Oxford University Press,

Mondy, R., (2009*) Human Resource Management*, Pearson Education, London

Wilkinson A and Redman T, (2005) *Contemporary Human Resource Management Text and Cases,* Financial Times Prentice Hall

14) Recommended Readings

Bohlander, (2009) *Human Resource Management*, South Western, London

Gilmore, (2010) *Human Resource Management*, Oxford University Press, London

Malawi Industrial Relations Act (1996)

Malawi Labour Relations Act (1996)

Malawi Employment Act (As amended)

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Advanced English for Academics**
3)	**Code**	**HRM 316**
4)	**Year**	**Three**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Law, Governance and Policy**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

The aim of this course is to build the students' advanced academic essay writing skills and equip them with effective oral, written and reading skills for effective academic communication.

11) Course Objectives

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

a) Get an in depth understanding of arguments in essays
b) write very good essays
c) use required referencing styles
d) present arguments using fallacies

12)) Topics of Study

I. Fundamentals of solid preparation

a) Understanding the undergraduate writing culture
b) Mastering disciplinary writing practices
c) Treating information critically

II. Writing in College

a) Expository writing
b) Definitional paragraphs
c) Explanation and description
d) Argumentation and persuasion
e) Comparison and contrast

III. Information Sources and Organization of Information Sources

(a) Overview of Information Sources; Types of Information Sources; Reference Sources; E-Resources
(b) Organization of Library Material: Concept, Need and Purpose; Processing of Library Material: Classification and Cataloguing; Arrangement and Maintenance of Library Material
(c) Web Based search
(d) Literature review
(e) Inculcating systematic and consistent reading habits

IV. Basic elements of Academic Writing

(a) Research as a means of discovering and developing ideas
(b) Logical argumentation
(c) Formal precise writing style as vehicle for presenting ideas clearly
(d) Two stages of writing - Discovering and developing ideas - Drafting and organising the text

V. **Academic Writing Skills**

(a) Generating ideas for writing - Listing - Mind mapping - Free writing
(b) Different writing styles

(c) Basic grammar rules -Voice, Punctuation, Sentence Structure, Vocabulary; paragraph formation

(d) Summarising and paraphrasing and use of direct quotes.

(e) APA Guidelines : Proper referencing

(f) Foot notes and end notes

VI. Essay argumentation

(a) The research essay as formal argument

(b) Decoding the meaning of argument

(c) Basic criteria applied in assessing essays

(d) Argumentation: Cogent reasoning

(e) Fallacy/ argument from fallacy

VII. Developing Text

(a) Manipulating sentence structure

(b) Effective paragraph development

(c) Strategies for linking paragraphs

(d) Deductive, inductive and mixed paragraphs

(e) Development of ideas (Signpost words)

(f) The 'discards' file

(g) Improving overall structure

VIII. The Thesis

a) Introduction

b) Literature review

   i. Purpose and function of literature review

   ii. Information mining.

   iii. Exploiting library and internet sources

   iv. Strategically managing the reading

c) Research proposal

   i. The different purposes of proposals

   ii. Focusing on and developing a proposal

d) The thesis

i. Managing the project
ii. Expectations of theses
iii. Structuring the thesis
iv. Chapter structuring options
v. The thesis abstract

IX. Writing Skills and Practice Workshop

(a) Writing essays, assignment
(b) Writing Book reviews
(c) Documentation work- Case record, field work report, activity report, annual reports
(d) Writing Proposals -Research, funding
(e) Writing articles -Newspaper, journals, magazine

13) Prescribed Texts

Craswell, G. and Poore, M. (2005) *Writing for Academic Success* London Sage

Mbano, Z. (2008) *English Language Skills: A handbook for College Students,* Zomba, Chancellor College Publications.

14) Recommended Readings

Clouse, B.F. (2010). *Patterns for a Purpose A Rhetorical Reader* (6th Edition). New York McGraw Hill.

Crucius, T W and Channell, C E. (2000). *The Course Aim of Argument: A Rhetoric and Reader (*3rdEdition) California Mayfield.

Lagan, J (2002 *English Skills with Readings.* (5th Edition). Boston McGraw Hill.

Lannon, M.J. (1988). *The Writing Process (*6th Edition). Longman New York.

Ridley, D. (2006). *The Literature Review.* Jersey Prentice Hall

YEAR THREE **SEMESTER TWO**

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Payroll Management**
3)	**Code**	**HRM 321**
4)	**Year**	**Three**
5)	**Presented to**	**Senate**

6) Presented by **School of Management**

7) Contact hours **2x1 hours per week**

8) Tutorial **2x1 hours per week**

9) Method of Assessment **60% Examinations**

40% Course work (Assignments)

10) Course Aim

This course provides a foundation in administration, management and payroll accounting.

10) Course Objectives

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

(a) Explain the need for payroll record keeping and the various laws that affect payroll operations.

(b) Calculate regular and overtime pay.

(c) Apply current tax rates and wage base for pay calculations.

(d) Compute the amount of income tax to be withheld using the percentage method, wage-bracket method, and alternative methods.

(e) Journalize the entries to record payroll and payroll taxes.

(f) Demonstrate the payroll process in a practical payroll situation.

12) Topic of Study

I. Pay Structure

(a) Definition, Aim, Methods

i. Graded Pay Structure

ii. Branded Pay structure

iii. Job Family Structure

iv. Pa Spines

(b) Benefits

II. Salary Control Systems

(a) Definition

(b) Basics of the Salary Control System

i. Techniques

ii. Salary Budget

iii. Salary Attrition

iv. Comparative Ratio

(c) Salary Audit

(d) Monitoring External Relativities

(e) Monitoring Internal Relativities

(f) Monitoring Procedures

(g) Benefits

III. Performance-Related Pay

(a) Definition

(b) Types of Performance-Related Pay

(c) Variable Salary Progression

(d) Variable Increments

(e) Achievement Bonus

(f) Criteria for Effectiveness

(g) Benefits

IV. Payment by Results

(a) Definition

(b) Straight Piecework

(c) Differential Piecework System

(d) Measured Day Work

(e) Group Incentive Scheme

(f) Organization wide/Factory wide Incentive Scheme

(g) Benefits

V. Computing Salaries and Wages

(a) Definition

(b) The Need for Payroll

(c) Social Security Taxes

(d) Income Tax Withholding

(e) Analyzing and Journalizing Payroll

VI. Practical's

(a) Give a Case-Study

(b) Demonstrate the payroll process in a practical payroll situation

13) Prescribed Texts

Bragg, S.M. (2005) Accounting Payroll, John Wiley and Sons

Lambert, V.M. (2005) Payroll, John Wiley and Sons

14) Recommended Readings

Bragg, S.M. (2003) Essentials of Payroll Management and Accounting, John Wiley and Sons

Bragg, S.M. (2003) Payroll Best Practices, John Wiley and Sons

Boxall, P Purcell, J. and Wright, P. (2007) the Oxford Handbook of Human Resource Management, Oxford University Press

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Organization Behaviour II**
3)	**Code**	**BBA 322**
4)	**Year**	**Three**
5)	**Presented to**	**Senate**

6) Presented by **School of Management**

7) Contact hours **2x1 hours per week**

8) Tutorial **2x1 hours per week**

9) Method of Assessment **60% Examinations**

40% Course work (Assignments)

10) Course Aim

To enhance student's understanding of human behavior and its impact on the management of organization.

11) Course Objectives

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

a) discuss the field of organization behavior as a social science.
b) explain management of individual behavior
c) analyze group behavior and interpersonal influences
d) analyze the factors that influences individual and group behavior in an organization
e) evaluate causes of conflicts and its effects on the organization
f) design motivational programs to enhance performance in the organization
g) discuss power and office politics and its effect on organization performance

12) Topic of study

I. The Field of Organization Behavior

(a) Framing the study of organization behavior;
(b) Organizational change and innovation processes;
(c) Organization culture.

II. Understanding and Managing Individual Behavior

(a) Individual differences and work behavior;
(b) Perceptions, attributions and emotions;
(c) Motivation and Motivation theories
(d) Job design, work and motivation;
(e) Evaluation, feedback and rewards;
(f) Managing behavior.

III. Group behavior and interpersonal influence

(a) Groups and teams

(b) Group Dynamics

(c) Managing conflicts and negotiations;

(d) Power, politics and empowerment.

IV. Organizational processes

(a) Communication

(b) Decision making

(c) Leadership and Leadership styles

V. Organizational design, change and innovation

(a) Organizational structure and design;

(b) Managing organizational change and innovation.

13) Prescribed Texts

Mullins, L. (2010), *Management and Organizational Behavior*, 6th Edition, Prentice Hall

Robbins, S. P. (2003) *Organizational Behavior*, Prentice Hall

Richard D. (2011) *Organization Theory and Design* 7thEdition, Pitman

14) Recommended Readings

Buchanan, D. and Huczynski, A. (2010) *Organizational Behaviour*, Prentice Hall

Cole. G. (2010) *Management Theory and Practice*, D. P Publications

Rollin son, D. and Edwards, A. (2011) *Organizational Behaviour and Analysis,* (8thEdition), Longman

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Performance Management and Counselling**
3)	**Code**	**HRM 323**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To enhance students understanding of performance management skills

11) Course Objectives

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

a) state the meaning of Performance Management
b) analyze succession Planning,
c) discuss procedures for employee engagement,

d) explain how a company can retain top performers in company

e) discuss competency development and counselling

f) explain how performance can be evaluated

12) Topics of Study

I. Performance Management as a Business Strategy

(a) Theoretical Framework

(b) Designing Performance Management Systems

(c) Aligning Performance Management with Organizational Strategy, Values, and Goals

(d) Practical Applications of Goal-Setting Theory to Performance Management

(e) Measuring Performance

(f) Rewarding Performance, Process Links, Feedback and Amendments.

II. Performance Appraisal

(a) Concept

(b) Performance Appraisal Process

(c) Methods of Performance Appraisal,

(d) Management by Objectives(MBOs)

(e) 360 Degree Appraisal

(f) Developing an Appraisal: Choosing the Appraiser; Role of HR Manager;

(g) Reliability and Validity of Appraisal.

III. Feedback,

(a) Potential Appraisal

(b) Career Planning,

(c) Identification of Training Needs

(d) Benchmarking

IV. Coaching and Performance Management:

a) How Can Organizations Get the Greatest Value

b) The Role of On-the-Job and Informal Development in Performance Management

c) Managing Team Performance in Complex Settings

V. Counselling

(a) Meaning; Need for Counselling in Work Place

(b) Goals of Counselling: Immediate, Long Term

(c) Types of Counselling

(d) Counselling Process: Problem Identification; Strategies and Skills; Counsellor – Counselee Relationship.

VI. Content of Counselling

(a) Preparation, Intake Procedure, Rapport, Counselling Environment

(b) Specifics of Counselling: Observation, Listening, Nonverbal Behaviour, Communication, Questioning, Science, Transference, Follow-up

(c) Post-Appraisal Counselling

(d) Counselling for Separation.

VII. Contextualized Performance Management

a) Performance Management in Multi-National Organizations

b) Managing Contextual Performance

c) Using Performance Management

d) Diagnosing, Understanding, and Dealing with Counterproductive

VIII. Technology and Performance Management

a) What Role Does Technology Play in Performance Management?

IX. Future of Performance Management

a) The Valuation of Behavior as a Negotiated Business Outcome

b) Assessing Performance Management Programs

c) Performance Management of the Future

d) Best Practices in Performance Management

13) Prescribed Texts

Aguinis, H., (2010) *Performance Management*, Pearson Education, New York

Armstrong, M (2006) *Performance management; Key strategies and practical guidelines (3rd edition)* Kogan Page, London

Boxall, P Purcell, J. and Wright, P. (2007) The Oxford Handbook of Human Resource Management, Oxford University Press

14) Recommended Readings

Daniels, A. (2013) *Performance Management Changing Behavior that Drives Organizational Effectiveness.* 4th edition, Prentice Hall, London

Zaffron, L. Steve, D. (2011*) Performance Management: The Three Laws of Performance Rewriting the Future of Your Organization and Your Life.* 4th edition, South- Western Publishing

1) Programme	**Bachelor of Human Resource Management**
2) Course Title	**Organizational Development**
3) Course Code	**HRM 324**
4) Year	**Three**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Number of Lectures per Week	**2 x 1 hours (semester 1)**
8) Number of Tutorials per Week	**2x1 hours (semester1)**
9) Methods of Assessment	**40% Course Work**
	60% Final Examinations

10) Course Aim

This course aims to provide an overview of OD as an applied behavioral science discipline dedicated to improving organizations and the people in them through the use of strategies and techniques of planned change.

11) Course Objectives

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

a) discuss the nature of Organization Development
b) classify the key elements of Organization Development
c) explain the importance of developing organizations
d) test OD principles and procedures in developing organizations

12) Topics of Study

I. Introduction

(a) Definition of OD
(b) history of OD
(c) Overview of the field of OD
    i. Values
    ii. Assumptions and beliefs in OD

II. Foundations of OD

(a) Models and theories of planned change
    i. Types of change
    ii. Models of change
    iii. Transformational Change
    iv. Trans-organizational Change
    v. Leading and managing change
    vi. Organizational Process Approaches
    vii. OD interventions
(b) Systems theory
(c) Participation and empowerment
(d) Team and team work
(e) Parallel learning structures

III. Managing the OD Process

(a) Diagnosis,
(b) The action component - OD interventions
(c) The program management component

(d) Action research and OD - process of action research, varieties of action research

IV. Human Resource Interventions

(a) Performance Management

(b) Leadership and Management Development

(c) Transformational Change in OD

V. OD Interventions

(a) An overview of OD intervention

(b) Team intervention

(c) Work Design

i. The Engineering Approach

ii. Motivational Approach

(d) Inter-group and third- party peacemaking interventions

(e) Comprehensive interventions

(f) Structural interventions

VI. Special Application of OD

(a) OD in Global settings

(b) OD in non-industrial settings

(c) Future Directions of OD

VII. Key Considerations and Issues in OD

(a) Issues in consultant-client relationship

(b) Defining the client system

(c) Trust issues

(d) The consultant as a model

(e) Ethical standards in OD

(f) System ramifications- resistance to change; power, politics and OD

(g) Research in OD

(h) Fundamental strengths of OD

13) Prescribed Texts

French, W., (2012*) Organizational Development*, Pearson US imports, New York

Cole, G.A., (2010) *Organizational Behaviour*, 10th Ed. Ashford Colour Press, Gosport, London

Richard Daft (2001) *Organization Theory and Design*, 2nd edition Pitman

14) Recommended Readings

Aguinis, H., (2012) *Performance Management*, Pearson Education

Martin, J., (2013) *Organizational Behaviour*, Thomson Learning, London

Moorhead, G.F., (2009) *Organizational Behaviour Managing People and Organizations*, South Western, London

1) Programme	**Bachelor of Human Resource Management**
2) Course Title	**Applied Human Resource Management**
3) Course Code	**HRM 325**
4) Year	**Three**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Number of Lectures per Week	**2 x 1 hours (semester 1)**
8) Number of Tutorials per Week	**2x1 hours (semester1)**
9) Methods of Assessment	**40% Course Work**
	60% Final Examinations

10) Course Aim

To equip students with the knowledge of the nature of Human Resource Management.

11) Course Objectives

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

a) discuss the nature of Human Resources Management

b) classify the key elements of Human Resource Strategy and how it relates to other business functions
c) discuss the legal implications of various human resource management practices
d) explain the importance of developing human resources and the value of creating a learning organization
e) interpret the international dimension of human resource management and developments taking place in this field
f) apply the principles and procedures associated with the major Human Resource Management areas

12) Topics of Study

I. Introducing Human Resource Management (HRM)

(a) The nature of HRM
(b) Business Strategy and HRM

II. Human Resource Planning

(a) Importance
(b) Approaches
(c) Forecasting Human Resources
(d) Demand and Supply
(e) Requirements for effective Human Resource Planning

III. Recruitment and Selection

(a) Determining
(b) Attracting
(c) Selecting Human Resources

IV. Equal Opportunities (EO) in the workplace

(a) Definition of EO
(b) The legislative framework
(c) Effectiveness of legislation
(d) Initiatives towards EO

V. The Learning Organization

(a) The process of learning

(b) What is a learning organization

(c) Creating a learning organization

(d) Why the learning organization and why now

(e) The learning company does it exist in practice

VI. Organizational Performance

(a) Some commonly identified performance variables

(b) Major performance initiatives

(c) Total quality management

VII. Performance Management

(a) Definition and objectives

(b) Main elements of a performance management system

(c) Performance management and business strategy

(d) Performance Appraisal

(e) Objectives of and parties involved in performance appraisal

(f) Forms of assessment

(g) Characteristics of a dynamic performance appraisal programme

(h) Importance of goal setting in performance improvement

VIII. Recognizing Performance through Rewards

(a) Types of rewards practices

(b) Motivation and rewards

(c) Types of reward schemes

(d) Performance related pay

IX. The flexible workforce and effective teams

(a) The flexible workforce

(b) Team building

(c) Effective teams

(d) Team based working and its implications on the human resource function

X. Employee Relations

(a) Participants

- Employees (trade union)
- Employer
- State

(b) Employee participation and empowerment

- Concept of participation
- Collective bargaining
- Employee empowerment

XI Grievance Handling and Disciplinary Procedures

(a) Grievance handling procedures

(b) Importance of disciplinary action

(c) Approaches to disciplinary action

XII. International Human Resource Management

(a) Aspects of international HRM

(b) The Controversy of international HRM a single model

(c) The importance of ideology and culture to HRM in an international setting

XIII. Developments in Human Resource Management

(a) Strategic HRM

(b) Personnel Management – its historical developments

(c) Personnel Management and HRM

(d) Approaches to HRM and HRM types

(e) Managing Diversity

(f) Harassment at work

13) Prescribed Texts

Aguinis, H., (2012) *Performance Management*, Pearson Education

Dyck, B., (2014) *Principles of Management*, South Western International Limited

Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2010) *Human Resource Management*, Oxford University Press,

Mondy, R., (2009) *Human Resource Management*, Pearson Education, London

14) Recommended Readings

Bohlander, (2010) *Human Resource Management*, South Western, London

Robert, K., (2009) *Introduction to Performance Management*, South – Western, Div. of Thomson Learning

Malawi Industrial Relations Act (1996)

Malawi Labour Relations Act (1996)

Malawi Employment Act (As amended)

Sadle, R. T. (1995) *Human Resource Management – Developing a Strategic Approach*, London, Kagan Page

YEAR FOUR SEMESTER ONE

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Management of Unorganized Labour**
3)	**Code**	**HRM 411**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

This course introduces students to unorganized labour and how it can be managed in view of it impact on the Malawi economy.

11) Course Objectives

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

a) Define unorganized labour.

b) Analyze the impact of unorganized labour on the Malawi economy.

c) Examine the employment conditions in Small and Medium Scale Enterprises.

d) Evaluate the Human Rights challenges of unorganized labour.

e) Discuss possible HRD Interventions for Unorganized Labour.

12) Topics of Study

I. Unorganized Labour

(a) Unorganized labour: Concept, nature, size and structure

(b) Its role in the national economy: size causes and problems

II. Unorganized Labour in the Different sectors

(a) Nature, Employment Status, Wage levels and Problems

(b) Home based workers – Domestic workers – Sex Workers – Tenants – Scavengers- Casual Labour, Agriculture Labour, Forest Labour, Bonded Labour, Contract workers (where applicable site relevant acts and legal provisions for the sectors)

III. Employees in small and Medium Enterprises

(a) Construction workers

(b) Mine and Quarry workers

(c) Farm Tenants

(d) Fisheries

(e) Migrant workers in shops and commercial establishments

(f) Relevant acts and Legal Provisions

(g) Accident Risk at Work – social security and social measures – unorganized Workers depending on common prosperity resources

IV. Human Rights and Unorganized Labour

(a) Employment of Women and Children

(b) Pattern of Women Employment

(c) Wages, Legal Provisions, social status

(d) Women and Trade Unions,

(e) Employment of Children- Nature and extent, Legal Provisions

(f) Problems of the Girl child

(g) ILO Conventions

V. HRD Interventions for Unorganized Labour

(a) Skill and Knowledge upgradation,

(b) Leadership Development

(c) Creating awareness for Cooperative Organization

(d) Involvement of Community Leaders, Non- Government Organizations, Government Schemes,

(e) Organized the Unorganized Labor-Role of Trade Union, Role of ILO

13) Prescribed Texts

Moran, T.H (2003) *Monitoring international labor standards; techniques and sources of information,* National Academics Press Washington Dc

14) Recommended Readings

ILO, Child Labour – Targeting the Intolerable ILO, Geneva.

1) Program Bachelor of Human Resource Management

2)	**Course**	**Social Security**
3)	**Code**	**HRM 412**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To provide students with tools and concepts required for handling employee welfare and social security.

11) Course Objectives

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

a) explain the meaning ,scope and domain of social security
b) discuss tenets of Employee's Compensation
c) analyze provisions of the National Pension Fund Act, 2011
d) explain the maternity Act
e) asess Minimum Wages , Gratuities and Bonuses

12) Topics of Study

I. Social Security

(a) Meaning and Objectives of Social Security
(b) Need for Social Security
(c) Determinants of Social Security
(d) Components of Social Security
(e) Social Insurance, Social Assistance and Social Security
(f) Malawi Constitution and the concept of Social Security

II. Employee's Compensation Act

(a) History and Evolution of the Act

(b) Meaning of Compensation, Wage, Workman, Dependants, Employer

(c) Partial Disablement, Total Disablement:

i. 'Arising out of' and 'in the course of employment',

(d) Notional Extension, etc.

(e) Liability of the Employer:

i. In case of Personal Injury

ii. In case of Occupational Disease

(f) Compensation Commissioners: Appointment, Powers and Functions.

III. National Pension Fund Act, 2011

(a) Object and Scope

(b) Definitions

(c) National Pension Fund Scheme

(d) Authorities under the Act.

VI. Employees Insurance Act

(a) Object and Scope

(b) Evolution and objects of the Act

(c) Meaning of Factory, Principle Employer, Employee, Dependant, Insured person, Employment Injury, etc.

(d) Benefits under the Act: Sickness benefit, Maternity Benefit, Disablement Benefit,

(e) Dependent's Benefit, Medical Benefit, Funeral Expenses.

(f) Employee's State Insurance Corporation - Dispute and Claim Settlement under the Act

V. Maternity Benefit Act.

(a) Nature and Scope of the Act

(b) Restrictions on Employment of Women

(c) Right to Maternity Benefit and its Calculation

(d) Entitlement and Forfeiture of Maternity Benefit

(e) Other benefits under the Act

VI. Minimum Wages Act

(a) Meaning of 'wage' under the Act

(b) Procedure for fixing Minimum wage

(c) Obligation of employer to pay minimum wage

(d) Authorities and Remedies under the Act

VII. Payment of Gratuity

(a) Evolution and Scope of Gratuity

(b) Meaning of Employee, Employer, Continuous Service, etc.

(c) Conditions for Payment and Forfeiture of Gratuity

(d) Computation of Gratuity

(e) Authorities under the Act and their powers and functions**.**

VIII. Payment of Bonus

(a) Definitions: Wage, Allocable Surplus

(b) Eligibility and disqualification for bonus

(c) Minimum and maximum bonus

(d) Special provisions regarding certain establishments

13) Prescribed Texts

Employment Act 2000

Labour Relations Act 1996

Malawi Industrial Relations Act (1996)

Dessler, G (2011) *Human Resource Management*, Prentice Hall, New York

Torrington D and Hall L (2005), *Human Resource Management (6th edition)*, Prentice Hall

14) Recommended Readings

Mullins, L.J., (2009) *Organizational Behaviour*, Financial Times Prentice Hall

Salmon, Mike, (1992) *Industrial Relations*, Prentice Hall, International, Bristol

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Strategic Management**
3)	**Code**	**HRM 413**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**

7) Contact hours **2x1 hours per week**

8) Tutorial **2x1 hours per week**

9) Method of Assessment **60% Examinations**

40% Course work (Assignments)

10) Course Aim

The course aims at enhancing students' understanding stages involved in Strategy formulation and Strategic Management

11) Course Objectives

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

a) describe strategy formation
b) discuss strategy
c) explain the historical development of strategic management
d) explain the
e) state reasons why strategic plans fail
f) discuss limitations

12) Topics of Study

I. The Nature of Strategic Management

(a) What is Strategic Management?
(b) Key Terms in Strategic Management
(c) The Strategic Management Model
(d) Business Ethics and Strategic Management
(e) Comparing Business and Military Strategies
(f) Strategic change
(g) Information- and technology-driven strategy
(h) Knowledge Adaptive Strategy
(i) Strategic decision making processes

II. Strategy in Action

(a) Types of Strategies
(b) Integration Strategies
(c) Intensive Strategies

(d) Diversification Strategies

(e) Defensive Strategies

(f) Guidelines for pursuing Strategies

(g) Mergers, Leverages and Buyouts

(h) Michael Porter's Generic Strategies

III. Strategy Formation

(a) Organizational Goal

(b) Mission Statement

(c) The Nature of a Business Mission

(d) Components of a Mission Statement

(e) Writing and Evaluation Mission Statements

(f) Organizational Values

IV. The External Assessment

(a) The nature of an External Audi**t**

(b) Economic Forces

(c) Social, Cultural, Demographic and Environmental Forces

(d) Political, Governmental and Legal Forces

(e) Technological Forces

(f) Competitive Analysis: Porter's Five Forces Model

(g) Industrial Analysis: The External Factor Evaluation (EFE) Matrix

(h) The Competitive Profile Matrix(CPM)

V. The Internal Assessment

(a) The Nature of an Internal Audit

(b) Relationship amongst the Functional Areas of Business

(c) Management

(d) Marketing

(e) Finance/Accounting

(f) Production/Operations

(g) Research and Development

(h) The Internal Factor Evaluation(IFE) Matrix

VI. Strategy Analysis and Choice

(a) The Nature of Strategy Analysis and Choice

(b) Long-term Objectives

(c) A Comprehensive Strategy Formulation Framework

(d) The Input Stage

(e) The Matching Stage

(f) The Decision Stage

(g) The Cultural Aspects of Strategy Choice

(h) The Politics of Strategy Choice

(i) The Role of the Board of Directors

VII. Implementing Strategies: Management Issues

a. The Nature of Strategy Implementation
b. Policies
c. Resource Allocation
d. Objectives and Key Results(OKR)
e. Management by Objectives(MBO)
f. Management by Results (MBR)
g. Matching Structure with Strategy
h. Restructuring and Reengineering
i. Managing Conflict and Resistance to Change

VIII. Implementing Strategies: Marketing, Finance/Accounting, R&D and CIS

(a) The Nature of Strategy Implementation

(b) Marketing Issues

(c) Finance/Accounting Issues

(d) Research and Development Issues

(e) Computer Information System Issues

VIII. Strategy Review, Evaluation and Control

(e) The Nature of Strategy Evaluation

(f) A Strategy Evaluation Framework

(g) Contingency Planning

(h) Auditing

(i) Using Computers to Evaluate Strategy

(j) Guidelines for Effective Strategic Management

X. International Strategic Management

(a) The Nature of Global Competition

(b)Cultures around the World

(c)The Challenge of Globalization

13) Prescribed Texts

Cole, G.A., (2007) *Strategic Management*, 5th Edition, Thomson Learning, London

Lynch, R., (2008) *Strategic Management,* Financial Times Prentice Hall, London

Johnson, G, Whittington, R (2008) *Exploring Corporate Strategy,* 8th Edition, FT Prentice Hall, Essex,

Pearce, J., (2010) *Strategic Management,* McGraw Hill Higher Education, London.

14) Recommended Readings

Carpenter, M., (2008) *Strategic Management,* Pearson Education, London

Warren, K., (2007) *Strategic Management Dynamics*, John Wiley and Sons, London

Mulcaster, W.R. (2009) "Three Strategic Frameworks," Business Strategy Series, Vol 10, No 1, pp. 68 – 75

1) Program	**Bachelor of Human Resource Management**
2) Course	**Human Resource Audit**
3) Code	**HRM 414**
4) Year	**Four**
5) Presented to	**Senate**
6) Presented by	**School of Management**
7) Contact hours	**2x1 hours per week**
8) Tutorial	**2x1 hours per week**
9) Method of Assessment	**60% Examinations**

40% Course work (Assignments)

10) Course Aim

To equip students with knowledge and understanding in investigating the HR department's practices, policies, and procedures. It helps identify gaps in HR practice areas, and HR can prioritize these gaps by identifying ways of improvement.

11. Course Objectives

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

a) explain the distinctive characteristics of human resource audit
b) discuss HR audit and workforce issues
c) evaluate HR audit challenges
d) use HR Audit for legal compliance and safe business practices
e) use HR Auditing as a tool of HR valuation
f) undertake an HR Audit

12) Topics of Study

I.HR Audit Process

(a) Introduction
(b) Audit of Human Resource Function
(c) Planning Questions
(d) Collecting Data
(e) Analyzing the Audit Data,
(f) Interpretation: Assessing the Ability for Change

II.HR Audit and Workforce Issues

(a) Introduction
(b) Workforce Communication and Employee Relations
(c) Performance Management

(d) Compensation System

(e) Teambuilding System

III. Challenges in HR Audit

(a) Assessing the Ability for Change

(b) Post Audit Steps

(c) Preventive and Corrective Actions

(d) Role in Business Improvement

(e) Methodology and Limitations

IV. Human Resource Audit Report

(a) HR Audit Report – purpose

(b) Report Design – Preparation of report

(c) Use of HR Audit report for business improvement

V.HR Audit for Legal Compliance and Safe Business Practices

(a) Scope of Human Resource Audit

(b) Pre-employment Requirements

(c) Hiring Process

(d) New-hire Orientation Process

(e) Workplace Policies and Practices

VI. Human Resource Auditing as a Tool of Human Resource Valuation:

(a) Introduction

(b) Rationale of Human Resource Valuation and Auditing

(c) Valuation of Human Resources

(d) Issues in Human Capital Measurement and Reporting

VII. HR Audit Practical

(a) Introduction- Prevalence of HR Audit

(b) HR Audit Case-Manufacturing Industry

(c) HR Audit Case- Service Industry

(d) Recent Advancements in Human Resource Audit

(e) HR Audit Questionnaire

13) Prescribed Texts

Russell, J. P (200) *the quality audit handbook; principles, implementation and use,* ASQ**,** America

15) Recommended Readings

McConnell, J. (2011) *Auditing Your Human Resources Department*, AMACOM

Nelson, V. (2016) *Easy Steps to Conduct a Human Resource Audit*, Lulu.com

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Policy Analysis**
3)	**Code**	**HRM 415**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**

40% Course work (Assignments)

10) Course Aim

To equip students with knowledge and skills in formulating and analyzing policies in organizations.

11) Course Objectives

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

a) discuss the policy making process
b) state the role of policy analysis in the policy making process
c) recommend preferred policies
d) evaluate policy performance.

12) Topics of Study

I. Fundamentals of Policy Analysis

(a) Nature and meaning of Policy
(b) Policy as an expression of general purpose or desired state of affairs
(c) Policy as a process

II. Typologies of Policy

(a) Classification of policies
(b) Policy types

III. Conceptualization and Elements of Policy Analysis

(a) Conceptualization of policy analysis
(b) Elements of good Policy Analysis

IV. Policy Analysis and its Environment

(a) Ecology of Policy Analysis
(b) Methods and Approaches to Policy Analysis
(c) Theories of Policy making
(d) Policy making Stages

V. Policy-making and Policy Analysis

(a) Actors in Policy process
(b) The Models of Policy-making

(c) Phases of Policy Analysis

VI. Planning and Policy Analysis

(a) Concepts and Strategies of Planning

(b) Planning process and strategies

(c) Policy Implementation Strategies

(d) Relationships between Planning and Policy Analysis

(e) Planning, Programming and Budgeting System (PPBS

VII. Policy Analysis Techniques

(a) Networking Analysis Techniques: Critical Path Method (CPM)and Programme Evaluation and Review Technique (PERT)

(b) Cost-Benefit (CBA) and Cost Effectiveness (CEA) Techniques

(c) Policy Analysis constraints

VIII. Case Studies :Analysis of Substantive Policy

IX. Evaluating Policy Performance

13) Prescribed Texts

Fischer, F. (2007) *The hand book* of *Public Policy Analysis,* CRC Press, New York

Mihaylo, M (2018) *Guide to Policy Analysis*, EFT, Europe

Loffle, E (2009) *Public Management and governance*, Routledge, New York

14) Recommended Readings

Bovaird, T., (2010) *Public Management and Governance*, Pearson Education, New York

Gabriel, Y., (2009) *Organizing and Organizations*, Sage Publications Ltd, London

Stilman, R., (2009) *Public Administration*, Wadsworth Publishing Company, London

Shriberg, A., (2005) *Practicing Leadership*, John Wiley and Sons, London

Caproni, P., (2008) *Management Skills for Every Day*, Pearson Education, London

YEAR FOUR SEMESTER TWO

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Strategic Human Resource Management**
3)	**Code**	**HRM 421**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work

10) Course Aim

To provide students with principles and concepts required in strategic human resources management in organizations.

11) Course Objectives

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

a) explain the nature of Strategic Human Resource management (SHRM)
b) discuss the importance of developing SHRM strategy
c) apply the principles and procedures associated with SHRM in an organizational setting
d) manage talent and staff retention

12) Topics of Study

I. Introduction

(a) HRM Defined
(b) Strategic HRM- Definition
(c) Meaning of SHRM

(d) Aims, approaches, challenge

II.HR Strategies:

(a) Definition

(b) Types of HR strategies

(c) Criteria for an effective HR strategy,

(d) Formulation of HR Strategies

(e) Implementing HR strategies

(f) Strategic role of line management

(g) Conducting a strategic review

III.Talent Management

(a) Career Planning and Succession Planning

i. Evolution of careers

ii. Career planning perspectives ; organization-centered career planning, Individual- centered career planning

(b) Succession Planning

i. Definition

ii. Elements of Succession planning

iii. Relation between career planning and succession planning

iv. Challenges of succession planning

(c) Competency and Potential Development

i. What are competencies

ii. How do competencies differ from skills and knowledge

iii. Integrated HR practices through competency development,

iv. Benefits from competency-based on HR practices,

(d) Desired outcomes for organizations

i. Competency based HR practices : outcomes for employees

ii. Developing a skill matrix

IV. Retention Strategies

(a) Strategies for Improving organizational effectiveness

(b) Strategies for improving organizational effectiveness

(c) Strategies of organizational transformations-Cross border Mergers and Acquisitions

(d) Strategies for culture management, quality in strategies

(e) Strategies for learning organization

(f) Employee engagement strategy

V. Global Dimensions of HRM

(a) HR strategy in International context

(b) Converting global presence into global competitive advantage

(c) Developing cross cultural sensitivity

(d) Training and development of International staff

(e) Compensation issues

(f) Performance management issues

13) Prescribed Texts

Greer. C. R. (2003) *Strategic Human Resource Management*, Pearson Education Company

Armstrong, M. (2011) Armstrong hand book of *Strategic Human Resource Management*, Kogan Page

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Change Management**
3)	**Code**	**HRM 422**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**

9) Method of Assessment **60% Examinations**

40% Course work (Assignments)

10) Course Aim

To provide students with conceptual foundations and develop in students analytical skills for understanding and managing change.

11) Course Objectives

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

a) explain the nature of change and change management
b) analyze the systematic process involved in managing change
c) apply popular models in change management
d) utilize various interventions in managing change
e) formulate effective evaluation techniques of interventions

12) Topics of Study

I. The nature of change

(a) Defining organization change

(b) Understanding factors affecting organization change

(c) Understanding types of organizational change

(d) Change Agents

(e) Historical overview and assumptions about the nature of employee behavior and motivation; implications for managing change and Organizational development

II. Organizational Development

(a) **Metaphors in organizational analysis**

- Organization as machine,
- Organism,
- Political System

(b) Organizational design,

(c) Likert Systems 1-4,

(d) Changing organizational structure.

(e) Changing organizational culture

III. The Human Relations

(a) Social factors and change

(b) Growth and development

(c) Complex-integrative assumptions about human performance in the work place

(d) Implications for managing change,

(e) Organizational development and reinventing the organization.

(f) The role of expectations,

(g) Situational helplessness and locus of control.

(h) Personal characteristics and Organizational development .

IV. Diagnosing Change

(a) Open systems theory and systems thinking,

(b) Socio-technical systems theory and work redesign.

(c) Change levers and organizational change and OD.

(d) The role of communication and information in change and OD.

(e) Greenfields and Green fielding.

V. Planned, Reactive and Proactive Change.

(a) Diagnostic and analytical tools.

(b) Understanding technical, political, social

(c) Cultural organizational contexts

(d) Contextual implications for organizational change and organizational learning.

(e) Envisioning change and OD.

(f) Organization renewal, planned change, OD and changing organizational culture.

(g) Strong and weak organizational cultures and their implications for change.

(h) Stakeholder analysis, force field analysis and action research.

(i) Weisbord's Six Box Model and creating organizational change for dignity, meaning and common topics.

V. Participation as a lever of change and OD.

(a) Employee involvement, participative management and empowerment in OD.

(b) Team building.

VI. Implementing OD and Change

(a) Power and influence in organizations,

(b) Frame bending, change programs and organizational development.

(c) Leading OD and change.

(d) Consulting for high performance.

(e) Transformational Leaders and the role and style of leaders,

(f) Change agents and OD consultants

VII. Process Consulting and Intervention

(a) The recipients of change,

(b) Resistance to change and overcoming resistance to change.

(c) Individual and organizational barriers to change.

(d) Overcoming barriers to change.

(e) Resistance to organizational learning and overcoming barriers to organizational learning.

VIII. Models of planned change

(a) Lewin's Change Model
(b) The Planning Model
(c) 7 Step Model
(d) Action Research Model
(e) General Model of Planned Change
(f) Positive Model
(g) The Continuous Change Process Model
(h) PROSCI'S ADKAR Model
(i) Using change levers to analyze, Critique and develop OD and planned change interventions.

IX. Technological change and Socio-Technical Systems.

(a) Work and job redesign,

(b) Cross functional teams autonomous work groups and self-managing teams.

(c) T groups, Sensitivity groups and NTL.

X. Intergroup Development Interventions and Conflict Management.

(a) Diversity training.

(b) Goal Setting.

(c) Management by Objectives (MBO).

(d) Survey feedback and appreciative inquiry.

(e) Six Sigma, Total Quality Management and other approaches to continuous quality,

(f) Production and process improvement interventions.

(g) Technological change and changing work processes.

(h) OD and Change Programmes: fads, fancies and evolution.

(i) Radical Change: reengineering and restructuring the organization, downsizing and dumbsizing. Incremental change and OD

XI. System- wide Interventions and High Performance Systems.

(a) Organizational Transformation:

(b) Strategic management, OD and change.

(c) Managing Change, OD and the new science of Chaos Theory.

(d) The frontiers of organizational structure, organizational learning and change:

(e) High Reliability Organizations and emerging forms, including virtual and ambidextrous organizations.

(f) Approaches to evaluating and assessing the effectiveness of OD, change programs and organizational learning.

(g) Using organizational change levers to assess and diagnose change programs and evaluate the likelihood of successful and enduring change and OD.

(h) Managing change and OD in the 21st century.

(i) Future search and the challenges of the future.

13) Prescribed Texts

Burns (2012) *Managing Change*, Prentice Hall

Hayes, J. (2010) *The Theory and Practice of Change Management*, 3rd Edition, Palgrave MacMillan

Kotter, J.P. (2012) *Leading Change*, Harvard Business Review Press

14) Recommended Readings

Cameron, E and Green, M (2015) *Making Sense of Change Management: A Complete Guide to the Models, Tools and Techniques of Organizational Change*, Kogan Page

Hiatt, J. M. and Creasey, T.J. (2012) *Change Management: The People Side of Change*, Prosci Research

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Industrial Relations**
3)	**Code**	**HRM 423**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To equip students with knowledge and skills required for handling industrial relations and provide students with tools and concepts required for handling conflicts

11) Course Objectives

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

a) explain the context in which Industrial Relations System exist and function
b) analyze the roles and influences of the social partners

c) discuss the nature of employee involvement and the process of collective bargaining
d) explain causes of industrial action
e) assess the impact of policies introduced to minimize / resolve industrial action
f) explain the context in which conflict exist in organizations
g) evaluate the causes of conflicts in organizations
h) discuss types of conflicts in organizations
i) analyze the role of mediators, conciliators and arbitrators in conflict and resolution management
j) assess the nature of employee involvement and the process of managing the industrial disputes

12) Topic of Study

I The Context of Industrial Relations

(a) Concept
(b) Value
(c) Procedures
(d) Factors influencing industrial relations

II Key Participants in Industrial Relations

(a) Employers / employer association (s)
(b) Trade Unions
(c) The government

III. **The Statutory Framework for Unions**

(a) Industrial Relations Act
(b) Labour Relations Act
(c) Employment Act
(d) Factories Act

IV Employee Participation

(a) Strategies
(b) Employer / employee advantages
(c) Employer / employee disadvantages
(d) Problems

V. Collective Bargaining

(a) Nature and process

(b) Legal requirements and procedures

VI. Workplace conflicts

(a) The context of industrial conflict

(b) Functions of conflict

(c) Manifestations of conflict

(d) Industrial Action strikes / lock out

VII Conflict Resolution

(a) Methods of Conflict Resolution Process

(b) Arbitration.

(c) Grievance Handling.

(d) Policy initiatives

(e) Procedural and collective bargaining initiatives

(f) Industrial Relations Court

VIII. Health and Safety at Work

(a) The legal framework

(b) Organizational and staff responsibilities

13) Prescribed Texts

Collin, T., (2010) *Industrial Relation Theory and Practice*, 3rdEdition, Wiley, Blackwell

Salamon, M., (2013) *Industrial Relation Theory and Practice, Financial Times*, Prentice Hall.

Robert, K., (2009) *Employee Relations*, Chartered Institute of Personnel and Development.

Malawi Industrial Relations Act (1996)

Malawi Labour Relations Act 1996

14) Recommended Readings

Armstrong M. (2010) *Human Resource Management Strategy and Action*, London, Kogan Page

Employment Act 2000

Aguinis, H., (2012) *Performance Management*, Pearson Education
Dyck, B., (2014) *Principles of Management*, South Western International Limited
Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London
Gilmore, S., (2010*) Human Resource Management*, Oxford University Press,
Mondy, R., (2009) *Human Resource Management*, Pearson Education, London

1)	**Programme**	**Bachelor of Human Resource Management**
2)	**Course Title**	**International Human Resource Management**
3)	**Course Code**	**HRM 424**
4)	**Year**	**Two**
5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Number of Lectures per Week**	**2x1 hour (semester 2)**
8)	**Number of Tutorials per Week**	**2x1 hour (semester 2)**
9)	**Method of Assessment**	**Course Work 50%**
		Final Examinations 50%

10) Course Aim

To equip students with knowledge and skills of the nature of International Human Resource Management for them to maximize the productivity, efficiency and effectiveness of the organizations key resource the people

11) Course Objectives

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

a) discuss the principal elements and theories of IHRM as they relate to the role of the HR professional
b) analyze ethical issues and dilemmas which affect the management of people
c) discuss the importance of International Human Resource Planning (IHRP) for the effective conduct of the organization's activities

d) explain how effective recruitment is crucial to the successful functioning of an organization
e) contrast learning, training and development and demonstrate their importance to the long-term success of an organization
f) apply a variety of forms of performance appraisal
g) synthesize approaches to reward, recognition and performance management
h) explain the principles of job design
i) discuss the application of the concepts to changing organizational and employee needs

12) Topics of Study

I. The Principal Elements and Theories of IHRM

(a) Theories of IHRM
(b) The objectives and needs of individuals and the organization
(c) Global environment
(d) Organization and employee
(e) Roles of HR professionals
(f) Organization cultures in the context of IHRM

II. Ethical issues and dilemmas

(a) theories about ethics
(b) equal opportunity
(c) employing and developing people
(d) ethical dilemmas in managing people
(e) Corporate Social Responsibility

III. International Human Resource Planning (IHRP)

(a) The purposes and processes of International Human Resource Planning
(b) The relevance of specific elements of the IHRP process to other aspects of HRM, for example, the identification of skills gaps to issues of training, development and recruitment
(c) The relevance of HRP in today's unpredictable global environment

VIII Learning, Training and Development

(a) Theories to individual and organizational circumstances

(b) Systematic approaches to training and examine the validity of such processes and the relative benefits and disadvantages of each element

(c) Long term development of employees to short term needs of the organization

V. Variety of forms of Performance Appraisal

(a) Appraisal and performance management

(b) Processes of appraisal

(c) Appraisal techniques and in the reasons for appraisals

(d) Employee self-assessment and managerial appraisal

VI. Approaches to Reward, Recognition and Performance Management

(a) The compatibility of employees' needs with organizations' needs

(b) Financial and non-financial elements of reward

(c) The application of motivation theories

VII. Job Design

(a) Job rotation, job enrichment and job enlargement

(b) Allocation of work

(c) Trends towards flexible forms of working

(d) Forms of flexible working

VIII. Outsourcing HR for International Business Operations

(a) Resourcing policies

- Environmental differences
- Cultural differences
- Convergence and divergence

(b) Role specifications

- Diversity of overseas countries
- Coping the long-term with a large variety of foreign contexts
- Managing local operations and personnel abroad effectively

(c) Pay and allowances policies

- Home-based pay
- Host-based pay

(d) Global HR policies

- Convergence and divergence
- Tolerating and adjusting to local conditions

13) Prescribed Texts

Aguinis, H., (2012) *Performance Management*, Pearson Education

Dyck, B., (2014) *Principles of Management*, South Western International Limited

Fisher, C., (2010) *Human Resource Management*, Houghton Mifflin, London

Gilmore, S., (2010) *Human Resource Management*, Oxford University Press,

Mondy, R., (2009) *Human Resource Management*, Pearson Education, London

14) Recommended Readings

Bohlander, (2012) *Human Resource Management*, South Western, London

Gilmore, (2010) *Human Resource Management*, Oxford University Press, London

Robert, K., (2000) *Introduction to Performance Management*, South Western, Thomson Learning

Stone R. (2008) *Human Resource Management*, John Wiley and Sons Australia Ltd

Torrington D and Hall L (2012) *Human Resource Management*, 8th Ed Prentice Hall

Weightman J, (2013) *Managing People,* CIPD, 2nd Edition

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Dissertation**
3)	**Code**	**HRM 425**
4)	**Year**	**Four**
5)	**Presented to**	**Senate**

6)	**Presented by**	**School of Management**
7)	**Contact hours**	**2x1 hours per week**
8)	**Tutorial**	**2x1 hours per week**
9)	**Method of Assessment**	**60% Examinations**
		40% Course work (Assignments)

10) Course Aim

To explore a particular topic in depth while allowing the student to develop skills in the collection and appraisal of data, rigorous analysis and the coherent presentation of ideas

12) Course Objectives

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

a) identify a topic
b) develop an acceptable project proposal
c) Conduct Research
d) Analyze Research findings
e) Write a Research report
f) Defend the Research Thesis

12) Topics of Study

I. Research Design and Plan

(a) Developing your ideas
(b) Selection of Research Topic
(c) Approaches to research

II Writing the research project proposal

(a) Conduct a Literature Review
(b) Develop a Theoretical and Conceptual Framework
(c) Develop a hypothesis

III Data Collection

(a) Selecting the methods of collecting data
(b) Practicalities of data collection
(c) Data cleaning

IV Analyzing and interpreting findings

(a) Analyzing findings

(b) Presenting findings

(c) Presenting graphs

(d) Presenting tables

V Report Writing

(a) Editing

(b) Referencing

(c) Submitting the research project

(d) Oral Defense

13) Prescribed Texts

Cooper, A., (2008) *Business Research Methods*, McGraw Hill Higher Education, London Davis, D.L., (2013) *Business Research for Decision Making* With Info Trace, Brooks/Cole,

Saunders, M, Phillip, L and Thornhill, A. (2009), *Research Methods for Business Students*, Pitman Publishing, London

Groebner, David, Fand Patrick W Shannon (2007) *Business Statistics A decision – Making Approach,* Macmillan Publishing Company, New York

14) Recommended Readings

Bell, J., (2006*) Doing Your Research Project*, Open University Printers, Ireland

Gill, John, and Phil Johnson (2009) *Research Methods for Managers*, Paul Chapman Publishing Ltd, London

Rumsey, S. (2013) *How to find Information: A Guide for Researchers*, Maidenhead, Open University Press.

1)	**Program**	**Bachelor of Human Resource Management**
2)	**Course**	**Internship**
3)	**Code**	**HRM 426**
4)	**Year**	**Four**

5)	**Presented to**	**Senate**
6)	**Presented by**	**School of Management**
7)	**Contact hours**	**8 hours per week x 6-8weeks**
8)	**Method of Assessment**	**Internship Report**

9) Internship

Students are required to undertake an internship program approved by the Head of Department.

A faculty supervises the student intern. The primary goal of internship is to provide a student with a real-life on-the-job exposure and an opportunity to apply theoretical concepts in real life situation. Student's interest and intended area of concentration are taken into account while making internship placement decisions.

Only 'Pass/Fail' grades shall be awarded in the internship. A student must obtain 'Pass' grade in the internship. Failure to obtain passing will call for a retake of the internship program. Such retake may be allowed at most only once. The normal duration of the internship is 6 to 8 weeks, and it is undertaken during the summer after completing course work. The students must submit the internship report to the host institution and the University and give a seminar to the faculty and students.