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## **1. Introduction and Program Rational**

Management and Entrepreneurship is one of the BA Programs of Hope University College that was accredited by the Higher Education Relevance and Quality Agency (HERQA) in August 2003 E.C. Due to the fact that a curriculum is dynamic by its nature; the first version of the curriculum has been revised in the process of reaccreditation and the updates made have been incorporated in this second version. The revision makes the application of the curriculum uniform by including course outlines. It also improves the credit allocation of the course in-line with national standards.

Ethiopia is a country that has developed rapidly during the last ten years. This has resulted in an increase in international business and the establishment of many small enterprises. Furthermore, small enterprises have developed into bigger companies with an increasing number of capital transactions in increasingly complex situations. As a result, problems arise in the areas of securing finances for establishing and running small business enterprises and a lack of entrepreneurial and management competence. Additional problems include finding markets and distribution networks, limited opportunities for promotion and participation, limited account of government and institutional support, absence of technical know-how and integration mechanisms, and corruption in an undisguised form. These cause major bottlenecks. More complex questions arise with providing these organizations and their managers financial statements, forecasts and advice. Therefore, the Ethiopian market has an increasing demand for innovative, creative and well-educated managers.

A new philosophy in the field of management comes directly from Ethiopian stakeholders such as banks, the chamber of commerce and various enterprises. Future managers and entrepreneurs need to be people with a strong service orientation towards the different environments in which they work, live and prosper and they need to take the role of stewards in different professional roles. This vision implies an emphasis on personal attitudes and skills and the future manager is a person with a holistic approach to finances, business organizations and leadership.

This issue demonstrates that there is an urgent need to have a management program with an integrated service orientation at HUC. HUC has planned this unique service-oriented management curriculum not only to offer theoretical lectures but to provide rigorous practical and applied sessions that equip graduates with the most recent knowledge, skills, attitudes and applications.

## **2. Departmental Vision and Objectives**

### **2.1 Vision Statement**

The vision of the entrepreneurship and management curriculum is to foster a culture of management that is innovative, highly motivating, growth- focused and achievement-oriented in all manner of organizational leadership in the private, public and third sectors.

## 2.2 Objectives

The general objective of the Entrepreneurship and Management curriculum is to raise the level of knowledge and awareness of students about entrepreneurship and management and to empower them with knowhow and best practices of entrepreneurial management.

The specific objectives are to:

- Create a supportive and innovative learning environment to strengthen the critical thinking of students and to prepare future leaders for entrepreneurship;
- Provide sufficient knowledge to students about entrepreneurship and management, and motivate them towards the stewardship of these resources;
- Translate knowledge and experiences into economically useful business opportunities and facilitate their adoption in Ethiopia;
- Engage students in practical work that will benefit the community and the nation on a larger scale.
- Encourage students to identify research problems and engage in service on current entrepreneurial issues;
- To empower students to tackle business and management issues so they can later assist the community in solving these problems.

## 3. Graduate Profile

All HOPE UNIVERSITY COLLEGE graduates shall exhibit the following profiles:

### 3.1. General Profile

*Integrity and Personal Accountability:* appreciating and internalizing high integrity and taking responsibility for one's actions at work and in society.

*Self-regulation:* Instilling attitudes for self-development through lifetime learning, initiative taking and self-correction.

*Intellectuality:* Working scientifically, using analytical skills, to develop and carry out research that is valuable to the country's needs and development, writing and presenting one's findings in clear and coherent manner and by so doing contributing to knowledge.

*Competence:* Capacity to apply the knowledge transmitted and add value to one's role in organizations.

*Leadership:* Playing a leading role in organizations and making a difference with team work, respect for people, exceptional integrity, motivation and commitment.

### **3.2 Professional Profile**

A graduate from this program should have a wide range of capabilities and skills as seen below:

- A purposeful, methodical approach to business cases and course assignments, effectively using knowledge and techniques from various professional disciplines to reach stated goals.
- Consulting capability to bring order in confusing and complex situations; handling opposing interests and creating support and movement within the organization.
- Entrepreneurial ability to observe opportunities within a business environment and be ready to take risks to turn opportunities into reality, using innovative approaches and creativity, understanding the vital role of small business to the nation's economy.
- Managerial capacity: being able both to participate in and to lead a project with a results-driven approach; ability to use different theories and models to understand processes, trends and patterns related to the business environment; ability to understand fundamental national issues and promote sustainable development.
- Formal procedural judgment ability: using laws, procedures and regulations to the advantage of cooperating parties to clarify expectations and improve mutual relations, seeking mutual agreement.
- Financial-quantitative discernment that translates processes, events and business transactions to quantitative data using modern tools; creating financial accountability by analyzing financial data, preparing reports, budget plans and forecasts to aid management in making financial decisions.
- Ability to analyze, develop and run processes of fund-raising and investing in order to establish and run enterprises for sustainable development in Ethiopia's economy.
- Ability to design and run modern systems of cost and managerial accounting that enable private and public organization and enterprises to control the costs of their products and services, to understand the importance of cash flow and to keep track of it.
- Guidance capability to help people find or regain self-regulation by listening, summarizing and interviewing to gain a clear view of a client's situation, then suggesting options; methodically leading HR interviews in the organization.
- Concern for personal and professional growth through being part of a professional network of people, resources, and information to advance one's profession and career; appropriately integrating personal faith into their business practice and understanding that business is as much of a calling and opportunity to serve as any other profession.

## **4. Teaching Philosophy and Methodology**

### **4.1. Teaching Philosophy**

Based on the mission of HOPE UNIVERSITY COLLEGE and the outcomes of the discussions with relevant stakeholders, the following elements constitute the philosophy of the curriculum:

- Excellence in applying scientific knowledge in a professional setting.
- Continual interaction between the faculty, students and professional learning environments to enable competence.

- Integration of theory and practice to bring about excellent professionals.
- Ongoing contact with the private and public sectors and other stakeholders to develop a curriculum that is relevant, competitive and value-adding.
- The development of competencies as an indispensable outcomes of the curriculum.
- The reinforcement of teaching with coaching to effect holistic student development.

## **4.2 Teaching Methodology**

Competency based education, which is a student-centred methodology, emphasizing theory; skills, work scene interface and personal development will be exercised. In this interaction there shall be class room lectures, laboratory activities, application exercises in the private sector. Students will also engage in presentations and group projects which reflect actual situations in business or industry.

Competency based education stresses the interrelationship of several learning dimensions in which the students combine knowledge, skills, motivation and attitude to create effective learning processes and to meet the standards of Hope University College.

The educational program will be characterized by increasing complexity. Knowledge, skills, attitude and competencies will be tested at several levels during all semesters. The following five complexity-dimensions are distinguished:

- Level of self management of the student
- Level of professional cases to be dealt with
- The level of knowledge (and required analytical skills) to understand a specific subject
- The number of instruments, tools and methods needed to approach the subject

The department acknowledges these dimensions and challenges the students in their progress towards professional maturity. Therefore, the curriculum has integrative elements between theory and practice and between the different disciplines that are taught (a multi-disciplinary approach) and between the constituting parts of a competency. Furthermore, the curriculum has integrative elements between linguistic, calculative, analytic, synthetic, technical and ethical tools to explore available knowledge and develop an intellectual maturity for better judgement, leadership and knowledge ability.

## **5. Assessment Methods**

### **5.1. Student Assessment**

Quality assurance is not just about knowledge; it is also about competence. There will be cognitive examinations in each course in which knowledge is tested. But there are also several assessments where students perform to show their competencies. Methods of quality assurance will include both formative and summative evaluations:

Formative evaluations through

- Tests,
- Project work,
- Term papers,
- Field reports,
- Exams.

Summative evaluations through:

- \*Student and staff evaluations,
- \*Record of student achievements,
- \*External assessors.

### 5.1.1. The Grading System

The grading system is a five-scale assessment ranging from A to F as presented below.

Grade	A	A <sup>-</sup>	B <sup>+</sup>	B	B <sup>-</sup>	C <sup>+</sup>	C	C <sup>-</sup>	D	F
Score	>=86	80-85	79-76	75-70	69-66	65-60	59-50	49-47	46-37	< 37
Value	4.00	3.75	3.50	3.00	2.75	2.50	2.00	1.75	1.00	0.00

## 5.2 Program Assessment

To guarantee the quality and standard of the program, the Department:

- Provides on-the-job training upgrading the academic qualification of the staff as needed.
- Gathers feedback from students, employers and graduates as deemed necessary and uses the feedback to improve the curriculum.
- Has in place rules governing delivery and assessment of courses.
- Performs regular evaluation of the program based on the current trends in the field and the country's skilled manpower needs
- Periodically acquires appropriate textbooks/references, laboratory equipment, software applications and so forth.
- Prepares a course syllabus for all courses offered in the department in order to standardize the course content.
- Carries out regular evaluations of the staff
  - Undertakes regular evaluation of the program vis-a-vis the need of the country for skilled work force in that particular field of study.
  - Evaluates the performance of its graduates in the world of work. textbooks/references, laboratory equipment, software applications and so forth.
  - Organizes program evaluation workshop in the presence of the staff, alumni, students, employers, external assessors, sponsors, donors, policy makers and other stakeholders.

## 6. Admission Requirements of the Department

A candidate will be eligible for admission if he/she fulfills the minimum admission requirement

- ✓ Set by the Ministry of Education for the year
- ✓ Advance standing
- ✓ Transfer from an accredited higher institution for degree program
- ✓ TVET graduates who are certified by COC agency, have two years of service and entrance examination of the University College

## 7. Duration of the Study

The duration of the study for the Bachelor of Arts in Management and Entrepreneurship is three years.

## 8. Degree Nomenclature

The degree offered after successful completion of the program is called:

In English – “Degree of Bachelor of Arts in Management”

In Amharic – “የአርት ባችለር ዲግሪ በማኔጅመንት”

## 9. Graduation Requirements

Graduating students shall be awarded the “Bachelor of Arts in Business Management and Entrepreneurship” if they fulfill the following requirements:

- An attainment of a minimum of 111 credit hours
- An attainment of a minimum Cumulative Grade Point Average of 2.00
- An attainment of a minimum Cumulative Grade Point Average of 2.00 in major courses
- An absence of F, NG, and I in any course grading.

## 10. Course Coding

Course Code used has a four-letter prefix and a three-digit number.

The prefix which represents the department is assigned to all core courses in the department. If a core course is the responsibility of another department, it will be assigned a different code by a receiving department but both codes will be shown on the course description to indicate that they are actually identical. For general courses the prefix indicates the subject area, and the responsible department is indicated only in the course description.

- The first digit represents the year in which the course is offered (year at college starts with 2).
- The second digit represents the courses that are offered in the same semester by the department in sequential order (ranging from 1- 6). For general courses, the number is 0.
- The third digit indicates the semester in which the course is offered. All first semester courses take number one and second semester courses take number two.

## 11. Quality Assurance

The university college shall have a section for Quality Assurance as an internal audit of the academic program. The director of this section shall ensure quality by monitoring and evaluating academic programs and achievements on a regular basis using set benchmarks of academic excellence.

- 11.1. The internal scheme of performance audit shall enable constant renewal and relevance in the university college. The audit would review the actual outcomes of the content and pedagogy of disciplines by departments, courses, programs and also student competencies.
- 11.2. Though the established goals, objectives and desired outcomes of the university college will be important benchmarks of the audit, the evaluation efforts, being focused on value-adding features, may point to the revisiting of certain objectives and activities of the curriculum.
- 11.3. In this way the university college will be made aware of what it needs to change and make the necessary adjustments to stay abreast of the latest developments of knowledge. In the end, the curriculum is intended to develop graduates who demonstrate proficiency in general knowledge, communication, critical thinking, contextual competence, aesthetic sensibility, professional identity and ethics, leadership capacity, scholarly concern for improvement and motivation for continued learning.
- 11.4. The curriculum anticipates a qualitative change in the mental and spiritual capacities of students. In this regard, every attempt will be made to transform the capacities of students to a level that would make them change-makers. The evaluation will track these outcomes and assess the qualitative changes gained in each student.
- 11.5. Considering the danger of internal evaluation from the standpoint of defensive pretensions by all concerned, internal evaluations will be counterbalanced by external ones. These will be openly discussed for subsequent adjustments.

The department shall do a review of the program after four years of implementing this curriculum by collecting feedback from employers and graduates of the program. This review will help to maintain the quality of the program in-line with the demand of the employers and the country at large. Methods of quality assurance of the program will include but not be limited to:

- Comprehensive examinations and colleague assessment of examination papers and teaching methods;
- Periodic workshops (with stakeholders, teachers and graduates);
- Assessments by using survey project works (research), internships, and link programs;
- Graduates' evaluation of the program, establishing a Graduate Alumni organization as a mechanism to implement such evaluations and follow their career paths;
- Standardization of course offerings through preparation of general course outlines, exam contents, and external audit;
- Annual assessment of the program by the teaching staff;
- Working closely with the relevant professional associations to assess graduates' performance.



## **12. Resource Requirements**

### **12.1 Teaching Staff**

To the extent that the quality of education to be provided is primarily dependent on the skill and excellence of its staff members, Hope University College shall engage outstanding faculty members from within country and abroad in teaching.

### **12.2 ICT Laboratory**

HOPE UNIVERSITY COLLEGE shall avail adequate computer terminals for students and faculty to enable online learning and reading, sharing knowledge and experiences, and working with various software that contribute to one's professional development. In such laboratories, one shall also get assistance in digital connections and systems use.

### **12.3 Library Facilities**

Students will have access to a spacious and well-stocked library. Computers will be available in the library to provide students with the facility for writing and with internet connectivity for access to e-books and on-line learning solutions. Students may use a computerized catalog for instant access to the resources in the library.

### **12.4. Tutorial Service for a Course Taught**

12.4.1. The faculty member of a course is the TUTOR of his/her students.

12.4.2. To enable the tutoring, the faculty member shall designate office hours and inform his students of the same. The faculty member is expected to be in his office during the hours designated.

### **12.5. Guidance and Counselling**

12.5.1. The office of student life shall provide guidance in a number of areas that contribute to the character development of students focusing on themes such as interpersonal relations, personal acceptance and care, life goals, survival skills, work ethics, relations with the opposite gender, community responsibility, right assertiveness, handling grievances and personal crisis, tolerance, reconciliation, time management, self assessment, etc. in an open-ended and non-judgmental manner.

12.5.2. The office of student life shall avail a counseling service to those students that exhibit emotional burden, are at a loss, have a hard time focusing on their studies and responsibilities and show difficulty in relating to others. If the mental state of a student requires professional help, the student shall be told to seek professional help at his expense. Severe cases will be allowed to take a semester or year off.

12.5.3. As counseling revolves around trust, a female counselor shall be available for women and a male counselor for men. Peer counseling as well as peer discussion will also be advanced to facilitate the growth and discovery processes in a non-judgmental way.

12.5.4. All counseling communications will be confidential.

12.5.5. The university college shall do its best to reduce impersonality and the kind of atomization that comes from large crowds. While the architecture of the university college is designed to help in this regard by giving ample opportunities for students to interact with one another, every effort shall be made to provide a sense of community that encourages belongingness, involvement and high spirits.

12.5.6. Common problems shall be addressed by the university college and remedies sought as quickly as possible so that unaddressed problems do not cause more harm than what exists.

### **13. Class Size**

To enable manageable faculty attention to students, convenience of learning and the continuous assessment that shall be applied, the optimal class size of the university college shall be:

- 30 students for courses in a regular class,
- 50-60 students for lecture type courses,
- 30 students for laboratories and workshops.

### **14. Program Structure**

The Management and Entrepreneurship program is designed to be completed within six semesters. Each semester shall have 18 weeks of regular classes.

There shall be one internship program two and a half months before the end of the second academic year. During this period, students will have a chance to work in an actual business setting using their competencies.

The courses in the program are major, supportive and general courses totally encompassing 111 credit hours. The major courses are compulsory and are 75 credit hours for one to graduate.

The major, supportive and general courses are presented below:

## Lists of All Courses for Business Management and Entrepreneurship

**Table 1: Major Courses in Business Management and Entrepreneurship**

Course No	Course Title	Prerequisite Course(s)	Credit Hour	Contact Hour	Lab Hour
MAEN 211	Introduction to Entrepreneurship	NONE	3	3	-
MAEN 212	Funding New Ventures	ACFN 211	3	3	-
MAEN 221	Business Mathematics	NONE	3	3	-
MAEN 222	Introduction to Business Management	NONE	3	3	-
MAEN 311	Project Management	MAEN 222	3	3	-
MAEN 312	Logistics and Supply Chain Management	MARK 211	3	3	-
MAEN 321	Managerial Economics	ECON 202	3	3	-
MAEN 322	Strategic Management	MAEN 222	3	3	-
MAEN 331	Entrepreneurship	MAEN 211	3	3	-
MAEN 332	Research Methods	MAEN 222, MAEN 341	3	3	-
MAEN 341	Business Statistics	MAEN 221	3	3	-
MAEN 342	Management Information Systems	COMP 201	3	3	-
MAEN 352	Innovation Management	MAEN 331	3	3	-
MAEN 362	Internship	2 <sup>nd</sup> year completion	3	-	-
MAEN 411	Corporate Social Responsibility & Bus. Ethics	CEED 201	3	3	-
MAEN 412	E-Commerce	COMP 201	3	3	-
MAEN 421	Change Management	MAEN 222, MAEN 352	3	3	-
MAEN 422	Organizational Behavior	PSYC 201	3	3	-
MAEN 431	Human Resource Management	MAEN 222	3	3	-
MAEN 432	Integrated Business Policy and strategy	MAEN 322	3	3	-
MAEN 441	Leadership Skills	MAEN 222	3	3	-
MAEN 442	Production and Operations Management	MAEN 222, MAEN 341	3	3	-
MAEN 451	Business and Corporate Law	CEED 201	3	3	-
MAEN 452	Senior Project	MAEN 332	3	-	-
MAEN 462	Risk Management and Insurance	MAEN 341	3	3	-
	<b>Total</b>		<b>75</b>	<b>-</b>	<b>-</b>

**Table 2: List of Supportive Courses**

Course No	Course Title	Prerequisite Course(s)	Credit Hour	Contact Hour	Lab Hour
ACFN 211	Principles of Accounting I	NONE	3	3	-
ACFN 222	Cost and Management Accounting I	ACFN 211	3	3	-
ACFN 332	Financial Management	ACFN 211	3	3	-
ECON 202	Microeconomics	NONE	3	3	-
ECON 203	Macroeconomics	ECON 202	3	3	-
MARK 211	Principles of Marketing	NONE	3	3	-
	<b>Total Credits</b>		<b>18</b>	<b>18</b>	

**Table 3: List of General Courses**

<b>Course No</b>	<b>Course Title</b>	<b>Prerequisite Course(s)</b>	<b>Credit Hour</b>	<b>Contact Hour</b>	<b>Lab Hour</b>
CEED 201	Civic and Ethical Education	NONE	3	3	-
COMP 201	Introduction to Computer Applications	NONE	3	2	2
FLEN 201	Basic Writing Skills	NONE	3	3	1
FLEN 202	English for Communication I	FLEN 201	3	3	1
FLEN 301	English for Communication II	FLEN 202	3	3	1
PSYC 201	General Psychology	NONE	3	3	-
	<b>Total Credits</b>		<b>18</b>	17	5

**Table 4: Minimum Credit Hour Requirement Summary**

<b>Course Category</b>	<b>Credit Hour</b>
Major Compulsory, including Internship	<b>75</b>
Supportive	<b>18</b>
General	<b>18</b>
<b><i>Grand Total</i></b>	<b>111</b>

## 15. Semester Course Breakdown

Year	Semester I		
1	Course No	Course Title	Cr Hr
	MARK 211	Principles of Marketing	3
	FLEN 201	Basic Writing Skills	3
	COMP 201	Introduction to Computer Applications	3
	MAEN 211	Introduction to Entrepreneurship	3
	MAEN 221	Business Mathematics	3
	ACFN 211	Principles of Accounting I	3
	<b>Semester Total</b>		<b>18</b>
	<b>Semester II</b>		
	ECON 202	Microeconomics	3
	FLEN 202	English for Communication I	3
	MAEN 222	Introduction to Business Management	3
	MAEN 212	Funding new ventures	3
	ACFN 222	Cost and Management Accounting I -	3
	CEED 201	Civic and Ethical Education	3
<b>Semester Total</b>		<b>18</b>	
2	<b>Semester I</b>		
	Course No	Course Title	Cr Hr
	MAEN 311	Project Management	3
	ECON 203	Macroeconomics	3
	MAEN 321	Managerial Economics	3
	FLEN 301	English for Communication	3
	MAEN 331	Entrepreneurship	3
	MAEN 341	Business Statistics	3
	<b>Semester Total</b>		<b>18</b>
	<b>Semester II</b>		
	Course No	Course Title	Cr Hr
	ACFN 332	Financial Management	3
	MAEN 312	Logistics and Supply Chain Management	3
	MAEN 322	Strategic Management	3
	MAEN 332	Research Methods	3
MAEN 342	Management Information Systems	3	
MAEN 352	Innovation Management	3	
<b>Semester Total</b>		<b>18</b>	
<b>MAEN 362</b>		<b>Internship</b>	<b>3</b>

<b>Year</b>	<b>Semester I</b>		
<b>3</b>	<b>Course No</b>	<b>Course Title</b>	<b>Cr Hr</b>
	MAEN 411	Corporate Social Responsibility	3
	MAEN 441	Leadership Skills	3
	MAEN 421	Change Management	3
	MAEN 431	Human Resource Management	3
	PSYC 201	General Psychology	3
	MAEN 451	Business and Corporate Law	3
	<b>Semester Total</b>		<b>18</b>
	<b>Semester II</b>		
	MAEN 412	E-Commerce	3
	MAEN 422	Organizational Behavior	3
	MAEN 432	Integrated Business policy and strategy	3
	MAEN 462	Risk Management and Insurance	3
	MAEN 442	Production and Operations Management	3
	MAEN 452	Senior Project	3
<b>Semester Total</b>		<b>18</b>	
<b>Grand Total</b>		<b>111</b>	

## 16. Course Descriptions, Course Objectives and Contents for Major Courses

<b>Course Title:</b>	<b>Introduction to Entrepreneurship</b>
<b>Course Number:</b>	<b>MAEN 211</b>
<b>Credit Hour:</b>	<b>3</b>
<b>Prerequisite:</b>	<b>None</b>

### Course Description

This course is an introduction to entrepreneurship. Topics include economic, social and political climates; demographic, technological and social changes; skills, challenges, and rewards of entrepreneurship. This course will provide a basic understanding of the entrepreneurial or new venture processes. Students will discuss the critical role that opportunity recognition and creation plays in that process. Several class exercises will assist students to identify their own personal goals and their unique skills and competencies related to the entrepreneurial process. Students will also develop a simple business plan, which will enable them to examine how entrepreneurs and investors create, find, and differentiate robust, money-making opportunities from just “good ideas.”

### Course Objectives

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

- Develop a simple business plan.
- Evaluate their entrepreneurial tendencies and create a new venture.
- Explain the role of entrepreneurship and new venture creation in economic development.
- Evaluate and explain the real-world of entrepreneurship and the entrepreneurial mindset.
- Understand the process of opportunity recognition and analysis.
- Clearly articulate a new venture’s business model.
- Recognize the importance of teams in the entrepreneurial process and the pros and cons. associated with different behavior types when starting a new venture.
- Be familiar with the financial issues associated with new venture start-ups.
- Develop an understanding of entrepreneurship as a business behavior worldwide.

### Course Content

#### Chapter 1: Introduction to Entrepreneurship

- 1.1. What is entrepreneurship?
- 1.2. Why become entrepreneur?
- 1.3. Characteristics of successful entrepreneur
- 1.4. Common myth about entrepreneurs
- 1.5. Entrepreneurship importance
  - 1.5.1. Economic impact of entrepreneurial firms
  - 1.5.2. Entrepreneurial firm’s impact on society
  - 1.5.3. Entrepreneurial firm’s impact on large firm
- 1.6. The entrepreneurial process

#### Chapter 2: Recognizing opportunities and generating ideas

- 2.1. Identifying and recognizing opportunities
- 2.2. Finding gaps in the market place
- 2.3. Personal characteristics of the entrepreneur
- 2.4. Techniques of generating ideas
- 2.5. Encouraging and protecting ideas

### **Chapter 3: Feasibility Analysis**

- 3.1. What is feasibility analysis?
- 3.2. Role of feasibility analysis in developing successful business ideas
- 3.3. Product/service feasibility analysis
- 3.4. Industry/ market feasibility analysis
- 3.5. Organizational feasibility analysis
- 3.6. Financial feasibility

### **Chapter 4: Writing a business plan**

- 4.1. What is a business plan?
- 4.2. Why a business plan
- 4.3. Outline of the business plan
- 4.4. Presenting the business plan to investors

### **Chapter 5: Industry and Competitor Analysis**

- 5.1. Industry analysis
- 5.2. The importance of industry versus firm-specific factors
- 5.3. The five competitive forces that determine industry profitability
- 5.4. Competitor analysis
- 5.5. Identifying competitors
- 5.6. Sources of competitive intelligence
- 5.7. Completing a competitive analysis grid

### **Chapter 6: Developing and Effective Business Model**

- 6.1. Business Model
- 6.2. The importance of business model
- 6.3. Components of an effective business model

### **Chapter 7: Getting financing of funding**

- 7.1. The importance of getting financing or funding
- 7.2. Sources of equity funding
- 7.3. Sources of debt financing
- 7.4. Creative sources of financing and funding

### **Teaching Methods**

Lecture, Discussions, Individual and group assignments and Presentations.

### **Text Books**

Kuratko, Donald F. and Hodgetts, Richard H., Entrepreneurship: Theory, Process, Practice, 7th edition, 2008 ISBN 0-324-32341-7, Thomson South-Western.

### **References**

1. Forsyth George R. Mount Joan and Ziger Terence ( 1991 ) Entrepreneurship and Small Business Development: Text and cases . ISBN- 0-13-282641-0.
2. How to Write a Business Plan, Ethiopian Chamber of Commerce, 2004.
3. Entrepreneurial Small Business, Katz, Jerry and Richard Green, 2008, 848 p. ISBN-10: 0073405063



**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Introduction to Business Management  
**Course Number:** MAEN 222, same as MARK 222  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

This course focuses on the basic concepts and principles of management, the functions of planning, organizing, staffing, directing and controlling and their relationships to key issues in management practices, such as leadership and motivation. Nature and role of supervisory management, functions of supervisor and labor relations, inspection and effective communication are also discussed. Students will work in teams to improve their business proficiency by developing a marketing plan, based on all this semester's courses, and understand the role marketing plays in business and business management.

### **Course Objectives**

Upon successful completion of this course, students should be able to

- develop a marketing plan
- explain the characteristics of management
- identify the evolution of management theories and practices
- define management functions i.e. planning, organizing, leading and controlling
- distinguish organization, theories of organizations and organizational structures
- apply the fundamentals of staffing, leadership theories and practices in the process of management.

### **Course Content:**

#### **Chapter 1: Management: An Overview**

- 1.1. Definition of Management and managers
- 1.2. Managerial Functions
- 1.3. Significance of Management
- 1.4. Levels of Management
- 1.5. Managerial Roles
- 1.6. Managerial Skills and their Relative Importance
- 1.7. Management: Science or Art?
- 1.8. Universality of Management

#### **Chapter 2: Evolution and development of management thought**

- 2.1. Management in Antiquity and Pioneer Contributors
- 2.2. Early Management Pioneers (Contributors)
- 2.3. Management Thought
  - 2.2.1. Major pre classical contributors
  - 2.2.2. Classical Management Theory
  - 2.2.3. Administrative management theory
  - 2.2.4. Behavioral Management Theory
  - 2.2.5. Modern approaches to management

### **Chapter 3: The planning function**

- 3.1. Meaning, nature and importance of planning
- 3.2. Organizational objectives
- 3.3. The Planning Process
- 3.4. Types of Plans
- 3.5. Managerial decision-making
  - 3.5.1. Decision-Making Conditions
  - 3.5.2. Types of Decisions

### **Chapter 4: The Organizing Function**

- 4.1. An Overview of Organizing
- 4.2. The Organizing Process
- 4.3. Importance of Organizing
- 4.4. Types of Organizations
- 4.5. Major Elements of the Organizing Function
- 4.6. Departmentalization: Meaning and Bases
- 4.7. Delegation of authority
- 4.8. Centralization and decentralization
- 4.9. Authority relations in organization (line, staff, functional)
- 4.10. Span of management
- 4.11. Organizational structure

### **Chapter 5: Staffing the organization**

- 5.1. Human Resource Management as strategic Partner
- 5.2. Personnel Planning and Recruitment
- 5.3. Selecting Employees
- 5.4. Orientation and Training
- 5.5. Other topics in Human Resource Management

### **Chapter 6: Directing Function**

- 6.1. Meaning and the Need for Leadership
- 6.2. The need for leadership
- 6.3. Leadership theories
  - 6.3.1. Trait Theory
  - 6.3.2. Behavioral Theories
  - 6.3.3. The Contingency /Situational Leadership Theory
- 6.4. Leadership styles
- 6.5. Motivation
- 6.6. Communication in Organizations

## **Chapter 7: Controlling Function**

- 7.1. Definition and Importance of controlling
- 7.2. The Controlling Process
- 7.3. Types of Controlling
- 7.4. Cybernetic and Non-cybernetic Controls
- 7.5. Over-control Vs Under-control

### **Teaching method**

The course will be delivered through lectures, presentations, group and individual assignments.

### **Text Book:**

Burrow, J. et al., Business Principles and Management, 2007. ISBN-10:0538444681

### **References:**

1. Rue Leslie W. and Byars Lloyd L. (2001). Business management: Real-World Applications and Connections.
2. Schermerhorn John R. Management (2005). Management 8<sup>th</sup> ed. John Wiley & Sons .Inc. ISBN –0-471-45476-1
3. Certo Samvel C. & Certo S. Trevis (2009) Modern Concepts & Skills Management 11th ed. Prentice Hall . ISBN-978—0-13.
4. Griffin (2005) Management . ISBN 0-618-35459X. Houghton Mifflin Company
5. Understanding Business, 3rd ed. Nickels (1993)

### **Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Managerial Economics  
**Course Number:** MAEN 321  
**Course Credit:** 3  
**Prerequisite:** Microeconomics

### **Course Description**

This course is designed to provide students with a basic understanding of microeconomic theory that can be used to understand behavior within both markets and organizations and to make effective managerial decisions. It is intended to provide students with economic tools and an economic analysis used for managerial decision making.

The course concentrates on microeconomic analysis, which deals with models of consumer and business economic behavior and will provide an understanding of firm and industry behavior to serve as a basis for decision making. This will be achieved by first examining relevant theories and then looking at real world examples. In addition to reviewing basic economic principles and the fundamental role of transactions and markets, the course will consider economic theories of demand, cost, competition, monopoly and oligopoly. These will aid decisions about production and pricing. Modern game theory and economics are further used to examine mostly internal managerial issues such as incentive conflicts, information problems and allocation of decision rights.

### **Course Objectives**

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

- Apply detailed knowledge of many of the decision rules of microeconomics in organizations.
- Use economic analysis as a problem-solving tool in their organization.

### **Course Content**

#### **Chapter 1: Introduction**

##### 1.1 Definition and Scope of Managerial economics

- 1.1.1 Definition of Managerial Economics
- 1.1.2 Relationship to Economic Theory
- 1.1.3 Relationship to the Decision Science

##### 1.2 The theory of the firm

- 1.2.1. Reasons for the Existence of Firms and their Functions
- 1.2.2. The Objective of the Firm
- 1.2.3. Constraints on the Operation of the Firm
- 1.2.4 .Limitations of the Theory of the Firm

##### 1.3 The Nature and Functions of Profits

- 1.3.1 Business (Accounting) Versus Economic Profit
- 1.3.2 Theories of Profit
- 1.3.3 Functions of profit

#### **Chapter 2: Optimization Techniques**

- 2.1 Methods of Expressing Economic Relationship
- 2.2 Total, Average and Marginal Economic Values
- 2.3 Optimization Analysis
- 2.4 Differential calculus
- 2.5 Rules of Differentiation

- 2.6 Optimization with Calculus
- 2.7 Multivariate Optimization
- 2.8 Constrained Optimization

**Chapter 3: Demand Analysis**

- 3.1 Brief Review of Demand Theory
  - 3.1.2 Application of Elasticities in Managerial Decision Making
- 3.2 Demand Estimation
  - 3.2.1 Identification Problem
  - 3.2.2 Estimation and Forecasting techniques
    - 3.2.2.1 Qualitative Methods
    - 3.2.2.2 Quantitative Methods
      - Regression Analysis
      - Time Series Analysis
      - Smoothing Techniques

**Chapter 4: Production and Cost Analysis**

- 4.1 An Overview of Theory of Production
- 4.2 Empirical Estimation of the Production Functions
- 4.3 Theory of Costs and Estimation
  - 4.3.1 Cost-Volume-Profit Analysis and Operating Leverage
  - 4.3.2 Empirical Estimation of Cost Functions

**Chapter 5: Pricing Decisions**

- 5.1 Pricing of Multiple Products
- 5.2 Product Bundling
- 5.3 Peak Load Pricing
- 5.4 Cost-Plus Pricing
- 5.5 Two-Part Tariff

**Teaching method**

The course will be delivered through lectures, project work, group and individual assignments.

**Text Books:**

Michael R. Baye (2007): Managerial Economics and Business Strategy, 6th ed., McGraw Hill, ISBN13: 978 007 337 56 87, 656 p.

**Reference:**

1. Principles of Managerial Finance, 10e, by Lawrence Gilman, 2006. (12)

**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Project Management  
**Course Number:** MAEN 311, same as ACFN 321, same as MARK 452  
**Course Credit:** 3  
**Prerequisite:** Introduction to Business Management

### **Course Description**

The course covers concepts of events, activity, work breakdown structure, project planning tools, determining the critical path and comparing actual performance with the planned schedule. Development steps include project analysis, requirements definition, preliminary design, detailed design and implementation. Software is used to draw project diagrams such as PERT diagrams, and manpower loading charts.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Understand the formulation of a project, project appraisal, project scheduling and performance analysis.
- Improve the students' skills in qualifying an investment proposal and standardization of feasibility studies leading to better investment decision-making capabilities.
- Monitor the status of a project at different stages within the scheduled time and to work in a cost-effective manner; taking necessary control measures to realize the intended outcomes if deviations on intended deliverables are noticed on the way.

### **Course Content**

#### **Chapter 1: An Overview of Project Management**

- 1.1. Introduction
- 1.2. Importance of Capital Investment
- 1.3. Difficulties of Capital Investments
- 1.4. Meaning of a Project
- 1.5. Types of projects
- 1.6. Characteristics of Project
- 1.7. Elements of any project undertaking
- 1.8. Importance /objectives of a project
- 1.9. Plans, programs and Projects

#### **Chapter 2: Project Cycle**

- 2.1. The Baum Cycle (World Bank Procedures)
  - 2.1.1. Identification
  - 2.1.2. Preparation (pre – feasibility or feasibility studies)
  - 2.1.3. Appraisal
  - 2.1.4. Implementation
  - 2.1.5. Evaluation
- 2.2. DEPSA's Project Cycle
- 2.3 UNIDO – Project Cycle
  - 2.3.1 The Pre – investment Phase
  - 2.3.2 The investment/implementation Phase
  - 2.3.3. The Operational Phase
- 2.4. The European commission/ Europe aid approach

### **Chapter 3: Project Identification**

- 3.1. Pre – Identification
- 3.2. Project Identification
  - 3.2.1 Generation of Project Ideas
  - 3.2.2. Monitoring the Environment
  - 3.2.3. Internal appraisal /Corporate Appraisal
  - 3.2.4. Scouting for Project Ideas
  - 3.2.5. Screening potentially promising ideas/preliminary screening
  - 3.2.6. Project Rating Index
  - 3.2.7. Being an Entrepreneur

### **Chapter 4: Project Preparation (Feasibility Study)**

- 4.1. Market and Demand Analysis
  - 4.1.1. Situational Analysis and Specification of Objectives
  - 4.1.2. Collection of Secondary Information
  - 4.1.3. Conduct of Market Survey
  - 4.1.4. Characterization of the Market
  - 4.1.5. Demand Forecasting
  - 4.1.6. Market planning
- 4.2. Technical analysis
  - 4.2.1. Raw Materials and Supplies Study (Materials and Inputs)
  - 4.2.2. Production Programme
    - 4.2.2.1. Determination of Plant Capacity
    - 4.2.2.2. Determination of the Feasible Normal Plant Capacity
  - 4.2.3 Technology and Engineering
    - 4.2.3.1. Estimates of Overall investments Costs
    - 4.2.3.2. Maintenance and Replacement Requirements
    - 4.2.3.3. Civil Engineering Works
    - 4.2.3.4. Detailed Plant Layout and Basic Engineering
    - 4.2.3.5. Selection of Machinery and Equipment
    - 4.2.3.6. Technology Acquisition and Transfer
    - 4.2.3.7. Technology Choice
  - 4.2.4. Locations, Site and Environmental Assessment
    - 4.2.4.1. Location Analysis
      - 4.2.4.1. Natural Environment
      - 4.2.4.2. Environmental Impact Assessment
      - 4.2.4.3. Socio-Economic Policies
      - 4.2.4.4. Infrastructural Conditions
      - 4.2.4.5. Factory Supplies
      - 4.2.4.6. Human Resources
      - 4.2.4.7. Effluent and Waste disposal
      - 4.2.4.8. Final Choice of Location
      - 4.2.4.9. Site Selection
      - 4.2.4.10. Cost Estimate
- 4.3. *Financial Analysis*
  - 4.3.1.1. Total Investment costs
  - 4.3.1.2. Production Costs
  - 4.3.1.3. Project Financing
  - 4.3.1.4. Basic Accounting Statements
  - 4.3.1.5. Financial Evaluation



## **Chapter 5: Project Appraisal**

- 5.1. Project Evaluation Techniques or Criteria
  - 5.1.1. Non- Discounted or Traditional Techniques
    - A. Payback Period (PBP)
    - B. Accounting Rate of Return (ARR)
  - 5.1.2. Discounted techniques
    - A. Net Present Value Method
    - B. Internal Rate of Return (IRR)
    - C. Profitability Index (PI)

## **Chapter 6: Project Management and Organization**

- 6.1. Developing the project network
- 6.2. From work package to network
- 6.3. Constructing a project network
- 6.4. Activity-On-Node (AON) fundamentals
- 6.5. Start and finish Network Computations
- 6.6. Network Computation process
- 6.7. Work break down and tools and techniques of project Management
- 6.8. Level of Detail for Activities

## **Chapter 7: Project Management**

- 7.1. Project Scope Management
- 7.2. Project Time Management
- 7.3. Project Cost Management
- 7.4. Project Quality Management
- 7.5. Project Human Resource Management
- 7.6. Project Risk Management
- 7.8. Change control Management

## **Chapter 8: Progress and Performance Measurement**

- 8.1. The project control process
- 8.2. Monitoring time performance
- 8.3. An Integrated cost/schedule system
- 8.4. Developing a status report
- 8.5. A hypothetical example
- 8.6. Indexes to monitor progress
- 8.7. Forecasting final project cost
- 8.8. Other control issues

## **Teaching Methods**

The course will be delivered through lectures, project work, group and individual assignments.

## **Text Books**

Fundamentals of Project Management, James Lewis, 2006, ISBN 13: 9780814408797

## **References**

1. Project Management, Rory Burke, 2008 John Wiley and Sons, Ltd., ISBN10:0958273343.
2. Business Solutions For the Global Poor by Rangan, Quelch, Herrero and Barton, 2007
3. The Management of Time by James T. McCay, 1989.
4. Harold Kerzner, Project Management with Project Management Case Studies, Wiley; 9<sup>th</sup> Rev Ed, 2005.

**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	5%
Project work	25%
Final Exam	40%

**Course Title:** Logistics and Supply Chain Management  
**Course Number:** MAEN 312  
**Course Credit:** 3  
**Prerequisite:** Principles of Marketing

### **Course Description**

Logistic Management has a primary focus on the cost effectiveness of all processes in and between organizations. Most organizations recognize that world class performance in operations is essential for competitive success and long-term survival. This course will introduce students, future business leaders, to the key concepts and tools that you can apply to design, plan, and improve the organizations' logistics and operations. This IT-related course examines the creation and distribution of goods and services in both the service and manufacturing sectors. Topics include location analysis, distribution models, inventory control models, scheduling and work design systems, and statistical process controls.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Explain the strategic role of logistics and its competitive advantage for organizational survival.
- Explain the relationships between the operations function and other functional areas of a business such as marketing, finance, and information systems and show how they can work together to achieve the business strategy.
- Apply relevant quantitative models and IT-applications to logistical challenges.
- Appraise real-life business situations and suggest solutions and alternative operations management tools/techniques.
- Analyze business processes to uncover problems and opportunities for improvement.
- Measure the performance of the operations from different aspects such as productivity, flexibility, quality, workflow, and response time, etc.
- Provide new designs to improve existing operations.
- Contact external partners to improve the logistical processes that are part of business relations

### **Course Content**

#### **Chapter 1: An Overview of Logistics and Supply Chain Management**

- 1.1. Introduction
- 1.2. Evolution of Logistics and Supply Chain Management
- 1.3. Components of Logistics System
- 1.3. The Changing Logistics Environment

#### **Chapter 2: Logistical operations Integration**

- 2.1 The Work of Logistics
- 2.2 Operating Objectives
- 2.3 Integrated Logistics
- 2.4 Barriers to Internal Integration

### **Chapter 3: Elements of Logistics**

- 3.1. Information Management
- 3.2. Inventory Management
- 3.3. Transportation Management
- 3.4. Warehouse Management
- 3.5. Materials Handling
- 3.6. Packaging

### **Chapter 4: Enabling Concepts in Supply Management**

- 4.1. Buyer Supplier Relationship
- 4.2. Negotiation
- 4.3. Supplier Development

### **Chapter 5: Logistics Administration**

- 6.1. Organization
- 6.2. Planning
- 6.3. Performance Measurement and Reporting

### **Teaching Methods**

The course will be delivered through lecture, project work, group and individual assignment.

### **Text Book**

Christopher M. (2005). Logistics and Supply Chain Management: Singapore  
Pearson PLC

### **References:**

1. Business Logistics/Supply Chain Management by Ronald H. Ballou, 2004
2. H.M. Visser and A.R. van Goor, Logistics, Principles and Practice, Noordhoff Uitgevers B.V., 1st edition (2006), ISBN10 9020733044, ISBN13 9789020733044
3. Alan Rushton, Phil Croucher, Peter Baker (2006), The Handbook of Logistics and Distribution Management, 3<sup>rd</sup> edition, Publisher: Kogan Page Ltd, ISBN: 9780749446697
4. Rahul, V. A (2005). Supply Chain Management. New Delhi : Prentice –Hall
5. Bust, and others. (2004) World Class Supply Chain Management: . New Delhi: Tata McGraw-Hill
6. Bowesox and Closs (2003) Logistical Management: New Delhi, Tata, McGraw-Hill
7. Bloomberg and Hanna (2002). Logistics. New Delhi: Prentice Hall of India

### **Evaluation scheme**

Assignments	10%
Tests and quizzes	20%
Case study	10%
Project work	20%
Final Exam	40%

**Course Title:** Funding New Ventures  
**Course Number:** MAEN 212  
**Course Credit:** 3  
**Prerequisite:** Principles of Accounting I

### **Course Description**

This course examines financing the start-up of a new venture, along with other business financing methods. Financing a startup business can be a challenging and time consuming process. By the conclusion of the course, students will have developed a business plan, which will focus on the funding portion of the plan. Components will include: an executive summary, sales projections, profitability analysis, capital expenditures and a pro-forma income statement and balance sheet. Additionally, investigating different capital structures and detailing the sources and uses of funds in a new venture. The theory is to be applied in starting a small student company.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Submit a written funding plan on an entrepreneurial or emerging business opportunity
- Identify a new business opportunity and evaluate its potential
- Develop a written business plan and make a decision as to whether it would be prudent to fund the business plan
- Determine the key success factors
- Assemble the necessary resources
- Emphasize the appropriate funding structure
- Determine whether the risk is worth the reward
- Articulate an exit strategy for the investor(s).

### **Course Content:**

#### **Chapter 1: Nature of Entrepreneurship**

- 1.1. Personal entrepreneurial competencies (PECS)
- 1.2. Beware of entrepreneurial Myths

#### **Chapter 2: Developing and Screening new Venture Business Ideas**

- 2.1. Introduction
- 2.2. Three Most Common Sources of New Business Ideas
- 2.3. Techniques for Generating Ideas
- 2.4. First Screen

#### **Chapter 3: Developing the business plan**

- 3.1. Introduction
- 3.2. Reasons for Writing a Business Plan
- 3.3. Who Reads the Business Plan—And What Are They Looking For?
- 3.4. Guidelines for Writing a Business Plan
- 3.5. Types of Business/ Basics of new venture business plan

#### **Chapter 4: Components of the Business Plan**

- 4.1. Introductory Material, Executive Summary, and Description of the Business
- 4.2. Industry Analysis
- 4.3. Market Analysis
- 4.4. Marketing Plan
- 4.5. Management Team and Company Structure
- 4.6. Operations Plan and Product (or Service) Development Plan
- 4.7. Financial Projections

## **Chapter 5: Sources of Funding**

- 5.1. The importance of getting financing or funding
- 5.2. Sources of equity funding
- 5.3. Sources of debt financing
- 5.4. Creative sources of financing and funding

## **Chapter 6: Debt Financing**

- 6.1. Advantages of debt financing
- 6.2. Disadvantages of debt financing
- 6.3. What entrepreneurs need to know about the bank?
- 6.4. What do the bankers look for when reviewing a bank loan?
- 6.5. Preparing to enter the world of bank
- 6.6. Covenants: The bank's Ten Commandments

## **Chapter 7: Initial Public Offering**

- 7.1. IPO: Benefits and drawbacks
- 7.2. Will your firm fit to IPO profile
- 7.3. Timing plays a key role in going public

## **Chapter 8: Going to the Angle route**

- 8.1. How do you find angel investors?
- 8.2. To attract angle, think like angel
- 8.3. Why do angles reject Deal?

## **Chapter 9: Venture Capital Funding**

- 9.1. How do venture capital fund works
- 9.2. Embark on venture capital journey with both eyes open
- 9.3. Venture capital criteria
- 9.4. Choose the right venture capital firms

## **Chapter 10: Seeking investors**

- 10.1. Stage of new venture evolution and funding
- 10.2. Profile of investor categories
- 10.3. Types of Angle
- 10.4. How angles are different from Venture Capitalist firms

## **Teaching Methods**

The course will be delivered through lecture, case study, discussions/demonstrations, group and individual assignment.

## **Text Book**

Harper, Steven C. Extraordinary Entrepreneurship: the Professional's Guide to Starting an Exceptional Enterprise, 2006, 426 p. ISBN10: 047008728877.

## **References**

1. Alan M. Rugman (editor), The Oxford Handbook of International Business (2009), 2e, Oxford UP, USA; ISBN-13: 978-0199234257.
2. Steven K. Gold, Entrepreneur's Notebook: Practical Advice for Starting a New Business Venture, 2006, Learning Ventures Press, ISBN-10: 0976279045 ISBN-13:978-0976279044.
3. Labor relations and collective bargaining by Michael R. Carrell, Christina Heavrin, 2001. (Labor as a source of cost requiring funding).

## **Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Strategic Management  
**Course Number:** MAEN 322  
**Course Credit:** 3  
**Prerequisite:** Introduction to Business Management

### **Course Description**

In today's turbulent business environments, firms are exposed to increasingly frequent drastic and disruptive changes that make even well-proven business models come into question. In this context business leaders must focus not only in the administrative or operational challenges that running a firm demands, but also in developing an insightful understanding of the overall characteristics of the industrial sector where they compete and its main future trends by considering economic, political and cultural factors. Additionally, business leaders need a deep awareness of the strengths and weaknesses of the firms they run in order to adequately match the characteristics of the goods and services they provide to market requirements. The course aims at developing the necessary skills to make sound strategic analysis within any kind of industry. Case studies will be discussed in order to see how real-life companies make strategic decisions.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Base analysis of businesses in frameworks to ease identification of their key features.
- Determine whether a business is attractive or not.
- Conceive business strategies that may be applied to real life business.
- Justify the merits of different strategic initiatives using managerial arguments.
- Understand sources of competitive advantage or disadvantage of a particular business.
- Know what conditions would give businesses an advantage if run by the same firm.
- Assess critically the relative merits of diversification decisions.
- Understand when collaboration initiatives with other firms for specific projects can be convenient or dangerous for a company.
- Categorize strategic alliances and diagnose their future prospects.

### **Course Content**

#### **Chapter 1: The Nature of Strategic Management**

- 1.1. What is Strategic Management?
- 1.2. Key terms in Strategic Management
- 1.3. The Strategic –Management Model
- 1.4. Benefits of Strategic Management
- 1.5. Why some firms Do No Strategic Planning
- 1.6. Pitfalls in Strategic Planning
- 1.7. Guidelines for Effective Strategic Management

#### **Chapter 2: The Business Vision and Mission**

- 2.1. What Do We Want to Become?
- 2.2. What is Our Business?
- 2.3. Importance (Benefits) of Vision and Mission Statements
- 2.4. Characteristics of a Mission Statement
- 2.5. Writing and Evaluating Mission Statements

### **Chapter 3: The External Assessment**

- 3.1. Social, Cultural, Demographic, and Natural Environment Forces
- 3.2. Political, Governmental, and Legal Forces
- 3.3. Technological Forces
- 3.4. Competitive Forces
- 3.5. Competitive Analysis: Porter's Five-Forces Model
- 3.6. Sources of External Information
- 3.7. Forecasting Tools and Techniques
- 3.8. Industry Analysis: The External Factor Evaluation (EFE) Matrix

### **Chapter 4: The Internal Assessment**

- 4.1. The Nature of an Internal Audit
- 4.2. The Resource-Based View
- 4.3. Integrating Strategy and Culture
- 4.4. Management
- 4.5. Marketing
- 4.6. Finance/Accounting
- 4.7. Production/Operations
- 4.8. Research and Development
- 4.9. Management Information Systems
- 4.10. Value Chain Analysis
- 4.11. The Internal Factor Evaluation (IFE) Matrix

### **Chapter 5: Strategies in Action**

- 5.1. Long-Term Objectives
- 5.2. The Balanced Scorecard
- 5.3. Types of Strategies
- 5.4. Integration Strategies
- 5.5. Intensive Strategies
- 5.6. Diversification Strategies
- 5.7. Defensive Strategies
- 5.8. Michael Porter's Five Generic Strategies
- 5.9. Means for Achieving Strategies
- 5.10. Strategic Management in Nonprofit and Governmental Organizations
- 5.11. Strategic Management in Small Firms

### **Teaching Methods**

The course will be delivered through lecture, Case study, group and individual assignment.

### **Text Book**

Strategic Management, by Hill, Jones, 7e. 2006.

### **References**

1. Strategic Management 7th ed., Charles W.L.Hill, Gareth R. Jones (2007)
2. Strategic Management of Organization & Stakeholders, 2nd ed., Harrison & St. John (1994)
3. Strategic Management, A casebook, 7th ed., Mary M. Crossan et al (2005)



**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Entrepreneurship  
**Course Number:** MAEN 331  
**Course Credit:** 3  
**Prerequisite:** Introduction to Entrepreneurship

### **Course Description**

This course is built on to 'Introduction to Entrepreneurship and will concentrate on transforming the opportunity for a new venture from the feasibility analysis to an effective business plan. Particular attention will be paid to all components of the business plan such as marketing, operations, management, financial plans and milestones. The objective is for each team to prepare and present weekly a component of the business plan to the class in 10 minutes or less. At the end of this course, each team will be required to submit and present its final business plan to the class.

### **Course Objectives**

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

- Illustrate the how, why and when to develop a business plan
- Track the traditional ways ideas are evaluated for business potential and conduct a comprehensive feasibility study for a business idea.
- Present a final effective business plan
- Document the specific critical skills of an entrepreneur and discuss the importance of small business in the economy and community.
- Learn ethical planning, ethical dilemmas and the relationship between them.
- Examine the different ways of owning a business; buying an existing business, a franchise or starting a new business.
- Explain pricing strategies including price elasticity, pricing psychology and other factors that impact pricing decisions.
- Evaluate financing strategies, including managing a company's cash, and managing risk and insurance needs, and understanding basic financial statements.

### **Course Content**

#### **Chapter 1: introduction to entrepreneurship**

- 1.7. What is entrepreneurship?
- 1.8. Why become entrepreneur?
- 1.9. Characteristics of successful entrepreneur
- 1.10. Common myth about entrepreneurs
- 1.11. Entrepreneurship importance
  - 1.11.1. Economic impact of entrepreneurial firms
  - 1.11.2. Entrepreneurial firms' impact on society
  - 1.11.3. Entrepreneurial firms' impact on large firm
- 1.12. The entrepreneurial process

#### **Chapter 2: recognizing opportunities and generating ideas**

- 2.1. Identifying and recognizing opportunities
- 2.2. Finding gaps in the market place
- 2.3. Personal characteristics of the entrepreneur
- 2.4. Techniques of generating ideas
- 2.5. Encouraging and protecting ideas

### **Chapter 3: Feasibility Analysis**

- 3.1. What is feasibility analysis?
- 3.2. Role of feasibility analysis in developing successful business ideas
- 3.3. Product/service feasibility analysis
- 3.4. Industry/ market feasibility analysis
- 3.5. Organizational feasibility analysis
- 3.6. Financial feasibility

### **Chapter 4: writing a business plan**

- 4.1. What is a business plan?
- 4.2. Why a business plan?
- 4.3. Outline of the business plan
- 4.4. Presenting the business plan to investors

### **Chapter 5: Industry and Competitor Analysis**

- 5.1. Industry analysis
- 5.2. The importance of industry versus firm-specific factors
- 5.3. The five competitive forces that determine industry profitability
- 5.4. Competitor analysis
- 5.5. Identifying competitors
- 5.6. Sources of competitive intelligence
- 5.7. Completing a competitive analysis grid

### **Chapter 6: Developing and Effective Business Model**

- 6.1. Business Model
- 6.2. The importance of business model
- 6.3. Components of an effective business model

### **Chapter 7: Building a new venture team**

- 7.1. Partnering for success
- 7.2. Recruiting and selecting key employees

### **Chapter 8: Getting financing of funding**

- 8.1. The importance of getting financing or funding
- 8.2. Sources of equity funding
- 8.3. Sources of debt financing
- 8.4. Creative sources of financing and funding

### **Chapter 9: unique marketing issues**

- 9.1. Selecting a market and establishing a position
- 9.2. Key marketing issues for new venture
- 9.3. The four Ps of marketing for new venture

### **Chapter 10: Preparing the proper ethical and legal foundation**

- 10.1. Initial ethical and legal issues facing a new firm
- 10.2. Choosing a form of business organization
- 10.3. The legal environment of the internet

### **Chapter 11: Strategies for a firm's growth**

- 11.1. Internal growth strategies
- 11.1 External growth strategies

## **Teaching Methods**

The course will be delivered through lecture, discussions/demonstrations, group and individual assignment.

## **Text Books:**

Kuratko, Donald F. and Hodgetts, Richard H., Entrepreneurship: Theory, Process, Practice, 7th edition ,2008 ISBN 0-324-32341-7, Thomson South-Western.

## **References**

1. Entrepreneurial Small Business, 1e, Jerome Katz and Richard Green, McGraw Hill Higher Education, 2007
2. Management. Leading and collaborating in a competitive world by Bateman, Snell, 2007.
3. Family Business by Ernesto J. Poza, 2004
4. In Search of Excellence. Lessons from America's Best Run Companies by Thomas J. Peters and Robert H. Waterman Jr.,1982
5. How to Write a Business Plan, Ethiopian Chamber of Commerce, A.,A., 2004

## **Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

<b>Course Title:</b>	<b>Research Methods</b>
<b>Course Credit:</b>	<b>MAEN 332, same as ACFN 322</b>
<b>Credit Hour:</b>	<b>3</b>
<b>Prerequisite:</b>	<b>Introduction to Business Management, Business Statistics</b>

### **Course Description**

The course is intended to acquaint students with various techniques and systems of collecting, analyzing, interpreting and reporting information, identification and definition of research problems, questionnaire design, analysis and reporting. Students will learn about qualitative data as well as quantitative and code-qualitative data. Students will do research on relevant issues related to private, non-governmental and public organizations. Students will work in teams on a proficiency task of preparing a consulting report potentially using previous research.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Define the nature and characteristics of good research.
- Prepare and present a final research report
- Define the value, types and structure of research proposals
- Define the research problem and objective
- Explain survey data collection methods
- Understand how to code qualitative data
- Measure and analyze data, using statistical methods
- Design questionnaires
- Use research and other information to prepare a consulting report

### **Course Content**

#### **Chapter 1: Overview of Business Research**

- 1.1 Introduction
- 1.2 What is Research?
  - 1.2.1 Definition of research
  - 1.2.2 Concepts and characteristics of Research
- 1.3 Why Study Business Research?
- 1.4 What are the Purposes and Types of Business Research?
  - 1.4.1 Purposes of Business Research
  - 1.4.2 Types of Business Research
- 1.5 Qualities of Good Research

#### **Chapter 2: The research process**

- 2.1. Identification of research problem
- 2.2. Research proposal
- 2.3. Research design strategy
- 2.4. Data collection and preparation
- 2.5. Data analysis and interpretation
- 2.6. Reporting and evaluating research

#### **Chapter 3: Writing the research proposal**

- 3.1 Introduction
- 3.2 What is Research Proposal?
  - 3.2.1 Meaning of research proposal
  - 3.2.2 Purpose of research proposal
  - 3.2.3 Importance of research proposal

- 3.3 Characteristics and types of research proposal
  - 3.3.1 Characteristics of research proposal
  - 3.3.2 Types of research proposal
- 3.4 Format/Structure and description of research proposal

#### **Chapter 4: Research Design**

- 4.1. Introduction
- 4.2. Research Design Defined
- 4.3. Types of research design
  - 4.3.1. Explorative Studies
  - 4.3.2. Descriptive Studies
  - 4.3.3. Casual Studies
- 4.4. Sources of data: Primary and Secondary
- 4.5. Collection of data from Primary sources

#### **Chapter 5: Sampling Design**

- 5.1. Basic Concepts in Sampling
- 5.2. The Need for Sampling and Characteristics of a Good Sample Design
- 5.3. Types of Sampling designs

#### **Chapter 6: Presentation of Results**

- 6.1. General considerations
- 6.2. Role of Written Report and types of reports
- 6.3. Components of research Report
- 6.4. Writing the report, Presentation of Statistics and Oral presentation.

#### **Teaching method**

The course will be delivered through lectures, discussions/demonstrations, group and individual assignments.

#### **Text Book**

Donald R. Cooper, Pamela S. Schindler, 2008. Business Research Methods, 10<sup>th</sup> edition, ISBN10: 0071263330, ISBN13: 978-0071263337, McGraw Hill Higher Education

#### **References**

1. Berg, B.L., (2007). Qualitative Research Methods for the Social Sciences (6th ed). Boston: Allyn and Bacon.
2. David R. Anderson, Dennis J. Sweeney, Thomas A. Williams, and Jeffrey D. Camm. (2009). Quantitative Methods for Business
3. Donald Cooper and Pamela Schindler, 2007. Business Research Methods. 9<sup>th</sup> edition, McGraw Hill Higher Education
4. Mark N.K. Saunders, Adrian Thornhill, and Philip Lewis, 2009. Research Methods for Business Students, 5th Edition.
5. Thornhill, Lewis, 2009. Research Methods for Business Students 5thEd, Saunders, 646 p., Pearson/Financial Times Press, UK, , ISBN-13: 978- 0273716860

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Management Information Systems  
**Course Number:** MAEN 342, same as MARK 412, same as INSY 531  
**Course Credit:** 3  
**Prerequisite:** Introduction to Computer Applications

### **Course Description**

This course examines information as an organizational resource, specifically the planning, control and development of computer-based and non-computer based information systems in business. Topics include: decision support systems, management, business application, systems design and implementation, and organizational and social impacts. Students will work in teams on a proficiency task, developing analytical skills as they do a consulting report

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Explain the theories and terminologies used in this course
- Discuss why information systems are needed, what the components are, and how they are developed.
- Implement the applications of e-commerce.
- Distinguish the differences between the various specialized business information systems, such as management information systems and decision support systems.
- Use the knowledge and skills to implement the phases of the system life cycle.
- Discuss the human resources and societal implications of the information system profession.
- Use course knowledge and skills to contribute to the consulting report.

### **Course Content:**

- 1. Introduction**
  - 1.1. Definition
  - 1.2. Role and impact of MIS
  - 1.3. MIS and Computer
  - 1.4. MIS and USER
- 2. Basics of MIS**
  - 2.1. Decision Making
  - 2.2. Information
  - 2.3. Systems
  - 2.4. Systems Analysis and Design
  - 2.5. Steps in the design of MIS
  - 2.6. Application of MIS
- 3. Database Management Tools**
  - 3.1. Data organization
  - 3.2. Database model
  - 3.3. Database designing steps
  - 3.4. Performance monitoring and tuning
  - 3.5. Security in the Database environment
  - 3.6. MIS and RDBMS



- 4. Object Oriented Technology (OOT)**
  - 4.1. What is object orientation?
  - 4.2. Object oriented Analysis
  - 4.3. Systems development through OOT
  - 4.4. Object Oriented languages
  - 4.5. OOT and MIS
- 5. Data Communication & Networks**
  - 5.1. Network Topology
  - 5.2. Features of local Area Network
  - 5.3. Internet and E-commerce
- 6. Information Resource Management**
  - 6.1. Centralized and Decentralization
  - 6.2. Sector of information resources management
  - 6.3. Global aspects of information systems
  - 6.4. Strategic impact on organizations
  - 6.5. Strategic impact on societies

**Methods of Teaching:**

Lectures, assignments and groupwork

**Text Books**

Laudon, K.C., Laudon, J.P. Management Information Systems: Managing the Digital Firm, 11e, 2009.

**References**

- 1. Management Information System, 4<sup>th</sup> ed. Haag, Cummings, Mccubbrey, 2004
- 2. Essentials of Management Information System, 6<sup>th</sup> ed., Kenneth C. Etal (2005)
- 3. O'Brien, James A., Marakas, George, Management Information Systems , 2008 ISBN10: 0073376760.

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title: Innovation Management**  
**Course Number: MAEN 352**  
**Course Credit: 3**  
**Prerequisite: Entrepreneurship**

### **Course Description**

The first part introduces the concepts of creativity, entrepreneurship and innovation. The emphasis is on what entrepreneurs do to achieve value creation through innovation as well as on how to stimulate creativity and innovation in new ventures within established organizations. The second part focuses on the practical establishment of a new venture through focusing on a previously written business plan for a specific business (or aspect of an existing business) of interest to the student. Students will also work on a proficiency task and develop a personal goals and values statement that will guide them in their professional life.

Students will be inspired and prepared to start their own business and to contribute to and coordinate innovation in established organizations. The course will provide both a theoretical knowledge base as well as practical skills in new venture creation and innovation.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Start their own business
- Contribute to and coordinate innovation in established organizations
- Use toolkits that empower them to innovate for themselves
- Implement innovation among many independent but collaborating actors
- Apply innovation in accordance with their own personal goals and values

### **Course Content**

#### **Chapter 1: Key Concepts in Innovation: An Introduction**

- 1.1. Terms and definitions
- 1.2. The importance and study of innovation
- 1.3. The need to view innovation in an organization context
- 1.4. Different types of innovation
- 1.5. Models and theories of innovation
- 1.6. Innovation as a management process
- 1.7. Innovation as a Knowledge-based Process
- 1.8. Innovation and new product development
- 1.9. Innovation and Competitive Advantage
- 1.10. Successful Innovation and Successful Innovators

#### **Chapter 2: Economics and Marketing Adoption**

- 2.1. Innovation in its wider context
- 2.2. The role of the state and national 'systems' of innovation
- 2.3. Waves of innovation and growth in capitalism: a historical view
- 2.4. Fostering innovation in 'late industrializing' countries
- 2.5. Innovation and the market
- 2.6. Innovation diffusion theories
- 2.7. How to Infuse Innovation?

### **Chapter 3: Building innovative organization**

- 3.1. Organization and Innovation
- 3.2. The dilemma of innovation Management
- 3.3. Organization characteristics that facilitate the innovation process
- 3.4. Industrial firms are different: a classification
- 3.5. Shared Vision, Leadership and the Will to Innovate
- 3.6. Organizational structure and innovation
- 3.7. The role of the individual in the innovation process
- 3.8. High Involvement in Innovation
- 3.9. IT system and their impact on innovation
- 3.10. Establishing an innovative environment and propagating this virtuous circle  
(creative climate)

### **Chapter 4: Innovation and Operations Management**

- 4.1. Operations Management
- 4.2. Nature and design in the context of operations
- 4.3. Process Design and operation
- 4.4. Design of the organization and its suppliers
- 4.5. Operations and technology
- 4.6. Innovation as operation process

### **Chapter 5: Management of Research and Development**

- 5.1. What is research and development?
- 5.2. R&D Management and the industrial context
- 5.3. R&D Investment and company success
- 5.4. Classification of R&D
- 5.5. R&D Management and its link with business strategy
- 5.6. Strategic pressures on R&D
- 5.7. Which business to support and how?
- 5.8. Fund allocations to R&D
- 5.9. Marketing research and its influence on new product development

### **Chapter 6: Managing Organizational Knowledge**

- 6.1. The battle of Trafalgar
- 6.2. Technology trajectories
- 6.3. The knowledge base of an organization
- 6.4. The learning organization
- 6.5. Combining commercial and technology strengths: a conceptual approach to the generation of new business opportunities
- 6.6. The degree of innovativeness
- 6.7. A technology strategy provides a link between innovation strategy and business strategy

### **Chapter 7: Managing the new product development process**

- 7.1. New products as projects
- 7.2. Activities need to be managed
- 7.3. NPD across different Industries
- 7.4. Organizational structures and cross functional teams
- 7.5. The marketing and R&D interfaces
- 7.6. New service innovation

## **Chapter 8: Strategic Alliance and networks**

- 8.1. Defining strategic alliance
- 8.2. The fall of the go-it-alone strategy and the rise of the octopus strategy
- 8.3. Complementary capabilities and embedded technologies
- 8.4. Forms of strategic alliance
- 8.5. Motives for establishing an alliance
- 8.6. The process of forming a successful strategic alliance
- 8.7. Risks and limitations with strategic alliance
- 8.8. The role of trust in strategic alliance

### **Teaching Method**

The course will be delivered through lectures, class discussion and exercises. Students will be expected to complete the required readings before the lectures and to engage in debates and other exchanges related to the topics of each week's session. Students are expected to be active participants in the learning process and create their own experiences through independent and interactive inquiry and analysis.

### **Text Book**

Trott, Paul. 2008,4th Ed.. Innovation management and new product development, Harlow: Prentice Hall, 616 p. ISBN10: 0273713159.

### **References**

1. Peter Skarzynski and Rowan Gibson, Innovation to the Core: A Blueprint for Transforming the Way Your Company Innovates, Harvard Business School Press (2008), ISBN-10: 1422102513, ISBN-13: 978-1422102510
2. Deakins, David, Mark Freel. 2006. Chapter 11: Issues in business start-up. Entrepreneurship and small firms, 4<sup>th</sup> ed. London: McGraw-Hill.
3. Brown, Tim. 2008. Design thinking. Harvard Business Review 86 (6):84.
4. Hargadon, A, 2003. How Breakthroughs Happen. The Surprising Truth About How Companies Innovate. Harvard Business School Press.
5. Schilling, M, 2008. Strategic Management of Technological Innovation, McGraw-Hill, International Edition
6. Tidd & Bessant, (2010). Managing Innovation – Integrating Technological, Market and Organizational Change

### **Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Internship  
**Course Number:** MAEN 362  
**Credit Hour:** 3  
**Prerequisite:** Complete 2<sup>nd</sup> Year of Classes

### Course Description

The internship supplements the student's academic program with experiential education. The internship experience will be guided by a learning contract outlining expectations and academic components. Three (3) credit hours will be awarded for approved internships provided that all conditions of the learning contract are met. The internship will occur during the summer between the second and third year. The intern will work regular work days for two and a half months.

### Course Objective:

Upon successful completion of this course, students should be able to develop practical career-related experience. The faculty of Business Management and Entrepreneurship encourages students to gain experience outside the University College in various business fields. These internships must be pre-planned with HUC faculty member to ensure a valuable experience for the student and to ensure that the internship, or some aspect of the internship, is suitable for use as a senior project. There must be a learning experience component of the internship that is beyond simply gaining work experience.

Completion of the following assignments is the basis for earning college credit:

- 1 Daily journal:** Students are required to keep a daily journal of their job experiences. If possible it is typed and submitted electronically to the Entrepreneurship and Management Internship Coordinator each Monday covering the prior week. If the student has no computer access, a copy must be taken to the Coordinator each Monday.
- 2 Special project and report:** The host employer and HUC Internship Coordinator will coordinate to select a special project relevant to the company for assignment and completion by the student intern. Concurrent with completion of the special project, the intern will prepare an executive-level business report appropriate for submission to top management. The student will present his/her project to the other internship students, the HUC Internship Coordinator and a representative of the host employer.
- 3 Executive interview summary:** Students will interview one senior level manager to understand his/her career and discuss career development. Students will summarize the interview in a one (1)-page written document with the business card of the manager attached
- 4 Job Performance and Satisfactory Evaluations:** The focus of the Internship course is to develop practical career-related experience. Performance evaluations are completed by the host employer during the Internship course and upon completion of the Internship course. At least two performance evaluations are documented to form the basis for grade assignment and awarding of college credit.
- 5 Grading and College Credit:** The course requirements are weighted as follows for assignment of final grade and credit:

Daily journals	40%
Special project and report	40%
Executive interview summary	10%
Job performance evaluation	10%

**Course Title:** Corporate Social Responsibility and Business Ethics  
**Course Number:** MAEN 411, same as ACFN 462, MARK 411  
**Course Credit:** 3  
**Prerequisite:** Civic and Ethical Education

### **Course Description**

This course will explore the role of business within society, involving such concepts as sustainable business, social auditing, corporate citizenship, and ways of deliberately including the public interest in corporate decision-making. It seeks win-win solutions for business and society by honoring the triple bottom line of People, Planet and Profit. In addition to general concepts and tools, it includes micro-entrepreneurship: using business tools in practical projects to create viable business solutions. Students will be challenged to apply these skills by working as mentors with local micro-business owners or on legacy projects and conducting research to advance microenterprise at HUC.

This course also considers personal moral and ethical issues that arise in doing business: how to manage and make business decisions with integrity, given your organization's internal, competitive, social and global environments, and stakeholder concerns. It looks at dilemmas where decision-making is difficult due to inadequate information, conflicting loyalties, values, inappropriate rules or orders, limited resources and new circumstances.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Express in writing their own convictions regarding ethics in business, based on these studies and their own ethical and religious perspective.
- Present a thorough personal opinion about CSR concepts and their role in business.
- Apply business concepts to the context of micro-entrepreneurship in Ethiopia
- Explore and advance the field of micro-entrepreneurship via directed legacy projects in microfinance; helping create a global data base of agencies serving micro-enterprises.
- Balance the demands of different stakeholders.
- Analyze fully the consequences of their decision-making,
- Recognize when they are being asked to do something wrong and make judgments they feel comfortable with.

### **Course Content**

#### **1. Introduction**

- 1.1. The concept of Ethics
- 1.2. Concepts related to Ethics
- 1.3. Approaches in the study of Ethics
- 1.4. Major Ethical Theories

#### **2. Business Ethics**

- 2.1. Meaning and Definition of Business Ethics
- 2.2. Importance of Business Ethics
- 2.3. Principles of Business Ethics
- 2.4. Factors affecting Business Ethics
- 2.5. Costs and consequences of corruption

#### **3. Responsibility**

- 3.1. Definition of responsibility
- 3.2. Types of responsibility
- 3.3. Traits of Civic character
- 3.4. Sources of responsibility
- 3.5. Developing social and moral responsibilities

4. **Enhancing Professional Ethics In Management**
  - 4.1. The relationship between Professional Ethics and Applied Ethics
  - 4.2. Profession and Professional Ethics
  - 4.3. Professional Codes of Conduct
  - 4.4. Ethical Decision Making
5. **Building Ethical Public Organizations**
  - 5.1. Bureaucracy: Theories and forms with Ethical Implications
  - 5.2. Features of Bureaucracy
  - 5.3. Democracy: Theory and Practice of Democracy
  - 5.4. Meaning and Essence of Democracy
6. **Corporate Responsibilities, Consumer Stakeholders, and the Environment**
  - 6.1. Corporate responsibility towards consumer stake holders
  - 6.2. Corporate responsibility in Advertising
  - 6.3. Controversial Issues in Advertising
  - 6.4. Managing product safety and Liability Responsibility
  - 6.5. Corporate responsibility and the Environment

#### **Teaching method**

The course will be delivered through lecture, discussions/demonstrations, group and individual assignments and presentations.

#### **Text Book:**

Weiss, Joseph W., Business Ethics: A Stakeholder and Issues Management Approach 4th Ed. 2006, Thomson Southwestern Publishers – ISBN10: 0-324-223803.

#### **References**

1. David Bornstein, How to Change the World: Social Entrepreneurs and the Power of New Ideas, Oxford University Press, USA; 2007, ISBN-10: 0195334760,
2. Terry Halbert and Elaine Ingulli, 2003 Law and Ethics in the Business Environment
3. William Shaw and Vincent Barry, 2008 Moral Issues in Business.
4. Wayne Visser, The A to Z of Corporate Social Responsibility: A Complete Reference Guide to Concepts, Codes and Organisations, Wiley (2008), ISBN-10: 0470723955,

#### **Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** E-Commerce  
**Course Number:** MAEN 412, same as MARK 331, same as INSY 553  
**Credit Hour:** 3  
**Prerequisite:** Introduction to Computer Applications

### **Course Description**

This course introduces students to the emerging theories and practices of E-commerce strategies. Strategies associated with both sides of the electronic commerce world are included: E-commerce solutions for existing companies and E-business concept development for venture startups. Students will study the role of E-systems and the internet in E-commerce. The application of Information Technology in business is also part of the class.

### **Course Objectives**

At the completion of this subject, students should:

- Be familiar with the different ways that electronic commerce can add business value to an organization;
- Be able to list and analyze the key decision faced by an organization when establishing or updating a web presence;
- Have an appreciation of the principles and use of key technologies applied in electronic commerce;
- Understand the processes involved in doing business electronically; and
- Be able to design and develop a good quality web presence for business purposes

### **Course Content**

#### **Chapter 1: An Overview of E-Commerce**

- 1.1. Introduction
- 1.2. E-Commerce Defined
- 1.3. Major Forces that Shape the Digital Era\ The Major Drivers of the New Economy
- 1.4. Perspectives of Electronic E-Commerce
- 1.5. Eight Unique Features of E-Commerce
- 1.6. Forms of E-Commerce
- 1.7. Advantages and Limitations of E-Commerce

#### **Chapter 2: Business Model for E-Commerce**

- 2.1. Introduction
- 2.2. Eight Key Elements of a Business Model
- 2.3. E-Business Model Based on Relationship of Transaction Parties
- 2.4. Major Business-to-Consumer Business Models
- 2.5. Major Business-to-business (B2B) models for E-Commerce
- 2.6. Business Models in Emerging E-Commerce area
- 2.7. E-Business Models Based on the relationship of transaction types

#### **Chapter 3: E-Commerce Payment Systems**

- 3.1. Introduction
- 3.2. Properties of e-money
- 3.3. Types of E-Commerce Payment Systems



## **Chapter 4: E Commerce Marketing Concepts**

- 4.1. Online Consumers: The Internet Audience and Consumer behavior
- 4.2. B2C and B2B E-Commerce Marketing and Branding Strategies
- 4.3. Customer Retention: Strengthening the Customer Relationship
- 4.4. Net Pricing Strategies
- 4.5. Channel Strategies: Managing Channel Conflict:
- 4.6. Advertising as a strategy in digital economy
- 4.7. Online Market Research- Knowing Your Customer

## **Chapter 5: Ethical, Social and Political Issues In E-Commerce**

- 5.1. A model for organizing the issues
- 5.2. The basic ethical concepts: Responsibility, Accountability, and Liability
- 5.3. Analyzing Ethical Dilemmas
- 5.4. Ethical Principles
- 5.5. Privacy and Information Rights
- 5.6. The concept of privacy
- 5.7. Intellectual Property Rights
- 5.8. Copyright
- 5.9. Patents
- 5.10. Trade Marks
- 5.11. Public Safety and Welfare

### **Instructional Method**

- Lecture,
- Group Discussion,
- Computer Lab,
- Project Work

### **Text Book:**

Erfan Turban et. al., Electronic Commerce, 2008, Pearson Education, ISBN-10: 132243305

### **References**

1. Fundamentals of E-Business /commerce (2002) Pearson Edu. Inc. ISBN 0-536-81383-3
2. Tom & Kutnick Dale (2000). E-Enterprise: Business Models, Architecture & Components
3. Turban, Efraim (2003) Introduction to E-commerce
4. Mc Garvey and Campanelli, 2006, Start Your Own E-Business, ISBN-10: 193215674
5. E-Business and e-Commerce Infrastructure: Technologies Supporting the e-Business Initiative. Abhijit Chaudhury, Jean-Pierre Kuilboer. Mc-Graw Hill Companies, 2002. ISBN: 0-07-247875-6.

### **Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Change Management  
**Course Number:** MAEN 421  
**Course Credit:** 3  
**Prerequisite:** Introduction to Business Management, Innovation Management

### **Course Description**

Management of changes is one of the most complex tasks for a manager and an entrepreneur. Mergers, alliances, and layoffs may occur in a planned or in an unexpected way but they are always a challenge to the leader. In this course the most important concepts of change management will be presented, both on a theoretical and applied level. 'Know what' is combined with 'know how' in dealing with the necessary interventions to make change a success. Students will consider dealing with change from the viewpoint of goals and ethics in a proficiency task, developing a personal goals and values statement.

### **Course Objectives**

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

- Present the different theories of change management
- Select the right approach in management of transitions
- Intervene as a junior change agent
- Consider how their personal goals and values affect the way they deal with change.

### **Course Content**

#### **Chapter 1: Introduction of Change Management**

- 1.1. Definition of Change
- 1.2. The Importance of Change
- 1.3. The Imperative of Change
- 1.4. The Impact of Change

#### **Chapter 2: Change and the Manager**

- 2.1. Competency and Change
- 2.2. Change and the Human Resource
- 2.3. The Role of Communication
- 2.4. Resistance to Change
- 2.5. The Change Agent or Master

#### **Chapter 3: The Systems Approach to Change**

- 3.1. What is a System?
- 3.2. System Autonomy and Behavior
- 3.3. Intervention Strategy
- 3.4. Managing the Future

#### **Chapter 4: Competing Narratives**

- 4.1. Managing Outcomes
- 4.2. Competing Narratives: What are they?
- 4.3. Multiple subjective narratives
- 4.4. An Interactive View of Change
- 4.5. Implications of Managing Change

## **Chapter 5: People Management**

- 5.1. Why Manage People?
- 5.2. The Concept of Design in Organizations
- 5.3. What type of Change Agent is required?
- 5.4. Moving towards Change
- 5.5. The Internal Change Agent: Pros and Cons?
- 5.6. The Change Agent's Approach to change

## **Chapter 6: Organizational Politics and Change**

- 6.1. The Organization Development Model. How do Organizations Develop Effectively?
- 6.2. The Organization Development Process
- 6.3. Defining Organizational Politics
- 6.4. Why do People Engage in Politics
- 6.5. The Politics of Change - Some Evidence
- 6.6. The Relevance of the Learning Organization
- 6.7. Building a Learning Organization

## **Chapter 7: Practical Cases in Change Management**

### **Teaching method**

The course will be delivered through lectures, presentations, group and individual assignments.

### **Text Book**

Robert A. Paton and James Mc Calman, Change Management, A Guide to Effective Implementation, Saga Publications 2008, ISBN 978-4129-1220-4

### **References**

1. Leon de Caluwe and Jaap Boonsira, Intervening and Changing, John Wiley and Sons, 2007 ISBN 9780470512012
2. Dr. James Johnson, Change Management, The People side of Change, Prosci Research (2003) ISBN-10 1930885180, ISBN-13 978-19300885189

### **Evaluation Schema**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Organizational Behavior  
**Course Number:** MAEN 422, same as MARK 352, ACFN 423  
**Credit Hours:** 3  
**Prerequisite:** General Psychology

### **Course Description**

The course is based on the premise that in today's turbulent business environment it is imperative that Human Resource professionals understand organizational behavior and how it contributes to organizational effectiveness. Highlighting best practice principles, the course develops the student's understanding of the theories and methodologies inherent in these practices and engages the students in discussions on the challenges facing Ethiopian organizations.

### **Course Objectives**

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

- Diagnose organizational problems to ensure the problems are identified and the applicable strategies and techniques selected
- Determine the interventions, activities and programs required to increase organizational effectiveness
- Identify the strategies and techniques utilized to enhance organizational performance
- Characterize the importance of leadership in managing organizational challenges

### **Course Content**

#### **Chapter 1: Introduction**

- 1.1. Definition of Organization Behavior
- 1.2. What managers do
- 1.3. Enter organizational Behavior
- 1.4. Contributing Disciplines to OB
- 1.5. Challenges and Opportunities to OB

#### **Chapter 2: The Individual in an Organization**

- 2.1. Foundation of Individual Behavior
- 2.2. Values, attitudes and Job satisfaction
- 2.3. Personality and Emotion
- 2.4. Perception and Individual decision making
- 2.5. Basic Motivation concepts and from conception to application

#### **Chapter 3: The Group in an organization**

- 3.1. Foundation of Group behavior
- 3.2. Understanding Work Team
- 3.3. Group Communication
- 3.4. Leadership and Trust
- 3.5. Power and Politics
- 3.6. Conflict and Negotiation

#### **Chapter 4: The Organization System**

- 4.1. Foundation of Organization Structure
- 4.2. Work Design and Technology
- 4.3. Human Resource Policies and Practices
- 4.4. Organizational Culture
- 4.5. Organizational change and Development

**Teaching method**

The course will be delivered through lecture, presentations, group and individual assignment.

**Text Book**

Stephen P. Robbins, Timothy A. Judge, 2008. *Organizational Behavior*, 13<sup>th</sup> Int'l, ISBN10: 013207964X, ISBN13: 9780132079648, Pearson Education (US)

**References**

1. Angelo Kinicki and Robert Kreitner. 2008. *Organizational Behavior: Key Concepts, Skills & Best Practices*
2. Robert Kreitner & Angelo Kinicki, 2001. *Organization Behaviour*, 5th ed.
3. Debra L. Nelson & James Campbell Quick, 2000. *Organization Behaviour, Foundations, Realities & Challenges*, 3rd ed.
4. Joel Marcus, 2007. *Organization and Management, an International Approach*, Noordhoff Uitgevers B.V., 1<sup>st</sup> edition, ISBN10 9001577040, ISBN13 9789001577049
5. J. Ivancevich, Konopaske, Matteson, 2006. *Organizational Behavior and Management*, 7e,

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Human Resource Management  
**Course Number:** MAEN 431  
**Course Credit:** 3  
**Prerequisite:** Introduction to Business Management

### **Course Description**

This course covers basic principles of managing human resources (HR). Topics include principles that relate to all aspects of the HR function, planning, job analysis, job specifications, employee selection, training and development, performance evaluations, salary determination, benefits, labor relations, and current techniques used to improve productivity and morale. Students will work on a proficiency task developing a personal statement of goals and values, considering how those are related to work in recruitment, selection assessment and training and coaching employees.

### **Course Objectives**

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

- Explain the strategic importance of human resource management.
- Apply legal human resource management practices to the Ethiopian context.
- Illustrate how organizations recruit and select job applicants according to accepted standards.
- Analyze methods of training and developing employees.
- Explain how their personal values will affect their methods of recruiting, selecting and training employees.
- Provide a critical analysis of organizational compensation.
- Summarize the ways organizations maintain good employee relations.

### **Course Contents**

#### **Chapter 1: Fundamental of Human Resource Management**

- 1.1. Human resource Management functions
- 1.2. External influences on HRM
- 1.3. Structure of HR department
- 1.4. Careers in Human Resource
- 1.5. Human Resource Trends and Opportunities

#### **Chapter 2: The Dynamic Environment of Human Resource Management**

- 2.1. Understanding Cultural Environment
- 2.2. The Changing World of Technology
- 2.3. Work force Diversity
- 2.4. Labor supply
- 2.5. Continuous improvement
- 2.6. Employee involvement
- 2.6. A look at Ethics

#### **Chapter 3: Human Resource Planning and Job Analysis**

- 3.1. An Introduction
- 3.2. An organizational Frame work
- 3.3. Linking Organizational Strategy to Human Resource Planning
- 3.4. Job Analysis
- 3.5. Job Analysis Method
- 3.6. Purpose of Job Analysis

## **Chapter 4: Recruiting**

- 4.1. Recruitment goals
- 4.2. Factors that affect recruiting goals
- 4.3. Recruiting sources
- 4.5. Recruitment Alternatives

## **Chapter 5: Foundations of Selection**

- 5.1. The selection process
- 5.2. Challenges in hiring process
- 5.3. Selection from global sources
- 5.4. Excelling at the interview

## **Chapter 6: Socializing, Orienting and Developing Employees**

- 6.1. The insider –outsider passage
- 6.2. The purpose of new employee orientation
- 6.3. Employee hand book
- 6.4 Employee training
- 6.5. Employee development
- 6.6. Organizational development
- 6.7. Evaluating training and development effectiveness

## **Chapter 7: Establishing Performance Management System**

- 7.1. Performance Management System
- 7.2. Appraisal Methods
- 7.3. Factors that distort Appraisal
- 7.4. Creating more effective performance management system

## **Chapter 8: Establishing Rewards and Pay Plan**

- 8.1. Reward reviewed
- 8.2. Types of reward plan
- 8.3. Compensation Administration
- 8.4. Job evaluation and pay structure
- 8.5. Special cases of compensation
- 8.6. Executive compensation program

## **Chapter 9: Understanding Labor Relations and Collective Bargaining**

- 9.1. Why employees join union
- 9.2. Work place issues: the union drives
- 9.3. Collective bargaining

## **Teaching method**

The course will be delivered through lectures, a case study, discussions and demonstrations.

## **Text Book**

Fundamentals of Human Resource Management, 2005, David .A .Deconzo and Stephen P. Robbins, John Wiley and Sons,inc

## **References**

1. Raymond A. Noe, John Hollenbeck, Barry Gerhart, and Patrick Wright, 2009. Human Resource Management. 12th Edition.

2. George W. Bohlander and Scott A. Snell. 2009. Managing Human Resources
3. Angelo S. DeNisi and Ricky W. Griffin. 2007. Human Resource Management
4. Managing Human Resource, A Partnership Perspective, Jackso Schuler (2000)
5. Dessler, 2008. A Framework for Human Resource Management. 5<sup>th</sup> edition, Pearson/Prentice Hall, ISBN 0136041531

**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%



**Course Title:** Integrated Business Policy and Strategy  
**Course Number:** MAEN 432  
**Credit Hour:** 3  
**Prerequisite:** Strategic Management

### **Course Description**

This capstone course is designed to integrate the functional areas of business and to stimulate management situations requiring problem-solving. Students are required to synthesize skills and knowledge from other business courses in support of strategy development skills.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Develop skills in the process of thinking strategically an awareness of what analysis, choice and implementation of strategy each require;
- Identify techniques for improving strategic decision making;
- Develop a high level of understanding of the concepts, theoretical ideas and empirical research findings;
- Challenge these ideas, concepts and theoretical ideas and empirical findings, and develop their own views on the part which managers play in the making of strategy.

### **Course Content**

#### **Chapter 1: Strategy Analysis and Choice**

- 1.1. The Nature of Strategy Analysis and Choice
- 1.2. A Comprehensive Strategy-Formulation Framework
- 1.3. The Input Stage
- 1.4. The Matching Stage
- 1.5. The Decision Stage
- 1.6. Cultural Aspects of Strategy Choice
- 1.7. The Politics of Strategy Choice
- 1.8. Governance Issues

#### **Chapter 2: Implementing Strategies: Management and Operations Issues**

- 2.1. The Nature of Strategy Implementation
- 2.2. Annual Objectives
- 2.3. Policies
- 2.4. Resource Allocation
- 2.5. Managing Conflict
- 2.6. Matching Structure with Strategy
- 2.7. Restructuring, Reengineering, and E-Engineering
- 2.8. Linking Performance and Pay to Strategies
- 2.9. Managing Resistance to Change
- 2.10. Creating a Strategy-Supportive Culture
- 2.11. Production/Operations Concerns When Implementing Strategies
- 2.12. Human Resource Concerns When Implementing Strategies

### **Chapter 3: Implementing Strategies: Marketing, Finance/Accounting, R&D, and MIS Issues**

- 3.1. The Nature of Strategy Implementation
- 3.2. Current Marketing Issues
- 3.3. Market Segmentation
- 3.4. Product Positioning
- 3.5. Finance/Accounting Issues
- 3.6. Research and Development (R&D) Issues
- 3.7. Management Information Systems (MIS) Issues

### **Chapter 4: Strategy Review, Evaluation, and Control**

- 4.1. The Nature of Strategy Evaluation
- 4.2. A Strategy-Evaluation Framework
- 4.3. The Balanced Scorecard
- 4.4. Published Sources of Strategy-Evaluation Information
- 4.5. Characteristics of an Effective Evaluation System
- 4.6. Contingency Planning
- 4.7. Auditing
- 4.8. 21<sup>st</sup> Century Challenges in Strategic Management

### **Chapter 5: Business Ethics/Social Responsibility/ Environmental Sustainability**

- 5.1. Business Ethics
- 5.2. Social Responsibility
- 5.3. Environmental Sustainability

### **Chapter 6: Global/International Issues**

#### **Teaching method**

The course will be delivered through lectures, presentations, group and individual assignments.

#### **Text Books**

Fred R. David, Strategic Management: concepts and Cases, 3rd Edition, Prentice Hall, 2003.

#### **References**

1. Fred R. David, 2007. Strategic Management: concepts and Cases, 11<sup>th</sup> Edition, Prentice Hall, ISBN10: 0131869493, ISBN13: 9780131869493
2. Ireland, Hokinson, Hit, 2006. Understanding Business Strategy and Concepts.
3. Hill and Jones, 2007. Strategic Management, 7<sup>th</sup> ed,

#### **Evaluation Schemes**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:**            **Production and Operations Management**  
**Course Number:**       **MAEN 442, same as MARK 422**  
**Credit Hours:**         **3**  
**Prerequisite:**         **Introduction to Business Management, Business Statistics**

### **Course Description**

Operations Management (OM) is the cost effective management of resources to achieve organizational goals. Most organizations recognize that world class performance in operations is essential for competitive success and long-term survival. This course will introduce students, future business leaders, to the key concepts and tools that you can apply to design, plan, and improve the organizations' operations. The course examines the creation and distribution of goods and services in both the service and manufacturing sectors. Topics include location analysis, distribution models, inventory control models, scheduling and work design systems, and statistical process controls.

### **Course Objectives**

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

- Explain the relationships between the operations function and other functional areas of a business such as marketing, finance, and information systems and how they can work together to achieve the business strategy.
- Explain approaches to designing and improving processes.
- Appraise real-life business situation and suggest solution alternatives as related to operations management tools/techniques.
- Analyze business processes to uncover problems and improvement opportunities.
- Measure the performance of the operations from different aspects, such as productivity, flexibility, quality, and response time, etc.
- Provide new designs to improve the existing operations.
- Work with people from different backgrounds as a team to solve complex business operations problems

### **Course Content**

#### **Chapter 1: Operations and Productivity**

- 1.1. What is Operations Management
- 1.2. Organizing to Produce Goods and Services
- 1.3. Why study Operations Management?
- 1.4. What Operations Managers Do?
- 1.5. Operations in Service Sector
- 1.6. Exciting New Trends in Operations Management
- 1.7. Ethics and Social Responsibility

#### **Chapter 2: Operations Strategy in Global Environment**

- 2.1. A Global View of Operations
- 2.2. Developing Missions and Strategies
- 2.3. Achieving Competitive Advantage through Operations
- 2.4. Issues in Operations Strategy
- 2.5. Strategy Development and Implementation
- 2.6. Global Operations Strategic Options

### **Chapter 3: Design of Goods and Services**

- 3.1. Goods and Service Selection
- 3.2. Generating New Products
- 3.3. Product Development
- 3.4. Issues for Product Design
- 3.5. Time Based Competition
- 3.6. Defining a Product
- 3.7. Documents for a Product
- 3.8. Service Design

### **Chapter 4: Managing Quality**

- 4.1. Defining Quality
- 4.2. International Quality Standard
- 4.3. Total Quality Management
- 4.4. Tools of TQM
- 4.5. The Role of Inspection
- 4.6. TQM in Service

### **Chapter 5: Process Strategy**

- 5.1. Four Process Strategies
- 5.2. Process Analysis and Design
- 5.3. Service Process Design
- 5.4. Selecting Equipment and Technology
- 5.5. Process Redesign
- 5.6. Ethics and Environmentally Friendly Process

### **Chapter 6: Capacity Planning**

- 6.1. Capacity
- 6.2. Capacity Planning
- 6.3. Break-Even Analysis
- 6.4. Applying Decision Trees to Capacity Decisions

### **Chapter 7: Location Strategies**

- 7.1. The Strategic Importance of Location
- 7.2. Factors Affecting Location Decision
- 7.3. Methods of Evaluation location Alternatives
- 7.4. Service Location Strategies

### **Chapter 8: Layout Strategies**

- 8.1. The strategic Importance of Layout Decisions
- 8.2. Warehousing and Storage layout
- 8.3. Fixed Position Layout
- 8.4. Process –Oriented Layout
- 8.5. Work Cells
- 8.6. Repetitive and Product –Oriented Layout

### **Teaching Methods**

Lectures, Discussions, Visits to factories and services provision centers, presentations

### **Text Book**

Heizer and Render (2008). Operations Management, 9th Ed.

## References

1. Ballou, Business Logistics: Supply Chain Management. 2 Heizer and Render, Operations Management, 8e, 2006, Upper Saddle River, NJ:
2. Chase, Richard B. (1998). Production and Operations Management: Manufacturing and services (8th Ed).
3. Stevenson, William J (1996). Production/Operation Management 5th Ed.
4. Evans, James R. (1984). Applied Management & Operations Management.
5. Young and Scott, Essentials of Operations Management, 2009, ISBN-10: 1412925709

## Evaluation Scheme

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Business and Corporate Law  
**Course Number:** MAEN 451, same as ACFN 451, same as MARK 441  
**Course Credit:** 3  
**Prerequisite:** Civics and Ethical Education

### **Course Description**

This course covers the fundamentals of business law, including contracts, liability, regulation, employment, and corporations. It provides an in-depth treatment of the legal issues relating to breakthrough technologies including the legal framework of R&D, the commercialization of new high-technology products in start-ups and mature companies and the liability and regulatory implications of new products and innovative business models. All entrepreneurs struggle and deal with many legal issues when forming, funding and operating growing businesses. Managers face legal issues when they start a new division or business unit.

This course aims to increase the student's identification, understanding and resolution of typical legal issues for new ventures and their ability to anticipate and resolve those issues ethically and complying with applicable laws while achieving core business objectives. Throughout the course, students will be challenged to think through issues diligently, independently and clearly. While following the textbook structure, consideration will be given to diverse legal issues as choice of legal entity, corporate securities, commercial leases, intellectual property, and employment. Students will also consider the ethical dimension of such issues, through a proficiency task in which they develop personal goals and a values statement. While the focus is on smaller businesses, much is also applicable to larger businesses. This course will be of particular interest to students who anticipate becoming entrepreneurs but the issues are important for venture capitalists, investment bankers, executives and managers in established businesses.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Face many legal issues that are crucial to the welfare of companies
- Exercise good judgment and leadership, in accordance with one's values and goals.
- Provide themselves with the foundation needed to make effective use of legal advisors
- Develop a sophisticated understanding of legal issues central to one's responsibility.
- Develop a more sophisticated understanding of Ethiopian law

### **Course Content**

#### **Chapter 1: The Role of Business Law**

- 1.1. Introduction
- 1.2. Meaning and Scope of Business Law

#### **Chapter 2: Personality**

- 2.1. Legal Definition of Persons
- 2.2. Acquisition of legal Personality
  - 2.2.1. Physical (natural personas)
  - 2.2.2. Artificial (moral personas)

#### **Chapter 3: Contract**

- 3.1. Definition of contract
- 3.2. Formation of a valid contract
  - 3.2.1. Essential element
- 3.3. Offer and Acceptance
- 3.4. Defect in Consent

- 3.4.1. Mistake
- 3.4.2. Fraud
- 3.4.3. Undue Influence (duress)

3.5. Non Performances of a Contract

**Chapter 4: Contract of Agency**

- 4.1. Meaning of Contract of Agency
- 4.2. Creation of Agency
- 4.3. Relation of Principal and Agent
  - 4.3.1. General Agency
  - 4.3.2. Special Agency
- 4.4. Relation of Principal, Agent and Parties.
- 4.5. Termination of Agency Relationship.

**Chapter 5: Sales and Security Devises.**

- 5.1. Nature and Formation of sales Contract
- 5.2. Form of The sales Contract
- 5.3. Distraction between Sale and Agreement to Sell
- 5.4. Transfer of Ownership (Risk of loses)

**Teaching Methods**

Lectures, Discussions, case study, Demonstrations and Presentations.

**Text Books**

Bagley, Constance E., and Craig E. Dauchy. The Entrepreneur's Guide to Business Law. 3rd ed. South-Western College Publishing, 2007. ISBN13: 978-0324204933

**References**

1. Ethiopia Civil Code, Proclamation No 165 of 1990.
2. Business Law. By Richard A. Mann and Barry S. Roberts, 2006.
3. Understanding Business and Personal Law by Gordon W. Brown, Paul A. Sukys, 1998.
4. The Legal Environment of Business by Whitman and Gergacz, 1991.

**Evaluation Scheme:**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Risk Management and Insurance  
**Course Number:** MAEN 462, same as ACFN 452, same as MARK 421  
**Credit Hour:** 3  
**Prerequisite:** Business Statistics

### **Course Description**

The course explores the risk management issues facing firms and individuals, examining how to protect firm value and personal wealth. It covers the areas of general risk management process, property and liability insurance, life and health insurance, annuities and employee benefits. The insurance industry and regulatory concerns are also addressed. In addition, the course touches on some of the new products emerging in the risk management arena and how the insurance industry responds to them.

### **Course Objectives**

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

- Provide the insights of risk and its treatment, the principles of decision-making under uncertainty and the methods of managing and protecting against risks to firms and individuals
- Read different types of insurance policies such as auto, home and life insurance policies;
- Select various annuity products
- Identify different retirement plans
- Prepare the students for a successful career in an insurance company.

### **Course Content**

#### **Chapter 1: Introduction: Risk and related topics**

- 1.1 Definition of risk, peril and hazard
- 1.2 Basic categories of risk
- 1.3 Types of pure risk
- 1.4 Burden of risk on society
- 1.5 Methods of handling risk

#### **Chapter 2: Insurance and Risk**

- 2.1 Definition and basic characteristics of insurance
- 2.2 Requirements of an insurable risk
- 2.3 Insurance, Gambling and Hedging compared
- 2.4 Types of insurance
- 2.5 Benefits and costs of insurance to society

#### **Chapter 3: Risk Management**

- 3.1 Definition and objective of risk management
- 3.2 Process of risk management
  - 3.2.1 Identifying loss exposure
  - 3.2.2 Analysis of loss exposure
- 3.3 Techniques for treating loss exposure
- 3.4 Implement and monitor the risk management program
- 3.5 Benefits of risk management

#### **Chapter 4: Legal principles in Risk and Insurance**

- 4.1 Legal principle underlying insurance contracts
  - Principles of Indemnity, insurable interest, subrogation and utmost Good faith.
- 4.2 Requirement of an insurance contract



- 4.3 Unique legal characteristics of insurance contracts
- 4.4 Basic elements common to most insurance contracts
- 4.5 Definition of the 'Insured', Endorsements and Riders
- 4.6 Deductibles and Coinsurance

**Chapter 5: Major classes of insurance contracts**

- 5.1 Life insurance
  - 5.1.1 Unique features of life insurance
  - 5.1.2 Major types of contracts
  - 5.1.3 General classification of life insurance
  - 5.1.4 Life insurance premium computation
- 5.2 Health insurance
  - 5.2.1 Categories of health insurance
  - 5.2.2 Forms of coverage
- 5.3 Property and liability insurance
  - 5.3.1 Fire insurance
  - 5.3.2 Automobile (Moters) insurance
  - 5.3.3 Liability insurance
  - 5.3.4 Accident insurance

**Teaching Methods**

Lectures, Discussions, Home take assignments and Presentations.

**Recommended Text Book**

George E. Rejda. (2010). Principles of Risk Management and Insurance, 11<sup>th</sup> Edition.

**Major References**

1. James S. Trieschmann, Robert E. Hoyt, and David W. Sommer, Risk Management and Insurance, 12e, 2005, South-Western College Publishing, ISBN: 0-324-18320-8
2. George E. Rejda. (2007). Principles of Risk Management and Insurance, 10th Edition.
3. Mark S. Dorfman. (2007). Introduction to Risk Management and Insurance, 9th Edition)
4. Esther Zippora Baranoff. (2003). Risk Management and Insurance
5. Michel Crouhy, Dan Galai, Robert Mark, and Michel Crouhy. (2005). The Essentials of Risk Management
6. Emmett J. Vaughan and Therese M. Vaughan. (2007). Fundamentals of Risk and Insurance
7. W. Jean Kwon and Harold D. Skipper. (2007). Risk Management and Insurance: Perspectives in a Global Economy
8. Charles M. Nyce. (2006). Foundations of Risk Management and Insurance

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Business Mathematics  
**Course Number:** MAEN 221, same as ACFN 221, same as MARK 221  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

The course is designed to include the application of basic concepts, principles and methods of mathematics and formulation of problems through mathematical models. Topics include analytic geometry, systems of linear equations, matrix algebra as well as financial and investment application. Furthermore, the course prepares the students for differential and integral calculus should the graduates decide to expand their education.

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Identify the importance of quantitative techniques;
- Explain and analyze the basic concepts and managerial application of mathematics;
- Describe the techniques of how to optimize the utilization of resources.

### **Course Content**

#### **Chapter 1: Linear Equations and their interpretative application (8 hours)**

- 1.1 Linear equations and cost output relationships
  - Definition of important terms
  - Linear Cost output model development
- 1.2 Breakeven point analysis: Model and solutions
- 1.3 Market equilibrium analysis

#### **Chapter 2: Matrix Algebra and its application (10 hours)**

- 2.1 Matrix algebra (Addition and multiplication) and their application
- 2.2 The determinant
- 2.3 Matrix Applications
  - 2.3.1 Solving systems of linear equations (Gauss's Elimination method)
  - 2.3.2. Markov chain analysis (Models and solutions)

#### **Chapter 3: Introduction to Linear Programming (12 hours)**

- 3.1 Formulation of Linear programming models
  - 3.1.1 The maximization problem
  - 3.1.2 The minimization problem
- 3.2 Solution approaches to linear programming
  - 3.2.1 Graphic approach
  - 3.2.2 Algebraic (Simplex) method

#### **Chapter 4: Mathematics of finance (8 hours)**

- 4.1 Simple interest and discount
- 4.2 Compound interest
  - 4.2.1 Compound amount (Maturity value)
  - 4.2.2 Present value (principal) of compound amount
- 4.3 Annuities
  - 4.3.1 Definition and Types of annuities
  - 4.3.2 Future value and Present value of ordinary annuity
  - 4.3.3 Sinking fund
  - 4.3.4 Amortization and Mortgage payments

## **Chapter 5: Elements and applications of calculus (7 hours)**

- 5.1. Rules of differentiation
- 5.2. Business application of differential calculus (Marginal analysis)
- 5.3. Rules of integration
- 5.4. Business application of integral calculus

### **Teaching Methods**

Lectures, Discussions, Individual and group assignments and Presentations.

### **Text Book**

Barnett Raymond A. and Ziegler Michael R, *Essentials of College Mathematics for Business and Economics, Life Science and Social Science*, 3<sup>rd</sup> ed., 2007

### **References**

1. Knut Sydsaeter and Peter Hammond, 2008. Essential Mathematics for Economic Analysis, 3rd Edition.
2. Kindstalter, William L. and Parish, W. Alton, 2003. Business Mathematics. New Jersey: Prentice Hall.
3. Stanley A. Salzman, Charles D. Miller, and Gary Clendenen, 2010. Mathematics for Business, 9th Edition.
4. Raymond A. Barnett, Michael R. Ziegler, and Karl E. Byleen. 2010. College Mathematics for Business, Economics, Life Sciences and Social Sciences (12th Edition)

### **Evaluation Schemes**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Business Statistics  
**Course Number:** MAEN 341, same as ACFN 331, same as MARK 311  
**Credit Hour:** 3  
**Prerequisite:** Business Mathematics

### **Course Description**

This course is designed to provide students an introduction to the basic science of statistics. Students will develop a useable understanding of research design, the organization of data, measures of central tendency and variability, central tendency theory, descriptive and inferential statistics, parametric and nonparametric tests and basic test assumptions. Primarily, students will be introduced to the fundamental ideas of data collection and presentation, populations and samples, the presentation and interpretation of data, descriptive statistics, linear regression, and inferential statistics including confidence intervals and hypothesis testing. Basic concepts are studied using applications from economic ideas, education, business, social science and the natural sciences. Also included is a mathematical introduction to probability theory including the properties of probability; probability distributions; expected values and moments, specific discrete and continuous distributions; and transformations of random variables.

### **Course Objectives**

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

- Acquire knowledge on statistical methods,
- Collect and organize facts for statistical analysis,
- Make interpretations of data collected, and
- Make statistical inferences based on statistical analyses.

### **Course Content**

#### **Chapter 1: Introduction to Statistics (5 hours)**

- 1.1 Definition of Statistics and Characteristics of Statistics
- 1.2 Importance and limitations of statistics
- 1.3 Types/phases of Statistics
- 1.4 Major steps of any Statistical investigation

#### **Chapter 2: Descriptive Statistics (3 hours)**

- 2.1 Methods of data collection, Primary and Secondary sources.
- 2.2 Classification of Statistical data
- 2.3 Methods of data presentation
  - 2.3.1 Tabulation, Frequency distribution
  - 2.3.2. Graphs
  - 2.3.3. Charts and Diagrams

#### **Chapter 3: Measures of Central tendency and Dispersion (8 hours)**

- 3.1 Measures of central tendency
  - Mathematical averages
  - Positional averages
- 3.2 Measures of Dispersion/Variation

#### **Chapter 4: Introduction to probability (6 hours)**

- 4.1 Definition and basic terminologies
- 4.2 Counting rules (Multiplication rule, permutation, combination)
- 4.3 Probability of an event
- 4.4 Rules of Probability

**Chapter 5: Probability distributions (6 hours)**

- 5.1. Discrete probability distributions
  - The binomial probability distribution
  - The poisson probability distribution
- 5.2. Continuous probability distributions
  - Normal probability distribution

**Chapter 6: Sampling Techniques and sampling distributions (4 hours)**

- 6.1 Sample and the population
- 6.2 Random and Non- random sampling techniques

**Chapter 7: Statistical Estimation and Hypotheses Testing (8 hours)**

- 7.1 Point and interval estimates
- 7.2 Confidence interval estimates of the population mean
- 7.3 Reason for testing hypotheses
- 7.4 The hypotheses testing process
- 7.5 The Chi – square distribution

**Chapter 8: Simple Correlation and Regression (5 hours)**

- 8.1 Measures of correlation
- 8.2 Regression analysis

**Teaching Methods**

Lectures, Discussions, Individual and group assignments and Presentations.

**Text book**

- 1. Freedman, David, Purves, Pisani. 2006. Statistics. WW Norton and Co (ed). ISBN-10: 0393930432.

**References**

- 1. Berenson , Mark L; Levine, David M. and Krehbiel, Timothy C. (2008) Basic Business Statistics, 11<sup>th</sup> ed., Prentice Hall, USA
- 2. Brase, Charles Henry and Brase, Corrinne Pellillo (2006) Understanding Basic Statistics, 4<sup>th</sup> ed., Houghton Mifflin Company, New York
- 3. Lind , Douglas A., Marchal, William G. and Wathen, Samuel A. (2007) Basic statistics for business and economics with student CD (CD-ROM), 6<sup>th</sup> ed., McGraw-Hill/Irwin, New York
- 4. Norean R. Sharpe, Richard D. De Veaux, and Paul F. Velleman., 2009. Business Statistics
- 5. James T. McClave, P. George Benson, and Terry Sincich., 2010. Statistics for Business and Economics, 11th Edition.
- 6. Paul Newbold, William Carlson, and Betty Thorne., 2009. Statistics for Business and Economics, 7th Edition.

**Evaluation Schemes**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Project work	20%
Final Exam	40%

**Course Title:** Leadership Skills  
**Course Number:** MAEN 441, same as LEAD 441  
**Credit Hour:** 3  
**Prerequisite:** Introduction to Business Management

### **Course Description**

The purpose of this course is to encourage students to carefully analyze responsibilities and commitments in the context of leadership for the common good and for purposeful change. Students will come to understand the concepts of relational and servant-leadership and how they differ from traditional leadership theories. The course includes the study of leadership as well as the application of leadership theories, concepts, and skills. Students will also develop their leadership potential through the completion of personal and leadership self-assessments, values exploration, and leadership skill practice through course activities.

This course addresses the responsibility of a leader for business, society and themselves. What will be the legacy of the professional leader? What difference does he make in all the networks in which he is participating? What is his basic attitude toward all the stakeholders? These kinds of questions are the core theme of this course. Leadership will be combined with stakeholder management and current thinking about the role of communities in the business world.

### **Course Objectives**

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

- Explain their personal opinion about stewardship'
- Reflect on his/her personal effectiveness as a leader;
- Perform as a transparent leader in his/her own networks

### **Course Content**

#### **Chapter 1: Introduction**

- 1.1. Definition of Leadership
- 1.2. Description of Leadership

#### **Chapter 2: Approaches to Leadership**

- 2.1. Trait Approach
- 2.2. Skills Approach
- 2.3. Style Approach

#### **Chapter 3: Theories of Leadership**

- 3.1. Contingency theories
- 3.2. Path-Goal Theory
- 3.3. Leader-member exchange theory

#### **Chapter 4: Types of Leadership**

- 4.1. Transformational Leadership
- 4.2. Authentic Leadership
- 4.3. Team Leadership
- 4.4. Servant Leadership
- 4.5. The practices of exemplary leadership

#### **Chapter 5: Other Contemporary issues of Leadership**

- 5.1. Women Leadership
- 5.2. Culture and Leadership

### **Teaching Methods**

Lecture, Discussions, Demonstrations and Presentations.

### **Text Books**

1. Northouse, Peter G, 2010, Leadership: Theory and Practice, 5<sup>th</sup> ed, New Delhi: SAGE Publications India Pvt. Ltd.
2. Focus on Leadership: Servant Leadership for 21<sup>st</sup> Century, Ken Blanchard
3. Awakening the Leader Within: A Story of Transformation, Kavin Cashman, Jack Forem
4. The Purpose-Driven Life, Rick Warren, 2002

### **References**

1. Principle-Centered Leadership, Steven Covey, 1991
2. Leadership Challenges, Kouzes and Posner, 4<sup>th</sup> Ed, 2008
3. Leadership: Courage in Action, Robert Terry, 1999.
4. Leadership: Theory and Practice, Northouse, 9<sup>th</sup> Ed, 2009

### **Evaluation Scheme**

Continuous Assessment:	
(Leadership activities)	30%
Leadership Self- Assessment	30%
Final Examination	40%

**Course Title:** Senior Project  
**Course Number:** MAEN 452  
**Course Credit:** 3  
**Prerequisite:** Research Methods

### **Course Description**

This last course of the Entrepreneurship and Business Management major provides an opportunity for students to practice the knowledge they have gained. Each student will prepare a plan and perform a project within a business or build up a smaller company. In doing so they have to show the excellence that has grown during their time of study. As examples, projects could be related to the internship, the business plan completed previously or an altogether new business idea. Necessary elements are:

- A definition of the problem with explicit integration of the theories and models that were studied
- Explicit attention to project goals (both explicit and implicit) and objectives (specific descriptions of intended outcomes) and expected short-term and long-term outcomes
- Co-operation of stakeholders which are crucial for the outcomes of the project
- The project context and boundaries
- A risk analysis
- A planned time schedule
- An overview of the resources needed to realize the project (manpower, information, money, time)

### **Course Objectives**

Upon successful completion of this course, students will be able to:

- Clearly define project objectives and be able to organize the right people and resources around them.
- Gather information by both visitation and research.
- Plan the project organization, identifying necessary tasks to coordinate the project
- Manage all tasks and their execution.
- Utilize new technologies and educational resources in accomplishing project tasks.

The plan will be completed in the first six weeks and implementation will then start alongside progress evaluation. An oral report will be given at the end of the term.

### **Evaluation Scheme**

Plan	40%
Implementation	30%
Presentation	30%



## Course Descriptions for Supportive Courses

<b>Course Title:</b>	<b>Microeconomics</b>
<b>Course Number:</b>	<b>ECON 202</b>
<b>Responsibility:</b>	<b>Supportive</b>
<b>Credit Hour:</b>	<b>3</b>
<b>Prerequisite:</b>	<b>None</b>

### Course Description

This course introduces and explores a variety of microeconomic topics, including: supply and demand, market equilibrium, elasticity, decision making by producers and consumers, production cost, market structures, public policy, the labor market, distribution of income, environmental policy, market efficiency and government intervention. Students will work in teams on a proficiency task, using their knowledge of microeconomics, to develop a business plan.

### Course Objectives

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

- State the Laws of Supply and Demand and explain the concept of equilibrium.
- Identify and explain the basic principles of economics.
- Relate the concept of elasticity to supply and demand theory.
- Identify the four basic market structures and describe the characteristics of each.
- List and explain the primary reasons for the distribution of income.
- Develop a business plan.

### Course Content:

#### I. The Theory of Consumer Behavior

- 1.1 Cardinal Utility Theories: Utility Approach
  - 1.1.1 Total and Marginal Utility
  - 1.1.2 Consumer Equilibrium
  - 1.1.3 Derivation of individual's Demand Curve
- 1.2 Ordinal Utility Theories: Indifference Curve Approach
  - 1.2.1 Indifference Curves and the Marginal Rate of Substitution
  - 1.2.2 The Budget Constraint Line
  - 1.2.3 Consumer Equilibrium
  - 1.2.4 Price and income Consumption Curve
  - 1.2.5 Derivation of Demand
- 1.3 Consumer Surplus
- 1.4 Market Demand
- 1.5 Elasticity Demand

#### II. Choice involving Risk (Varian, Pindyck and Rubinfeld)

- 2.1 Introduction
- 2.2 Expected Utility
- 2.3 Risk Aversion
- 2.4 Diversification
- 2.5 Risk Spreading

#### III. Theory of Production

- 3.1 The Production Function
- 3.2 Technology
- 3.3 Laws of Production
  - 3.3.1 The Laws of Variable Proportions
  - 3.3.2 Returns to scale
- 3.4 Choice of Optimal combination of Factors of Production

#### **IV. Theory of Costs**

- 4.1 Short-Run Costs
- 4.2 Long- Run Costs
- 4.3 Dynamic Changes in Costs -the Learning Curve

#### **V. Perfect Competition**

- 5.1 The Short-Run Equilibrium of the Firm and the Industry
- 5.2 Market Equilibrium
- 5.3 The Long-Run Equilibrium of the Firm and the Industry

#### **VI. Pure Monopoly**

- 6.1 Short-run Equilibrium
- 6.2 Long-Run Equilibrium
- 6.3 Price Discrimination
- 6.4 Multi-plant Monopolist
- 6.5 Social Cost of Monopoly power

#### **VII. Monopolistic Competition**

- 7.1 Product Differentiation and the Demone Curve
- 7.2 The Concept of industry and product 'Group'
- 7.3 Short-Run Equilibrium
- 7.4 Long-Run Equilibrium
- 7.5 Excess Capacity and Welfare Loss

#### **Instructional Method**

Lectures, Group Discussion, assignments and Project works

#### **Text Book:**

R.S. Pindyck and D. L. Rubinfeld, Microeconomics.

#### **References**

1. Hal R. Varian, Intermediate Microeconomics: A Modern Approach, 4<sup>th</sup> Ed.
2. Koutsyiannis, Modern Microeconomics.
3. E. Mansfield, Microeconomics: Theory and Applications.
4. D.S. Watson, Price Theory and its Uses.
5. J.P. Gold and C. Ferguson, Microeconomics Theory.
6. D.N. Dwivedi, Microeconomics Theory.
7. Essentials of Economics, 5e, by Mankiw, 2008
8. Principles of Microeconomics by Frank and Bernanke, 3rd ed., 2007

#### **Evaluation Schemes**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%

**Course Title: Macroeconomics**  
**Course Number: ECON 203**  
**Responsibility: Supportive**  
**Credit Hour: 3**  
**Prerequisite: ECON 202**

### **Course Description**

This course introduces and explores a variety of macroeconomic topics, including: aggregate supply and demand, market equilibrium, Gross Domestic Product, employment, income, prices, and major schools of economic thought, fluctuations, growth, monetary policy, fiscal policy, the national debt, international trade, and international finance. Students will contribute their knowledge of economics as they work on a proficiency task developing a marketing plan.

There will be attention to the global economic system and to the national Ethiopian Economy and the way these systems are influencing business decisions.

### **Course Objectives**

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

- State the Laws of Supply and Demand and explain the concept of equilibrium.
- Provide a definition of Gross Domestic Product and describe the four components.
- Define fiscal policy and explain how it can be used to cope with fundamental economic problems.
- Explain how monetary policy can be used to cope with fundamental economic problems.
- Describe how international finance can impact a nation's Gross Domestic Product
- Describe the relations between the national economy of Ethiopia and the international economic trends and processes
- Develop a marketing plan, incorporating their knowledge of economics.

### **Course Content:**

#### **1. Introduction**

- 1.1. The State of Macroeconomics: Evolution and Recent Developments.
  - 1.1.1. Classical school of Macroeconomics
  - 1.1.2. Keynesians school of Macroeconomics
  - 1.1.3. Post-Keynesianism Development
  - 1.1.4. The New Keynesian school of Macroeconomics
- 1.2. Basic Concepts and Methods of Macroeconomic Analysis
  - 1.2.1. Key concepts
    - 1.2.1.1. Components of National income accounting
    - 1.2.1.2. Nominal versus real macroeconomic variables
    - 1.2.1.3. Actual versus potential output
    - 1.2.1.4. Price indexes
    - 1.2.1.5. Other major macroeconomic variables:

#### **2. Aggregate Demand and Supply Analysis in a closed economy**

- 2.1. The Income-Expenditure Approach
- 2.2. Aggregate Demand Analysis in the goods market
  - 2.2.1. Components of aggregate demand
  - 2.2.2. Determination of equilibrium output
  - 2.2.3. The concept of multiplier
  - 2.2.4. Interest rate and investment
  - 2.2.5. Interest rate and aggregate demand: the IS curve
- 2.3. The Assets (or Money) Markets
  - 2.3.1 Money versus Bonds

- 2.3.2 The demand for money
- 2.3.3 Equilibrium in the asset markets: The LM curve
- 2.4. The Goods and Assets Markets: The IS-LM model
- 2.5. Analysis of Fiscal and Monetary Policies in the IS-LM framework
  - 2.5.1 Fiscal Policy
  - 2.5.2 Monetary Policy
  - 2.5.3 The Policy mix
- 2.6. Aggregate demand curve and the IS-LM model
- 2.7. Aggregate Supply
  - 2.7.1 Introduction
  - 2.7.2 The Classical approach to aggregate supply
  - 2.7.3 The Keynesian approach to aggregate supply
    - 2.7.3.1 The sticky price model
    - 2.7.3.2 The sticky wage explanation
    - 2.7.3.3 The worker-misperception model

### **3. Open Economy Macroeconomics**

- 3.1. Extensions of the Basic Model
  - 3.1.1 National Income Accounting
  - 3.1.2 National Income Determination
  - 3.1.3 Open Economy Multiplier
- 3.2. Internal and External Balance
- 3.3. The Mundell-Fleming (MF) Model
  - 3.3.1 Fiscal and Monetary policies under imperfect capital mobility
  - 3.3.2. Fiscal and Monetary policies under perfect capital mobility

#### **Instructional Method**

Lectures, Group Discussion, assignments and Project works

#### **Text Book**

1. Principles of Macroeconomics by Frank and Bernanke, 3rd ed. ,2007

#### **References**

1. Macroeconomics, 5/E, Blanchard, Prentice Hall, 2009, ISBN-10: 0132078295
2. Economic Growth, 2/E, Weil, Prentice Hall, 2009, ISBN-10: 0321416627
3. Macroeconomic Analysis by Edward Shapiro, 1999
4. Essentials of Economics, 5e, by Mankiw,2008
5. Economic Concepts. A Programmed Approach by Bingham and Henry Pope, 1993

#### **Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%

**Course Title:** Principles of Accounting I  
**Course Number:** ACFN 211  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

This course is an introduction to basic principles of accounting theory and practice. Topics covered include accrual basis accounting, the accounting cycle, preparation of financial statements for both service and merchandising business enterprises, and internal controls. Other topics include accounting for cash, receivables, payroll, inventories, fixed assets, and current liabilities.

### **Course Objectives**

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

- Analyze, Journalize, and Post Business Transactions.
- Prepare A Multiple-Step Income Statement, An Owners' Equity Statement, And A Classified Balance Sheet.
- Analyze Existing Account Balances, Prepare End-Of-Period Adjusting and Closing Entries and a Post closing Trial Balance.
- Account For Cash And Petty Cash Including Internal Controls Over Cash.
- Account For Merchandising Companies Including Costing And Internal Control Over Inventory.
- Account for Property, Plant, and Equipment; Accounts Receivable; and Current Liabilities.

### **Course Content**

#### **Accounting theory and Practices**

- 1.1 Definition of Accounting
- 1.2 Users of accounting information
- 1.3 The Building Blocks of Accounting
  - 1.3.1 Ethics in Financial Accounting
  - 1.3.2 Generally Accepted Accounting
    - 1.3.2.1 Assumptions
      - 1.3.2.1.1 Monetary Unit Assumptions
      - 1.3.2.1.2 Economic Entity Assumptions
- 1.4 The basic accounting equation
- 1.5 Using the basic accounting equations
- 1.6 Financial statements
  - 1.6.1 Income Statement
  - 1.6.2 Owner's equity statement
  - 1.6.3 Balance sheet
  - 1.6.4 Statement of cash flows

#### **The Accounting Cycle**

- 2.1 Classification of accounts & Chart of accounts
- 2.2 The account
- 2.3 Journals and ledger
- 2.4 The recording process
  - 2.4.1 Posting
- 2.5 The Trial balance

## **Adjusting the Accounts**

- 3.1 Selecting the accounting period
  - 3.1.1 Fiscal year and Calendar year
  - 3.1.2 Accrual vs. cash basis accounting
  - 3.1.3 Recognizing revenue & expenses
- 3.2 The basic of adjusting entries
  - 3.2.1 Types of adjusting entries
  - 3.2.2 Adjusting entries for deferrals
  - 3.2.3 Adjusting entries for accruals
  - 3.2.4 Summary of journalizing & posting
- 3.3 The adjusted trail balance & financial statements
  - 3.3.1 Preparing the adjusted trail balance
  - 3.3.2 Preparing the financial statements

## **Completing the Accounting Cycle**

- 4.1 Using a worksheet
- 4.2 Closing the books
- 4.3 Summary of the Accounting cycle
- 4.4 The classification of Balance sheet
- 4.5 Long term investment
  - 4.1.1 Property, plant, & equipment
  - 4.1.2 Intangible assets
  - 4.1.3 Current liabilities
  - 4.1.4 Long term liabilities
  - 4.1.5 Owner's Equity

## **Accounting for Merchandising Enterprises**

- 5.1 Merchandising operations
- 5.2 Recording purchases of merchandise
- 5.3 Recording sales of merchandise
- 5.4 Completing the accounting cycle
- 5.5 Form of financial statements
  - 5.5.1 Multiple step income statement
  - 5.5.2 Single step income statement

## **Internal Control and cash**

- 6.1 Internal control
- 6.2 Cash control
- 6.3 Use of a bank
  - 6.3.1 Making bank deposit
  - 6.3.2 Writing checks
  - 6.3.3 Bank statement
  - 6.3.4 Reconciling the bank statement

## **Accounting for Receivables**

- 7.1 Types of receivables
- 7.2 Accounts receivable
  - 7.2.1 Recognizing Accounts Receivables
  - 7.2.2 Valuing Accounts Receivables
  - 7.2.3 Disposing of Accounts Receivables

- 7.3 Notes Receivables
  - 7.3.1 Determining the maturity date
  - 7.3.2 Computing interest
  - 7.3.3 Recognizing note receivable
  - 7.3.4 Disposing notes receivable

**Instructional Method**

Lectures  
 Group Discussion,  
 Assignments and  
 Project works

**Text Book:**

Weygandt, Kieso, and Kimmel. Accounting Principles, 8e, 2007. ISBN10: 0471980193

**References**

1. Heintz, James A. and Parry, Robbert, W: (2005). College accounting (18th ed). Australia: Thomson SouthWestrn.
2. Meigs, Robert F. (1999). Accounting the basis for decision 11th ed. Boston: Irwin McGraw Hill.
3. Horngren, Charles T., Harrison, Walter T. & Bamber Linda Smith. (2005). Accounting 6th ed.. New Jersey Pearson Printice Hall.
4. Larson Kermit D., Wild, Jhon J. , and Chiappetha, Barbera (2005). Fundamental Accounting Principles 17th ed. Boston: McGraw Hill. Irwin.
5. Needles, Belverd E. etal (1999). Principles of Accounting. Boston: Hughton Mifflin Co.

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%

**Course Title:** Cost and Management Accounting I  
**Course Number:** ACFN 222  
**Credit Hour:** 3  
**Prerequisite:** Principles of Accounting I

### **Course Description**

The course is an introduction to the theoretical and practical knowledge of cost accounting, cost behavior, cost classification, cost allocation and analysis. It covers job order costing, process costing and operations costing. It also covers the cost accounting application for joint and byproducts, spoilage, rework and scraps. It indicates how alternative product costing methods are used with variable and absorption costing. Basically, the concern of this course is on manufacturing enterprises but the theories and concepts dealt in are equally applicable to non-manufacturing businesses. Students will work in teams on a proficiency task developing a marketing plan, contributing their knowledge from accounting courses.

### **Course Objectives**

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

- Discuss The Role Of Cost Accounting In An Organization
- Distinguish Between Job Order And Process Costing
- Accumulate Cost Data
- Determine And Control Costs
- Prepare A Performance Analysis And Explain The Variances
- Prepare A Marketing Plan.

### **Course Contents**

#### **Chapter 1: Introduction**

- 1.1 Managerial Accounting Basics
  - 1.1.1 Comparing Financial Accounting, Cost Accounting and Management Accounting
  - 1.1.2 Management Functions
- 1.2 The Role Cost and management Accountant
- 1.3 Accounting and the Management Process
- 1.4 Cost-Benefit Philosophy & Behavioral Consideration in Management Accounting
- 1.5 Management Accounting in Service Organizations (Individual Assignment to be submitted until April 33, 2012)

#### **Chapter 2: Introduction to Cost Terms and Cost Classifications**

- 2.1 Cost in General
- 2.2 Cost Object and Cost Driver
- 2.3 Cost Accumulation, Assignment and Tracing/Allocation
- 2.4 Categories of Manufacturing Costs
- 2.5 Approaches to prepare income statement

#### **Chapter 3: Cost Behavior and Cost Volume Relationship**

- 3.1 Cost classification
  - 3.1.1 Variable cost
  - 3.1.2 Fixed cost
  - 3.1.3 Relevant Range
  - 3.1.4 Mixed cost



- 3.2 Cost Volume Profit Analysis
  - 3.2.1 Basic component
  - 3.2.2 CVP Income Statement
  - 3.2.3 Break-Even Analysis
  - 3.2.4 Target Net Income
  - 3.2.5 Margin of Safety
  - 3.2.6 Incremental approach

#### **Chapter 4: Job Order Cost Accounting**

- 4.1 Cost Accounting System
  - 4.1.1 Job Order Cost System
  - 4.1.2 Process Cost System
- 4.2 Job order cost Flow
  - 4.2.1 Accumulating Manufacturing Costs
  - 4.2.2 Assigning Manufacturing Costs to Work in Process
  - 4.2.3 Assigning Costs to Finished Goods
  - 4.2.4 Assigning Costs to Cost of Goods Sold
- 4.3 Under or Over applied Manufacturing Costs

#### **Chapter 5: Process Cost Accounting**

- 5.1 The Nature of Process Costing Systems
  - 5.1.1 Uses of Process Costs Systems
  - 5.1.2 Similarities & Differences between Job order cost and Process Cost System
  - 5.1.3 Process Cost Flow
  - 5.1.4 Assignment to Manufacturing Costs – Journal Entries
- 5.2 Equivalent Units
  - 5.2.1 Weighted Average method
- 5.3 Process Costing System - Illustration (Weighted Average method)
  - 5.3.1 Compute the Physical Unit Flow
  - 5.3.2 Compute Equivalent Unit Costs
  - 5.3.3 Compute Unit Production Cost
  - 5.3.4 Prepare a Cost Reconciliation Schedule

#### **Chapter 6: Spoilage, Reworked units, and scrap**

- 6.1 Spoilage, Rework, and Scrap in General
- 6.2 Process costing and spoilage
- 6.3 Job order costing and spoilage
- 6.4 Reworked Units
- 6.5 Accounting for scrap

#### **Chapter 7: Cost Allocation**

- 7.1 Cost Allocation – General
- 7.2 General Purpose of Cost Allocation
- 7.3 Cost Allocation Methods
- 7.4 The contribution approach to cost allocation

#### **Chapter 8: Cost Allocation-Joint Products and by-products**

- 8.1 Concepts – Joint Products, Byproducts, Joint Costs
- 8.2 Allocation of Joint Costs
- 8.3 Accounting for Byproducts

#### **Instructional Method**

Lecture, Discussions, Individual and group assignments and Presentations.

**Text Book:**

Cost Accounting, Managerial Emphasis A Horngren, Foster, Datar, 13thEd, 2008, Pearson Ed. Ltd., 896 p ISBN13: 9780136126638

**References**

1. Brock Horace R. and Herrington Linda A. (1999). Cost Accounting: Principles and Applications (6th Ed.). NW: McGraw Hill
2. Hilton, Ronald W. (1991). Managerial Accounting: Creating Value in a dynamic Business Environment. 6th ed. Boston: McGraw Hill Irwin.
3. Horngren, Charles T. et al. (1996). Management Accounting. 2nd ed Ontario: Prentice Hall Canada Inc.
4. Cost and Management Accounting: An Introduction, Colin Drury.6th Rev.Ed. 2006 Thomson,596p ISBN-13: 978-1844803491
5. Horngren, Bhimani, Datar, Foster, Management and Cost Accounting, 4/E, ISBN10: 1405888202, ISBN13: 9781405888202, Pearson Education Limited, 2007

**Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%

**Course Title:** Financial Management  
**Course Number:** ACFN 332  
**Credit Hour:** 3  
**Prerequisite:** Principles of Accounting I

### **Course Description**

Financial Management is an introductory finance course focusing on the financial decision making principles and methods used by corporations. Major financial decisions include capital investment decisions, financing decisions, capital structure decisions dividend policy decisions, and working capital decisions. Financial management provides basic knowledge on the financial forecasting and coordination of finance in the corporate business. This course examines the financial goals of a corporation with an emphasis on value creation. Additional topics include capital budgeting techniques, valuation of securities; risk management and short-term financial management are also addressed in the course. Students will work in teams preparing a consulting report.

### **Course Objectives**

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

- Use financial information to improve their decisions as investors and/ or as managers of corporations and to learn and apply tools that maximize firm value.
- Use the basic tools for financial analysis of the firm
- Understand the time value of money and its use in the evaluation of securities
- Assess the value of the firm and to take capital budgeting, capital structure and dividend policy decisions that maximize the value of the firm
- Interpret financial statements
- Evaluate and judge the use of corporate financial information in decision making
- Use financial management knowledge in preparing a consulting report.

### **Course Content**

#### **1. AN OVER VIEW OF FINANCIAL MANAGEMENT**

Meaning and major fields of Finance  
Objective Financial Management  
Types Of Financial Markets  
    Classification On The Basis Of Nature  
    Classification On The Basis Of Maturity  
The Scope and Functions of Financial Management  
Finance and Related Fields  
    Finance versus Economics  
    Finance versus Accounting  
Goals of the Firm  
Agency Problem  
Overview of Financial Markets

#### **2. FINANCIAL ANALYSIS**

2.1 Meaning and Importance  
2.2 Steps in Financial Analysis  
2.3 Types and Interpretations of Ratio Analysis  
    2.3.1 Liquidity Ratios  
    2.3.2 Asset Mangement Ratios

- 2.3.3 Debt Management Ratios
- 2.3.4 Profitability Ratios
- 2.3.5 Marketability Ratios

- 2.4 Comparing Financial Ratios
  - 2.4.1 Cross-Sectional Analysis
  - 2.4.2 Time-Series Analysis
- 2.5 Limitations of Financial Ratios

### **3. FINANCIAL FORECASTING (READING ASSIGNMENT)**

- Meaning and Significance
- Importance of Sales Forecasting
  - The sales budget
  - The Cash Budget
- Basic Procedures in Financial Forecasting
- Advantages of Cash Budget
- Limitation of Cash Budgeting
- Techniques of Determining Future Financial Needs
- The Pro forma Financial Statement method
- The Formula Method

### **4. TIME VALUE OF MONEY**

- Introduction
- Future Value
  - Future Value of a Single Cash Flow
  - Future Value of an Annuity
  - Future Value of Uneven Cash Flows
- Present Value
  - Present Value of a Single Cash Flow
  - Present Value of an Annuity
  - Present Value of Uneven Cash Flows
  - Present Value of a Perpetuity
- Application of Time Value of Money Concept

### **5. VALUATION OF FINANCIAL ASSETS**

- Meaning and Procedures
- Bond Valuation
- Preferred Stock Valuation
- Common Stock Valuation
  - Zero-Growth Stock
  - Constant-Growth Stock
  - Super-Normal Growth Stock

### **6. THE COST OF CAPITAL**

- Meaning cost of capital
- Specific Cost of Capital
  - Cost of Debt
  - Cost of Common Stock
  - Cost of Preferred Stock
  - Cost of Retained Earnings
- Measuring the Weighted Average Cost of Capital (WACC)
  - Historical weight
  - Target weights

The Weighted Marginal Cost of Capital (WMCC)  
Financing with retained earnings  
Financing with constant cost of capital  
Financing with constant specific costs of capital

## **7. CAPITAL BUDGETING**

Capital Budget, Capital Budgeting, Capital Procedures  
Assumption of Capital Budgeting  
Developing the basic data for individual investment alternatives  
Capital – Budgeting Criteria  
    A. The payback criteria  
    B. The Net Present Value (NPV) Criterion  
    C. The Internal Rate of Return (IRR) Criterion  
Decisions Rules  
Replacement Decisions  
Special Assumption  
Capital – Rationing Decisions

### **Instructional Method**

Lecture, Discussions, Individual and group assignments and Presentations.

### **Text Book:**

Block S.B., Hart G.A. Foundations of Financial Management, 12e, 2008 McGraw-Hill Higher Education, 657 pages, ISBN-13: 978-0073295817

### **References**

1. Block S.B., Hirt G.A. Foundations of Financial Management, 10<sup>th</sup>, 2002 McGraw-Hill Higher Education.
2. Block S.B., Hirt G.A. Foundations of Financial Management, 11e, 2005 McGraw-Hill Higher Education.
3. Brigham, Eugene F. & Houston, Joel F. 2004, Fundamentals of Financial Management 10th ed. USA: Thomson-South-Western.
4. Brigham, Eugene F. & Houston, Joel F. 2007, Fundamentals of Financial Management 11th ed. USA: Thomson-South-Western.
5. Gitman, Lawrence J. 2003. Principles of Managerial Finance 10th ed. Boston: Addison Wesley.

### **Evaluation Schemes**

Assignments + Quiz	15 %
Test 1	15 %
Test 2	15 %
Test 3	15 %
Final Examination	40 %

**Course Title:** Principles of Marketing  
**Course Number:** Mark: 212  
**Course Credit:** 3  
**Prerequisite:** None

### **Course Description**

This course presents information concerning the practices and basic principles of marketing from origin to the ultimate consumer and discusses the issues of marketing and in a changing world, the marketing environment, the marketing mix (product, price, place and promotion), buyer behaviour (individual and organization), organization and planning, channels of distribution, and promotion. Students will also work in teams as they participate in a proficiency task to develop a marketing plan.

### **Course Objectives**

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

- Assess customer driven marketing strategies.
- Appraise buyer behavior in consumer and business markets.
- Evaluate and integrate marketing mix strategies.
- Summarize marketing planning and describe the marketing environment and develop a marketing plan.
- Present an overview of how social responsibility and ethics relate to marketing
- Summarize the salient concepts of global marketing
- Evaluate consumer markets and consumer buyer behavior
- Assess business markets and business buyer behavior
- Discuss market segmentation, targeting, and positioning for competitive advantage
- Integrate the elements of product management strategy, including product lines, the product mix, the product life cycle, and branding
- Explain the marketing of services and nonprofit organizations
- Explain distribution strategy and supply chain management as they relate to channel strategy, wholesaling and logistics.

### **Course Content**

#### **Chapter 1: Basic Concept of Marketing**

- 1.1 Introduction
- 1.2 The Core Concepts of Marketing
- 1.3 Importance of Marketing
- 1.4 Marketing Management
  - 1.4.1 Meaning of Marketing Management.
  - 1.4.2 Marketing Management Philosophies/Concepts
    - 1.4.2.1 The Production Concept
    - 1.4.2.2 The Product Concept
    - 1.4.2.3 The Selling Concept
    - 1.4.2.4 The Marketing Concept
    - 1.4.2.5 The Societal-Marketing Concept
- 1.5 Difference between Marketing and Selling

## **Chapter 2: The Marketing Environment**

- 2.1. The Company's Micro-Environment
- 2.2. The Company's Macro-Environment

## **Chapter 3: Strategies Marketing Planning**

- 3.1 Introduction
- 3.2 Meaning of strategic planning
- 3.3 The Strategic Planning Process
  - 3.3.1. Defining Organizational Plan
  - 3.3.2 Setting Organizational Objectives
  - 3.3.3 Developing Organizational Strategies
  - 3.3.4 Developing Organizational Portfolios Plan

## **Chapter 4: Buying Behavior**

- 4.1 Introduction
- 4.2 Consumer Buying Behavior
- 4.3 Model of Consumer Behavior
- 4.4 Factors Affecting Consumer Behavior
- 4.5 Types of Buying Decision Behavior
- 4.6. The Buyer Decision Process
- 4.7. Business Market and Business Buyers Behavior
  - 4.7.1. Business markets
  - 4.7.2. Business buyer behavior

## **Chapter 5: Market Segmentation, Targeting, and positioning**

- 5.1. Introduction
- 5.2. Market Segmentation
- 5.3. Market Targeting
- 5.4. Segment Positioning

## **Chapter 6: Marketing Mix**

- 6. 1 .Product Strategy
  - 6.1.1. Introduction
  - 6.1.2. What is a Product?
  - 6.1.3 Product Classification
  - 6.1.4. Product Mix and Product Line
  - 6.1.5 New Product Development
  - 6.1.6. Product Life cycle
  - 6.1.7. Individual Product Decisions
- 6.2. Pricing Strategy
  - 6.2.1. Introduction
  - 6.2.2. Price and Non-Price Competition
  - 6.2.3. Factors to be Considered When Setting Prices
  - 6.2.4. Pricing Strategy
  - 6.2.5. General Pricing Model
- 6.3. Distribution Strategy
  - 6.3.1. Introduction
  - 6.3.2. The need for Marketing Intermediaries
  - 6.3.3. Channel of Distribution
  - 6.3.4. Selecting Channel of Distribution
- 6.4. Promotion Strategy
  - 6.4.1. Introduction
  - 6.4.2. Meaning of Promotion
  - 6.4.3. Function of Promotion
  - 6.4.4. Developing Effective Communications

## **Instructional Method**

- Lecture,
- Group Discussion,
- Case Study,
- Project Work

## **Text Book**

Kotler, Philip; et al, 2010, Principles of Marketing: A South Asian Perspective, 13th, Pearson Higher Education.

## **References**

1. Kotler, Philip, 2000, Marketing Management, the millennium edition, USA : Pearson Custom Publishing.
2. Sutton, Dave and Klein, Tom, 2003, Enterprise Marketing Management: The new Science of Marketing, USA: John Wiley and Sons Inc.
3. Peter, Paul J. and Donnelly, James H., 2001, Marketing Management: Knowledge and Skills, 6th ed., USA : Irwin McGraw Hill.
4. McCarthy E. Jeome and Perreault William D. 2008. Basic Marketing a Global – Managerial approach. 14<sup>th</sup> ed. McGraw Hill. ISBN-O-240947-9.
5. Farese Lois Schneider, Kimbrell Grady and Wolszyk Carol A.(1997). Marketing Essentials. 2<sup>nd</sup> ed. Mc Graw Hill. ISBN-0-02-640601-2

## **Evaluation Scheme**

Test I	15%
Test II	15%
Test III	15%
Project I	15%
Final Examination	<u>40%</u>
Total.	<u>100%</u>



## Course Descriptions for General Courses

<b>Course Title:</b>	<b>Civic and Ethical Education</b>
<b>Course Number:</b>	<b>CEED 201</b>
<b>Responsibility:</b>	<b>General</b>
<b>Course Credit:</b>	<b>3</b>
<b>Prerequisite:</b>	<b>None</b>

### Course Description

This fundamental objective of Civic and Ethical Education is producing good citizens with higher civic qualities. Good citizens who are well aware of their rights and responsibilities as well as endowed with various types of civic virtues such as active participation, tolerance, civic mindedness etc. have a lot to contribute in the process of democratization and development of their own state. In view of this, this course is designed to familiarize students with basic themes and concepts of civic and ethical education, constitutionalism, Democracy, Human Rights and some other pertinent issues in achieving the basic goal of the subject matter. The varying nature of civic education requires active participation from the part of students in various ways such as forwarding original arguments, participating in class discussions, debates, presentations, etc. Thus students are highly expected to act accordingly for the successful delivery of the course.

### Course Objectives

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

- Explain the national political system of Ethiopia in relation to citizenship
- Impart civic knowledge on various issues such as on meaning and definition of civics and ethics, Constitutionalism, Democracy, Human Rights, State, and Government etc.
- Understand their rights and responsibilities and then exercise their rights and discharge their responsibilities.
- Develop such civic attitudes as patriotism, civic mindedness, active participation, tolerance etc.
- Exhibit civic skills such as accurate decision making, expression of oneself clearly and logically, conflict resolution etc.
- Become good citizens and play a crucial role in the democratization process of the state.

### Course Contents

#### Chapter One: Understanding Civic and Ethics (Week 1 & 2)

- 1.1. Civics And Ethics: Meaning;
- 1.2. Purposes & Objectives Of Civics & Ethics,
- 1.3. Sources Of Civics And Ethics..

#### Chapter Two: Understanding Society, State, and Government (Week 3,4,&5)

- 2.1. Perspectives on state and society
- 2.2. Government

#### Chapter Three: Understanding Citizenship: Ethiopian Focus (Week 6,7&8)

- 3.1. Definition and aspect
- 3.2. Modes of acquiring
- 3.3. Modes of loosing
- 3.4. Citizenship in Ethiopia Context

#### Chapter Four: Constitution, Democracy and Human Right: Ethiopian in Focus. (Week 9,10&11)

- 4.1. Concepts, Experiences, Ethiopia's Experience, pre-1931, 1955, 1987, 1991, & 1995 constitutions.
- 4.2. Meaning and approaches of democracy; actors in democratization and democratic elections

## **Chapter Five : Ethics and Civic Virtue (Week 12 &13)**

- 5.1. Overview of ethics and ethical school of thought
- 5.2. Selected issues in applied ethics
- 5.3. Overview of civic virtue

## **Chapter Six: Issues in Civics and Ethics (14 &15)**

- 6.1. Contemporary Global Issues
- 6.2. Terrorism
- 6.3. Environmental Challenges
- 6.4. Poverty, Global Warming
- 6.5. Corruption
- 6.6. Rent Seeking
- 6.7. Globalization
- 6.8. Cultural Imperialism
- 6.9. Gender

### **Instructional Method**

- Lectures,
- Group Discussion, Assignments
- Debate
- Project works

### **Text Book:**

AAU (2005). Civic and Ethical Education, Compendium Part One and two. Addis Ababa: College of Social Sciences.

### **References**

1. Miller, E.D.I (1984). Question that matter: an invitation to Philosophy
2. FDRE (1995). The constitution of Federal Democratic Republic of Ethiopia Addis Ababa.
3. Vincent, B. (1980) Philosophy: a text with readings, chapter three ethics and chapter four, Social Philosophy.
4. Kassaye, A. (2001), Fundamentals of Civic and Ethical Education. Aurum, A. and Popkin, H.(1996) introduction to Philosophy (Chapter 4 & Chapter 5)
5. Assefa Fiseha (2005) Federalism and the Accommodation of Diversity in Ethiopia: A Comparative Study, Netherlands, Wolf Legal Publishers.
7. Fasil Nahum (1997), Constitution for a Nation of Nations: The Ethiopian Prospect. Asmara: The Red Sea pre
8. Kassahun Berhanu (1998) 'Democracy, State-Building and Nations in Ethiopia: 1974-1995.' In Gros, Jean- Germain (ed.) Democratization in Late Twentieth- Century Africa coping with Uncertainty.
9. Hope University College(2013) Civics and Ethics Course Material, Unpublished.Policy/legal Documents
10. The Federal Democratic Republic of Ethiopia Constitution of 1995 Proclamation No. 1/1995, 21st August, 1995,
11. The 2003Ethiopian Nationality Proclamation Articles

### **Evaluation Schemes**

#### **Continuous assessment**

Group project with presentation	10%
Group project without presentation	10%
Class Participation.....	10%
Class attendance.....	5%
Test I .....	15%
Quiz I Week 4 .....	10%
Final Exam	40%

**Course Title:** Basic Writing Skills  
**Course Number:** FLEN 201  
**Responsibility:** General course  
**Credit Hour:** 3  
**Prerequisite:** None

**Course Description:**

This is an intermediate English course that provides students with the knowledge and skills to create grammatically correct and meaningful sentences. During lectures and within the Language Lab, students are given the opportunity to expand and practice their English language ability through speaking, listening, reading and writing activities. Textbook activities are provided to formalize and expand students' knowledge.

The course proceeds to paragraph writing and gives an introduction to basic essay writing. Attention is given to the reading of textbooks and everyday English materials. Students are also provided the opportunity to study spoken English and focus on pronunciation and fluidity.

**Course Objectives:**

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

- Correctly identify parts of speech and English tenses.
- Write grammatically correct and meaningful sentences.
- Produce sentences in terms of structure.
- Correct parallelism errors.
- Practice sentences dealing with action doers and receivers.
- Understand syllables, stress and clear pronunciation.
- Begin to create paragraphs, descriptive, compare and contrast essays.

**Course Content:**

1. Descriptive adjective and other parts of speech
2. Creating paragraphs and short stories using common tenses.
3. Sentence constructions
  - 3.1 Writing grammatically correct sentences
  - 3.2 Writing sentences with similar meanings using different structures
    - 3.2.1 Using the word "wish"
    - 3.2.2 Active and passive voices
  - 3.3 Practicing how to change sentence fragments
    - 3.3.1 Correcting run-ons into complete sentence forms
  - 3.4 Revising
    - 3.4.1 simple,
    - 3.4.2 compound,
    - 3.4.3 complex
    - 3.4.4 and compound-complex sentences.
  - 3.5 Combining sentences meaningfully
    - 3.5.1 Coordinating sentences
    - 3.5.2 subordinating sentences
4. Parallelism and modifiers
  - 4.1 Correcting parallelism errors
  - 4.2 Using modifiers in different contexts
5. Producing and developing Paragraphs
  - 5.1 Writing a topic sentence

- 5.2 Revising for unity, coherence and support and sentence skills
- 5.3 Developing different types of paragraphs
  - 5.3.1 process
  - 5.3.2 cause and effect, etc.
- 6. Introducing essays
  - 6.1 Considering purpose and audience
  - 6.2 Choosing a topic
  - 6.3 Narrowing the topic
  - 6.4 Types of essays
    - 6.4.1 Introducing descriptive essay and compare and contrast essays
  - 6.5 Developing an essay
    - 6.5.1 Thesis statement, body and conclusion
    - 6.5.2 Revising for unity, coherence and support and sentence skills
- 7. Fundamentals of spoken English
  - 7.1 Pronunciation, syllables and stress
  - 7.2 Speech skills
- 8. Reading skills
  - 8.1 Focus on language
    - 8.1.1 Identifying the tenses in the stories.
    - 8.1.2 Indicating verb form (imperative form, etc...
  - 8.2 Developing reading skills
    - 8.2.1 Finding message of the story
- 9. Listening
  - 9.1 Note taking and summarizing
  - 9.2 Interactive exercises
- 10. Language Lab
  - 10.1. Active reading
  - 10.2. Communication skills 1 & 2
  - 10.3. Tense busters
  - 10.4. Clear pronunciations

**Texts:**

**Primary Text:**

1. Fawcett, S (2007) Evergreen: A Guide to Writing with Readings. Houghton Mifflin. USA.

**Secondary Text:**

1. Bucsemi, S.V. and Smith, C. (2007). 75 Readings: Anthology. 10<sup>th</sup> edition. New York: McGraw-Hill.
2. Boardman, C.A. and Frydenberg, J (2002). Writing to communicate: paragraphs and essays. 2<sup>nd</sup> edition. New York: Pearson
3. Fleming, L., (2005). Reading for results, 9<sup>th</sup> edition. New York: Houghton Mifflin.
4. Kennedy, X.J., Kennedy D.M. and Aaron, J.E. (2003). The brief Bedford Reader, 8<sup>th</sup> Edition. New York: Bedford.
5. Lebauer, R.S. (1988). Learn to Listen; Listen to Learn- an advanced ESL-EFL Lecture Comprehension and Note Taking text book. New Jersey: Prince Hall.
6. Level, B. (2001). Writing and Grammar: Communication in Action, New Jersey: Prentice Hall,
7. Wyrick, J., (2005) Steps to writing well, 6<sup>th</sup> Edition,

**Teaching-Learning Methods:** Student-centered learning through lectures, Language Labs, group work and assignments.

**Evaluation Modalities:**

<b>Modality</b>	<b>%</b>
Class participations	15
Test 1	10
Assignment	20
Common test 2	20
Test 3	10
Final Exam	25
<b>Total</b>	<b>100</b>

**Grade Specifics:**

<b>Task</b>		<b>%</b>
Class participations	Lectures	10
	Language Lab	5
Tests	Listening Test	5
	Short Speech	5
Assignments	Written Assignments x 5	20
	Free Writing Assignment in class	5
	Language Lab Computer Project	5
Common test		20
Final Exam		25
<b>Total</b>		<b>100</b>

**Course Title:** English for Communication I  
**Course Number:** FLEN 202  
**Responsibility:** General course  
**Credit Hour:** 3  
**Prerequisite:** FLEN 201, Basic Writing Skills

**Course Description:**

This advanced writing skills course enables students to create and critically analyse business and academic written English. Various forms of English communication are studied, including: descriptive and process essays, professional letters, emails, summaries, memos and research reports.

During the course students are provided opportunities to produce high-quality academic reports ensuring they understand formal and informal styles, paraphrasing texts, plagiarism, incorporating evidence with proper documentation, topics, paragraphs and essay development

Listening and reading exercises provide students the chance to practice creating text and audio summaries with real-life English materials.

**Course Objectives:**

After completing the course students will be able to:

- Write paragraphs with clear topic sentences,
- Write essays with concise thesis statements, introductions and conclusions,
- Write clear and concise business letters, emails and memos,
- Efficiently paraphrase and summarize texts and audio information,
- and create high-quality evidence-based academic research papers that include international-standard referencing.

**Course Content:**

1. Planning and writing essays
  - 1.1 Narrative, persuasive, expository and descriptive,
  - 1.2 Information mapping,
    - 1.2.1 topic,
    - 1.2.2 subtopics,
    - 1.2.3 topic sentences,
    - 1.2.4 thesis statement.
  - 1.3 Developing sentences using transitional words,
  - 1.4 Introductions, body paragraphs, conclusion.
2. Writing direct and indirect quotations.
3. Writing informal, formal and business letters.
4. Editing and writing
  - 4.1 email messages and memos,
  - 4.2 summaries,
  - 4.3 research reports,
  - 4.4 and proposals.
5. Introducing business communication
6. Paraphrasing texts and summarizing audio and written texts.

7. Reading exercises
  - 7.1 Reading for details,
  - 7.2 Reading for gist,
  - 7.3 Reading for specific purposes.
8. Listening exercises
  - 8.1 Oral answers for oral questions
  - 8.2 Written answers for oral questions
  - 8.3 Listening exercises for lecture note taking
9. Group presentation of a research paper
  - 9.1 Printed document (1000 words)
  - 9.2 Oral presentation
10. Language Lab
  - 10.1 Road to IELTS 4: writing 1 and 2
  - 10.2 BBC Learning English
    - 10.2.1 General and business English
    - 10.2.2 Talking business
    - 10.2.3 Presentations
  - 10.3 Study skills success (intermediate and advanced)
  - 10.4 Typing skills (using the software in the language lab)

**Texts:**

Primary Text:

2. Alerd, G.J., Brusaw, C.T. and Oliu, W.E. (2009). *Handbook of Technical Writing*. 9<sup>th</sup> ed. New York: St Martin's press.
3. Fawcett, S (2007). *Evergreen: A Guide to Writing with Readings*. Boston: Houghton Mifflin.

Secondary Text:

1. Alfred, G.,J. Brusaw, C. T. and Oliu, W. (2009), *The Business Writers Handbook*. 9<sup>th</sup> edition. Boston: St Martin's press.
2. Guffey, M. E., (2004), *Essentials of Business Communication*. 6<sup>th</sup> ed, Ohio: Thomson South-Western.
3. Level, B. (2001). *Writing and Grammar: Communication in Action*, New Jersey: Prentice Hall,
4. Langan, J. (2008), *Exploring Writing: Sentences and Paragraphs*, 2<sup>nd</sup> , New York: McGraw Hill,
5. Merkel, M. (2010). *Technical Communication*. 9<sup>th</sup> ed. Boston: Bedford,
6. Memering, D. and Palmer, W. (2006). *Discovering Arguments, an Introduction to Critical Thinking and Writing with readings*. 2<sup>nd</sup> ed, New Jersey: Pearson.
7. Soles, D. (2005). *The Essentials of Academic Writing*. Houghton Mifflin, New York.

**Teaching-Learning Methods:**

Student-centered learning through lectures, Language Labs, group work and assignments.

**Evaluation Modalities:**

<b>Modality</b>	<b>%</b>
Class participations	15
Test 1	15
Assignments	15
Test 2	10
Common Test 3	20
Final Exam	25
<b>Total</b>	<b>100</b>

**Grade Specifics:**

<b>Task</b>		<b>%</b>
Class participation	Lectures	10
	Language Lab	5
Classwork	Presentation of a Research Paper	5
	Text Summary Test	5
	Audio Summary Test	5
Assignments	Written Assignments x 5	15
	Essay Writing in class	5
	Research Paper and presentation	10
Common Test		20
Final Exam		25
<b>Total</b>		<b>100</b>



**Course Title:** English for Communication II  
**Course Number:** FLEN 301  
**Responsibility:** General course  
**Credit Hours:** 3  
**Prerequisite:** English for Communication I

**Course Description:**

This course provides students with the skills for effective communication specifically concentrating on public speaking, proposal writing and group activities. Through Competency-Based Education (CBE) students will be provided the opportunity to practice audience and purpose identification, speech planning, use of visual aids and persuasive performance.

Students will give presentations of varying lengths, conduct research, write proposals relevant to their field of study and present research using AV equipment. They will also conduct group meetings in which they negotiate issues, apply critical thinking to decision-making, deal with conflict respectfully and use English conversational conventions.

Participants will also be allowed the opportunity to develop specific business skills vital for their future employment including creating their resume and preparing for job interviews.

**Course Objectives:**

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

- Communicate clearly, correctly and appropriately with others through spoken and written English.
- Critically understand the importance of effective communication.
- Prepare presentations with an awareness of audience and purpose.
- Evaluate and refine presentations for crucial and persuasive information.
- Produce effective presentations with and without AV materials.
- Show effective listening skills in different cultures.
- Employ active communication strategies such as giving and receiving feedback.
- Apply critical thinking and decision-making skills to technical tasks.
- Work effectively in small groups.
- Write a professional resume and cover letter.

**Course Content:**

10. Basics of English communication
  - 10.1 Philosophy, meaning, significance and styles of communication
  - 10.2 Communication skills: receptive and productive
  - 10.3 Critical analysis and discussion of famous speeches
11. Audience-centered approach to communication
  - 11.1 Audience analysis
  - 11.2 Purpose identification: inform or persuade
12. Developing presentations
  - 12.1 Preparation: gathering, sorting and selecting information
  - 12.2 Using informational or persuasive strategies to fit purpose
  - 12.3 Short speeches
13. Final presentation preparation
  - 13.1 Editing for purpose, audience and time
  - 13.2 Outlining and creating presentation notes
  - 13.3 Audio Visual Aids
  - 13.4 Rehearsing: memorization, timing, visual aids, technology, feedback

14. Speech delivery
  - 14.1 Vocal characteristics: volume, tone, pitch, pronunciation and articulation
  - 14.2 Non-verbal characteristics:
    - 14.2.1 eye contact,
    - 14.2.2 expressions,
    - 14.2.3 posture, movement and gestures
  - 14.3 Maintaining audience focus
15. Working within small groups
  - 15.1 Effective participation:
    - 15.1.1 conversation skills,
    - 15.1.2 rule-based structures,
    - 15.1.3 non-verbal communication.
  - 15.2 Leading groups, managing meetings, setting agendas
  - 15.3 Problem solving through negotiation, critical thinking and collaborative writing
  - 15.4 Group presentations
16. Research-based proposal
  - 16.1 Selecting and narrowing the topic
  - 16.2 Research, investigation and note-taking
  - 16.3 Developing the report
17. Employment skills
  - 17.1 Resume writing: planning, language and formatting
  - 17.2 Purposeful introductory letters
  - 17.3 Communication for job interviews

**Texts:**

Primary Text:

4. Beebe, S. A. & Beebe, S. J. (2006) Public Speaking: An Audience-Centered Approach. Pearson Education. USA

Secondary Text:

5. Lucas, S. E. (1998). The Art of Public Speaking. McGraw-Hill. USA

**Evaluation Modalities:**

<b>Modality</b>	<b>%</b>
Class participations	15
Group work	20
Assignments	20
Common Test	20
Final Exam	25
<b>Total</b>	<b>100</b>

**Grade Specifics:**

<b>Task</b>		<b>%</b>
Class participations	Lectures	10
	Language Lab	5
Group work	Interview Role-Play	2
	Group Discussion	4
	Individual Short Speech	5
	Group Research Proposal Presentation	10
Assignments	CV and Introductory Letter	4
	Research Proposal	5
	Written Assignments x 5	10
Common Test		20
Final Exam		25
<b>Total</b>		<b>100</b>

**Course Title:** Introduction to Computer Applications  
**Course Number:** COMP 201  
**Responsibility:** General  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

This course is a broad introduction to the use of computers as tools for creativity, communications and organizing information. In addition to learning the technical fundamentals of computer use, students build skills in researching information, making appropriate ethical choices about the use of computers, and using technology to learn on their own and pass your new skills on to others. The role of the computer as a communications tool will be central to this course. All students will be given computer accounts to maintain files. We will also emphasize the use of the Internet as a tool for finding information and the use of word processing, presentation software and image editing to organize and communicate ideas. Topics will include computer hardware components, how the personal computer works and computer applications including word processing, spreadsheets, presentations, database and internet. Students are expected to learn to type and to practice exercises using MS Office.

### **Course Objectives**

The students will be able to:

- Familiarize themselves with components of computers and windows personal computers and operating systems
- Use Microsoft office as tools for writing, analyzing and presenting information
- Use of information technology to assist you in other coursework
- Use the internet for communications, research
- Create, edit and share pictures
- Creating online and paper publications and graphics using computers
- Understand ethical and responsible use of computer technology

### **Course content**

#### **Chapter 1: Introduction to computer systems**

- 1.1 Components of a computer
  - Input, processing, output, memory, storage
- 1.2 What are networks and the Internet?
- 1.3 How to use the Windows operating systems
  - Starting and stopping
  - Desktop
  - Windows, menus, scroll boxes, icons
  - Using the keyboard and mouse
  - Using folders and files
- 1.4 Brief introduction to University IT services
- 1.5 Brief introduction to use of Word and Excel

#### **Chapter 2. Using the Internet**

- 2.1 Internet ethics
- 2.2 Sources of academic information
  - 2.2.1. E-books

- 2.2.2. Journals
- 2.2.3. Encyclopedias
- 2.2.4. Newspapers
- 2.3 Web Searches
- 2.4 Referencing web pages
- 2.5 Managing e-mail
  - 2.5.1. Sending
  - 2.5.2. Receiving
  - 2.5.3 Filing

### **Chapter 3. Using Word Processing**

- 3.1 How to write a research paper
- 3.2 Windows, ribbons and toolbars
- 3.3 Document settings and styles
- 3.4 Text editing
- 3.5 Page layout
- 3.6 Typing skills
- 3.7 Tables
- 3.8 Headers and footers, footnotes

### **Chapter 4. Using spreadsheets**

- 4.1 What is a spreadsheet?
- 4.2 Worksheet window
- 4.3 Menus and toolbars
- 4.4 Entering text and numbers
- 4.5 Doing calculations
- 4.6 Using formulas and functions
- 4.7 What IF analysis and goal seeking
- 4.8 Formatting
- 4.9 Graphics
- 4.10 Printing

### **Chapter 5. Making presentations**

- 5.1 How to make good presentation materials
- 5.2 What is presentation software
- 5.3 Presentation window
  - 5.3.1. Ribbon
  - 5.3.2. Toolbars
  - 5.3.3. Themes
- 5.4 Creating slides
  - 5.4.1. Templates
  - 5.4.2. Formatting
  - 5.4.3. Transition between slides
  - 5.4.4. Review
- 5.5 Inserting clip art and photographs
- 5.6 Arranging slides and saving

### **Chapter 6. Elective Projects**

- 6.1 Using a database
- 6.2 Photo editing
- 6.3 Drawing using 2-d and 3-d CAD applications
- 6.4 Using MatLab

### **Instructional Methods**

The class meets in a computer lab and follows the pattern: half-hour lecture, one-hour directed computer work, ¼ hour typing practice, one-hour supervised practice time.

### **Textbook**

- Shelly Gary B. et al. 2007. Microsoft 2007: Introductory Concepts and Techniques, Windows XP Edition. 1224 p. ISBN-10 141884327X

### **References**

- 1 Advanced Excel for scientific data analysis by Robert de Levie, 2004
- 2 Microsoft Office XP, Marianne Fox et al., 2002
- 3 Beginning Open Office 3 from Novice to Professional by Andy Chanelle, 2009

### **Evaluation Scheme**

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%

**Course Title:** General Psychology  
**Course Number:** PSYC 201  
**Responsibility:** General  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

The introductory survey course explores the scientific study of human nature, behavior, and cognitive processes. The major areas of psychological study will be reviewed including history, biology, memory, learning, development, personality, abnormal and social psychology. Emphasis will be placed on applying psychological principles and data to life experience. The course is also geared towards helping students conceptualize the psychological foundations of human behavior in all occupations. It is also the application of the principles and concepts in overcoming various kinds of human and environmental barriers for effective relationship. Topics to be covered include motivation, emotion, knowledge retention, group dynamics and worker efficiency, sensation and perception, personality, and development of attitudes. Students will work on a proficiency task, developing a personal statement of goals and values.

### **Course Objectives**

Upon satisfactory conclusion of the course, students will be able to:

- Understand human behavior and relationship in different professions and life at large,
- Be able to apply knowledge gained in the areas of business, government and education,
- Familiarize themselves with group and individual decision-making,
- Exercise effective human and environmental relationships.
- Use their knowledge of psychology in developing a personal statement of goals and values

### **Course Content**

#### **Chapter 1: What is Psychology? (5hrs)**

- 1.1. What is psychology?
- 1.2. Definition and meaning of psychology
- 1.3. The Roots of psychology
- 1.4. The Emergence of psychology as a science.
- 1.5. Early schools of Psychology
- 1.6. Contemporary psychological perspectives
- 1.7. The goals of psychology
- 1.8. The sub – Fields of psychology
- 1.9. Research methods in psychology

#### **Chapter 2: Principles of Learning (5 hrs)**

2. 1. Definition of Learning
2. 2. Transfer of learning
2. 3. Factors Affecting Learning
2. 4. Forms of Learning: Types of Learning
2. 5. Theories of Learning
  - 2.5.1. Behavioral Theories of Learning
    2. 5. 1. 1. Types of Learning by conditioning
      2. 5. 1. 1A. Classical Conditioning (Respondent conditioning)
      2. 5. 1. 1B. Operant conditioning (Instrumental conditioning)
      2. 5. 1. 2C. Differences between Classical and Operant Conditioning.
    - 2.5.2. Cognitive Learning.

**Chapter 3: Developmental Psychology (8 hrs)**

- 3. 1A. Definition of Developmental Psychology
- 3. 1B. Development and Related Terms
- 3. 2. Sources of Development
- 3. 3. Principles of Development
- 3. 4. Aspects of Development
- 3. 5. The Prenatal Development and Birth
- 3. 6. Stages of Human Development
  - 3. 6. 1. Prenatal Development
    - 1. The Germinal period
    - 2. The Embryonic Period
    - 3. The Fetal period
  - 3. 6. 2. Postnatal Development
    - 1. Infancy Stage
    - 2. Childhood Stage
      - a. Early childhood period
      - b. Late childhood Period
    - 3. Adolescence Stage
    - 4. Adulthood Stage.

**Chapter 4: Remembering (Memory) and Forgetting (5hrs)**

- 4. 1. Remembering (Memory)
  - Definition of Remembering
    - 4. 1. 1. Components (stages) of Memory
    - 4. 1. 2. Types of Memory (remembering)
    - 4. 1. 3. Factors Affecting remembering (memory)
    - 4. 1. 4. Improving Memory
    - 4. 1. 5. Five Good Ways to improve Memory Recall
- 4. 2. Forgetting
  - 4. 2. 1. Theories of Forgetting
  - 4. 2. 2. Types of Forgetting (Reasons of Forgetting)

**Chapter 5: Motivation and Emotions (5hrs)**

- 5. 1. Motivation
  - 5. 1. 1. Definition of Motivation
  - 5. 1. 2. Classification of Motivation
  - 5. 1. 3. Aspects of Motivation
  - 5. 1. 4. Theories of Motivation
  - 5. 1. 5. Frustration and Conflict of Motives
- 5. 2. Emotions
  - 5. 2. 1. Definition of Emotions
  - 5. 2. 2. Types of Emotions
  - 5. 2. 3. Functions of Emotions
  - 5. 2. 4. Theories of Emotions

**Chapter 6: Psychology of Personality (6hrs)**

- 6. 1. Definition of Personality
- 6. 2. Theories of Personality
  - 6. 2. 1. Psychoanalytic Theory of personality
    - 1. Levels of Consciousness (Mind)
    - 2. Structure of personality
    - 3. Psychological Defense Mechanisms
    - 4. Psychological Stages of Personality Development
  - 6. 2. 2. Neo – Psychoanalytic Theories of Personality
  - 6. 2. 3. Humanistic Theories of Personality Development
  - 6. 2. 4. Trait Theories of Personality Development
  - 6. 2. 5. Type Theories of Personality Development



## Chapter 7: Perception (6hrs)

7. 1. Definition of Perception
7. 2. Sensation and Perception
7. 3. Perception and Learning
7. 4. Shifting of Attention
7. 5. Perceptual Organization
7. 6. Perceptual Constancy
7. 7. Errors of Perception
7. 8. The Role of Motivation and Learning in perception
7. 9. Attention.

### Text Book

Kalat, James. Introduction to Psychology, 8<sup>th</sup> ed. Wadsworth, 2008

### References

1. Weiten, Wayne, Diane Helpert. Psychology: Themes and Variations: with Concept Charts. Briefer Edition, 7th ed. Thomson-Wadsworth, 2007
2. Psychology: A Modular Approach to Mind and Behavior, 10e, Dennis Coon, 2006.
3. Psychology, Stephen Davis and Joseph Pallidino, 4e, 2003
4. The Essential World of Psychology, Samuel Wood and Ellen Green Wood, 2002.
5. Psychology: A Journey, Dennis Coon, 2002.
6. Psychology, 7th ed., John Santrock, 2005

### Evaluation Scheme

#### Continuous Assessment:

Test	10%
Test II	20%
Attendance	10%
Assignment (ind/group)	20%
Final Exam	<u>40%</u>
Total	100%

**Course Title:** Principles of Accounting I  
**Course Number:** ACFN 211  
**Credit Hour:** 3  
**Prerequisite:** None

### **Course Description**

This course is an introduction to basic principles of accounting theory and practice. Topics covered include accrual basis accounting, the accounting cycle, preparation of financial statements for both service and merchandising business enterprises, and internal controls. Other topics include accounting for cash, receivables, payroll, inventories, fixed assets and current liabilities.

### **Course Objectives**

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

- Analyze, journalize, and post business transactions. Petty cash: internal controls over cash.
- Account for merchandising companies including costing, internal control over inventory.
- Account for property, plant, and equipment; accounts receivable; and current liabilities.

### **Course Content**

#### **Accounting theory and Practices**

- 1.7 Definition of Accounting
- 1.8 Users of accounting information
- 1.9 The Building Blocks of Accounting
  - 1.9.1 Ethics in Financial Accounting
  - 1.9.2 Generally Accepted Accounting
    - 1.9.2.1 Assumptions
      - 1.9.2.1.1 Monetary Unit Assumptions
      - 1.9.2.1.2 Economic Entity Assumptions
- 1.10 The basic accounting equation
- 1.11 Using the basic accounting equations
- 1.12 Financial statements
  - 1.12.1 Income Statement
  - 1.12.2 Owner's equity statement
  - 1.12.3 Balance sheet
  - 1.12.4 Statement of cash flows

#### **The Accounting Cycle**

- 2.6 Classification of accounts & Chart of accounts
- 2.7 The account
- 2.8 Journals and ledger
- 2.9 The recording process
  - 2.9.1 Posting
- 2.10 The Trial balance

#### **Adjusting the Accounts**

- 3.1 Selecting the accounting period
  - 3.1.1 Fiscal year and Calendar year
  - 3.1.2 Accrual vs. cash basis accounting
  - 3.1.3 Recognizing revenue & expenses

- 3.2 The basic of adjusting entries
  - 3.2.1 Types of adjusting entries
  - 3.2.2 Adjusting entries for deferrals
  - 3.2.3 Adjusting entries for accruals
  - 3.2.4 Summary of journalizing & posting
- 3.3 The adjusted trail balance & financial statements
  - 3.3.1 Preparing the adjusted trail balance
  - 3.3.2 Preparing the financial statements

### **Completing the Accounting Cycle**

- 4.6 Using a worksheet
- 4.7 Closing the books
- 4.8 Summary of the Accounting cycle
- 4.9 The classification of Balance sheet
- 4.10 Long term investment
  - 4.1.6 Property, plant, & equipment
  - 4.1.7 Intangible assets
  - 4.1.8 Current liabilities
  - 4.1.9 Long term liabilities
  - 4.1.10 Owner's Equity

### **Accounting for Merchandising Enterprises**

- 5.6 Merchandising operations
- 5.7 Recording purchases of merchandise
- 5.8 Recording sales of merchandise
- 5.9 Completing the accounting cycle
- 5.10 Form of financial statements
  - 5.10.1 Multiple step income statement
  - 5.10.2 Single step income statement

### **Internal Control and cash**

- 6.4 Internal control
- 6.5 Cash control
- 6.6 Use of a bank
  - 6.6.1 Making bank deposit
  - 6.6.2 Writing checks
  - 6.6.3 Bank statement
  - 6.6.4 Reconciling the bank statement

### **Accounting for Receivables**

- 7.4 Types of receivables
- 7.5 Accounts receivable
  - 7.5.1 Recognizing Accounts Receivables
  - 7.5.2 Valuing Accounts Receivables
  - 7.5.3 Disposing of Accounts Receivables
- 7.6 Notes Receivables
  - 7.6.1 Determining the maturity date
  - 7.6.2 Computing interest
  - 7.6.3 Recognizing note receivable
  - 7.6.4 Disposing notes receivable

### **Text Book:**

Weygandt, Kieso, and Kimmel. Accounting Principles, 8e, 2007. ISBN10: 0471980193

## References

1. Heintz, James A. and Parry, Robert, W: (2005). College accounting (18th ed). Australia: Thomson SouthWestrn.
2. Meigs, Robert F. (1999). Accounting the basis for decision 11th ed. Boston: Irwin McGraw Hill.
3. Horngren, Charles T., Harrison, Walter T. & Bamber Linda Smith. (2005). Accounting 6th ed.. New Jersey Pearson Printice Hall.
4. Larson Kermit D., Wild, Jhon J. , and Chiappetha, Barbera (2005). Fundamental Accounting Principles 17th ed. Boston: McGraw Hill. Irwin.
5. Needles, Belverd E. etal (1999). Principles of Accounting. Boston: Hughton Mifflin Co.

## Evaluation Scheme

Assignments	10%
Tests and quizzes	20%
Presentations	10%
Practical and Project work	20%
Final Exam	40%