

1.0 Faculty of Business and Economics

1.0.1 Brief History of Faculty of Business and Economics

The Faculty of Business and Economics was the first of its kind established in Somaliland. Officially inaugurated on November 4, 1998, now it is one of the most populated faculties of Amoud University. In accordance with the mission of the university, the faculty strives to promote scholarship, provide quality business and economic education, training, and service to the community. The faculty also provides short term training in research and software applications (Excell, SPSS, Stata, Eviews and Gretl), data collection, data analysis, monitoring and evaluations, impact analysis and capacity building. It aims to achieve this through close relationships with professional associations, other education providers and universities, businesses, employers, local organizations, national and international organizations in Somaliland and beyond. The faculty works closely with the other faculties in the university as well as with other related faculties in and outside of the country.

The faculty currently offers six programmes: Bachelor of Business Administration (Accounting Stream and Management Stream), Public Administration (BPA) and Project Planning and Management (BPM), Human Resource Management (HRM), Economics and Islamic Banking and Finance. It also provides a two-year programme leading to Diploma in Business Administration and a diploma in Project Management. The four-year undergraduate studies are designed to meet the educational needs of high school graduates who are willing to specialize either in Business Administration, Project Management, Islamic Banking and Finance, economics or Public Administration while the four-year studies of Public Administration is designed to improve and upgrade the skills and knowledge capability of public workers. The diploma programme targets the local business community so that they can be imparted the necessary knowledge and skills to run businesses successful.

1.0.2 Statements of Purposes for Faculty of Business and Economics.

The Faculty of Business and Economics, the first to be established in Somaliland, rests on, and is anchored on the following.

1.0.2.1 Our Vision

The faculty's vision is to become a versatile and internationally acclaimed center of excellence and the hub for entrepreneurs in academia, business management, economics and society seeking to effect positive change in development and dissemination of innovative ideas on the theory and best practices in business management and economic education.

1.0.2.2 Our Mission

The faculty's mission is to enhance excellence and integrity in generating and disseminating benchmark knowledge of business management and economic education to Somali community and world at large.

1.0.2.3 Our Objectives

Objectives of the faculty are:

1. To help students attain indispensable business and economic skills to have wider career opportunities upon graduation.
2. Enhance participation in research, dissemination and preservation of business and economic knowledge for both academic and societal development.
3. To promote the culture of self-employment instead of being dependent on government or institutions for employment.

4. To avail a platform for dialogue where scholars and academicians can converge to conduct business and economic research by presenting their findings.
5. To promote the development and expansion of higher business and economic education opportunities through initiation of new programmes and alternative modes of delivery using among others, modern technologies.
6. To nurture excellence and high standards of business professionalism research and community service.

1.0.2.4 Our Core Values

Faculty of Business and Economics in pursuit of its vision and in carrying out its mission, embraces and shall be guided by the following core values:-

1. **Excellence:** Excellence is the standard to which the faculty shall aspire in everything it does.
2. **Ethicality:** The Faculty shall remain ethical in behaviour as it promotes a collegial community and foster a culture within itself that is responsible, respectful, honest, and reflective; based on integrity, truthfulness, and straightforwardness.
3. **Professionalism:** Faculty of Business and Economics shall uphold high quality academic status, ethical and quality standards in terms of recruitment, admission and services provided to enhance professional competence by providing the highest level of education to all.
4. **Freedom of Thought and Expression:** The Faculty shall remain enquiring, open to new ideas and new ways of thinking and of ensuring that it creates a sustainable faculty.

1.0.3 Functions and Responsibilities of Faculty of Business and Economics

1.0.3.1 Functions of Faculty of Business and Economics

It shall be function of faculty of business and Economics to:

1. Design suitable academic in business and economics that answer to the demands of the seriously and much natural and internal standards.
2. Design, develop, implement, monitor and evaluate business management and economic curricular and redesign the current following the evaluation of outcomes.
3. Select qualified students for the across the country as well as from outside and admit then in to relevant academic programmes in the faculty.
4. Teaching students admitted in to the faculty using appropriate methods and ensure that students benefits for the teaching and learning encounter.
5. Determine and maintain a pool of well qualified staff and ensure that at any time, there are significant teacher to teach all programmes in the faculty.
6. Examine students using valid and reliable examinations following university guidelines and recommend to the senate the students to be allowed various degrees.

1.0.3.2 Responsibilities of Faculty of Business and Economics

It shall be responsible of the faculty to:

1. Influence the practices of business and economics in the country through training and providing well qualified status and ethical business and economic men and women who is follow standard procedure of business and economics.
2. Advice business and economic thinking through conduct of relevant research and effective dissemination of research findings including publication and conferences.
3. Contribute to the development and professionalism of the public service sector through production of career oriented public servants and through civic and improvement of exciting public policies.

1.1.0.4 Programmes Summary

The faculty of business and economic offers six programmes leading to awards of bachelor of Arts in business administration for management and accounting, bachelor of Arts in human resource management, bachelor of Arts in project planning and management, bachelor of Arts in public administration, bachelor of Arts in economics and bachelor of Arts in Islamic banking and finance . The faculty also offers diploma programmes in business

administration and project management. The programmes offered through course work and examination project.

The bachelor of business administration in (management and accounting streams) is intended to produce business men and women with indispensable knowledge in business management and accounting concepts, tools, techniques and transferable soft skills to be competent and effective leaders in the ever changing business and economic world. Graduates of this programme should be professionals and expert planners, organizers, controllers and developers of activities of private, public, non-government and government organizations. Students enrolled in this programme will cover 46 courses in management stream and 47 courses in accounting stream: 7 foundational courses in freshman, 25/26 minor and 14 major courses in a period of 4 years in 8 semesters plus internship respectively. A student shall be eligible for graduation after accumulating 146 credit units in management and 149 credit units in accounting.

The bachelor of business management in (human resource management) programme is intended to produce human resource professionals. It designed to equip young prospective managers with the modern knowledge and skills needed to manage people and other resources in modern organizations. Graduates of this programme should be persons who can assess existing theory and practice in the field of HRM, undertake qualitative and quantitative research and apply knowledge about qualitative and quantitative research to an independently constructed piece of work in organization, respond positively to problems in unfamiliar contexts. Students enrolled in this programme will cover 47 courses: 7 foundational courses of freshman, 40 core courses in a period of 4 years plus internship in 8 semesters. A student shall be eligible for graduation after accumulating 146 credit units.

The bachelor of business management (Project Planning and Management) programme is intended to produce project managers with improved planning, design and implementation of development programs, and with high technical knowledge of identification and management of projects. Graduates of this programme should be expert consultants in planning and implementation of projects of all types and for all kinds of clients, both in the local and internal contexts. Students enrolled in this programme will cover 46 courses: 7 foundational courses of freshman, 39 core courses in a period of 4 years in 8 semesters. A student shall be eligible for graduation after accumulating 138 credit units.

The bachelor of business management in (Public Administration) programme is intended to produce manpower pool with effective and critical thinking skills necessary for successful public administration. Graduates of this programme should be employees for all levels of government departments and agencies as well as senior employees of local and international public and nonprofit organizations. Students enrolled in this programme will cover 47 courses: 7 foundational courses of freshman, 40 core courses plus internship in a period of 4 years in 8 semesters. A student shall be eligible for graduation after accumulating 146 credit units.

The Bachelor of Arts in Economic programme targets people who have successfully completed their SGCSE with at least grade C and who aspire to become professional economists. The aim of the programme is to produce qualified personnel in economics and related fields. The programme is offered through course work, examinations and project. Students registered in the programme will take 46 courses: 7 foundational courses, 8 core courses and 31 specialty courses plus internship, in 8 semesters over a period of 4 years. A student will be eligible for graduation after accumulating at least 143 credit units.

The Bachelors of Arts in Islamic banking and Finance programme is intended to produce qualified professionals (bankers and financiers) in banking and finance studies to serve the community through provision of services to public and private sectors. The programme is designed to respond to the country's growing demand for a self-sufficient banking and finance interns of Islamic prospectives. This programme will produce high level professionals

in banking and finance officers who can contribute to the Somali community's effort to realize sustainable banking and finance development and strong financial position in the horn of Africa. The programme provides students with a complete basis for professional development and for further education in Islamic banking and finance through courses and research work. The programme is offered through course work, examinations and project. Students registered in the programme will take 46 courses: 7 foundational courses, 8 core courses and 31 specialty courses plus internship, in 8 semesters over a period of 4 years. A student will be eligible for graduation after accumulating at least 143 credit units.

1. BUSINESS ADMINISTRATION (MANAGEMENT/ACCOUNTING)

1.1 Bachelor of Business Administration (Management/Accounting)

1.1.1 Programme Background and Rationale

This programme is designed to produce qualified professional accountants and business managers, to serve the country through provision of the services to public and private sectors. The increasing competition in the business sector calls for development of a human capital base equipped with managerial, accounting and finance competencies to deal with the global challenges of contemporary business. Furthermore, there is a significant increase in the demand of entrepreneurial skills in the business sector. This has in turn created a need for specialists who are as capable of handling the emerging challenges and opportunities as managers and as accountants. The programme integrates academic and research rigor with professional and corporate undertakings, to develop students' knowledge and understanding of the conceptual and practical aspects of business administration, to spearhead business sustainability and excellence through effective management and professional accounting.

1.2 Programme Objectives

1.2.1 General Objective

The general objective of the bachelor of business administration degree is to produce students with indispensable knowledge of management science and accounting concepts, tools, techniques and transferable soft skills to be competent and effective leaders in the ever changing business world.

1.2.2 Specific Objectives

By the end of the programme, students should:

1. Be able to define, differentiate and apply business concepts and managerial tools in different organizational settings in decision-making.
2. Be able to identify and describe key theories and practices in the areas of accounting, finance, marketing, management, entrepreneurship and business law and apply those knowledge in business managerial as managers or as accountants.
3. Demonstrate broad understanding of the science of business management and the capacity to manage all types of business as in an ethical and legal manner, in all contexts
4. Demonstrate broad understanding of modern accounting practices using both manual and software technology, and the capacity to account for public and private organizations of all sizes.
5. The capacity to discern and isolate context specific managerial and accounting problems and devise research based solutions to those problems

1.3 Target Groups and Outcomes

1.3.1 Target Groups

Persons expected to benefit from this programme include:

1. Holders of Somaliland General Secondary School Certificate (GSSC) or its equivalent.
2. Diploma holders in relevant areas of business and management from recognized institutions.
3. Transfer students from recognized higher education institutions following similar Amoud University curriculum model.
4. Employees of all departments of public ministries or persons who work in the related departments in private sector and who intend to professionalize their employment.

1.3.2 Expected Programme Outcomes

By end of the programme, students should be:

1. Professionals and expert planners, organizers, controllers and developers of activities of private, public, non-government and government organizations.

2. Experts and consultants for management and accounting for private and public organizations and institutions of all types, locally and beyond.
3. Senior managers and accountants of corporate, private and public institutions, locally and outside.
4. Private practitioners, entrepreneurs, managers and accountant of their own individual business conceptions.

1.4 Programme Resources

1.4.1 Staff, Facilities and Equipment

The faculty of business and management science, and the department of business administration have adequate staff, teaching facilities, and time to effectively and efficiently deliver this programme. The faculty and the department have adequately qualified staff but, faculty shall also engage staff from other academic units in the university and elsewhere, in the form of guest speakers, part-time lecturers and visiting lecturers. The faculty and the department have adequate modern facilities and equipment for use in the programme. The main library has adequate collection of relevant in business administration. The faculty has adequate lecture halls and reading spaces that can accommodate all students at all times.

1.4.2 Funding

The programme of Bachelors of Business Administration (management/accounting) shall be sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme. However, if and when, additional funds are available, they shall be dispensed according to the university financial policies.

1.5 Course List for Bachelor of Business Administration (Management/Accounting)

The programme for the Bachelor of Business Administration (Management /Accounting) shall be fully covered in the following list of 47 and 48 courses plus internship respectively. All courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre-calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
BBA 6121	Introduction to economics	3
BBA 6122	Introduction to management	3
BBA 6123	Statistics for management I (Descriptive statistics)	3
BBA 6124	Financial accounting I (Fundamentals of financial accounting)	3
BBA 6211	Financial accounting II (Advanced of financial accounting)	3
BBA 6212	Introduction to business	3
BBA 6213	Macro-economics	3
BBA 6214	Communication skills I (Fundamental of business communications)	3
	(Fundamental of business communications)	3
BBA 6215	Principles of marketing	3
BBA 6216	Mathematics for management	3
Course Code	Course Title	CU
BBA 6221	Organizational behaviour	3

BBA 6222	Principles of marketing	3
BBA 6223	Human resource management	3
BBA 6223	Micro-economics	3
BBA 6224	Communication skills II (Advanced of business communications)	3
BBA 6225	Principles of risk management and insurance	3
BBA 6226	Statistics for management II (Inferential statistics)	3
BBA 6311	Small business management	3
BBA 6312	Managerial accounting I (Fundamentals of managerial accounting)	3
BBA 6313	financial statement analysis (financial	3
BBA 6314	Business law	3
BBA 6315	Production and operations management	3
BBA 6316	Introduction to public administration	3
BBA 6321	Financial management	3
BBA 6322	Managerial accounting II (Advanced managerial accounting)	3
BBA 6323	Strategic management	3
BBA 6324	Business research methodology	3
BBA 6325	Entrepreneurship skills	3
BBA 6326	Money and banking	3
BBA 6331	Student Internship	5
BBA 6411	Governmental accounting	3
BBA 6412	Management information system	3
BBA 6413	Public finance	3
BBA 6414	Financial institutions and investment management	3
BBA 6415	Auditing theory	3
BBA 6416	Accounting information systems	3

Management stream

Course Code	Course Title	CU
BBM 6421	International management	3
BBM 6422	Procurement management	3
BBM 6423	Service marketing	3
BBM 6424	Operations research	3
BBM 6425	Total quality management	3
BBM6426	Senior essay in business management	3

Accounting stream

Course Code	Course Title	CU
BAC 6421	Accounting for NGOs	3
BAC 6422	Micro-finance	3
BAC 6423	Taxation	3
BAC 6424	International marketing	3
BAC 6425	Advanced accounting	3
BAC 6426	Accounting packages	3
BBM6427	Senior essay in business accounting	3

1.6 Regulations for Bachelor of Business Administration (Management and Accounting)

1.6.1 General Regulations

General University regulations and guidelines for undergraduate programme shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

1.6.2 Admission Requirements

This bachelor of business administration in management/accounting programme is best suited for students with high analytical thinking ability. To qualify for admission into the degree of Bachelors of business administration in management/accounting, an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University, and attain a GPA of at least 2.00 in overall and 2.50 in major courses.
3. Meet other conditions as spelt out by the faculty of business and public administration and the department of management/accounting, with approval of Senate.

1.6.3 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am and 4.30 pm from Saturday to Thursday.
2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the faculty of business and public administration and department of management/accounting, and approved by Senate

1.7 The Curriculum

1.7.1 Programme Duration

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks, or other modes as appropriately structured by the faculty of business and public administration and department of management/accounting, and approved by Senate.

1.7.2 Programme Modalities

The programme shall be conducted by course work and examinations, based on credit units. The last two weeks of each semester of each academic year shall normally be used for end of semester examinations. Further,

1. A student shall take foundation/general courses in English, mathematics, science, Arabic, Islamic studies during the first one year in the freshmen programme. The freshman programme also acts as a gateway to full admission into the bachelor of management/accounting programme.
2. By the end of junior year, a student shall be required to attend at least 300 hours of internship in a real work environment.
3. Students admitted into this programme shall take common and core courses from sophomore semester I to senior semester I. In the eighth (8) semester, senior semester II, students shall specialize into either management or accounting options. Students should graduate with bachelor of business administration (management) or bachelor of business administration (accounting) depending on the specialty.

1.7.3 Curriculum Plan

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks in a period of four (4) academic years on full time or on part time as structured by the Faculty of Business and Management Science, and the department management/accounting, and approved by Senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-Calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	45	0	0	0	45	3
BBA 6121	Introduction to economics	45	0	0	0	45	3
BBA6122	Introduction management	45	0	0	0	45	3
BBA 6123	Statistics for management I(Descriptive statistics)	45	0	0	0	45	3
BBA6124	Financial accounting I (Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6211	Financial accounting II (Advanced of financial accounting)	45	0	0	0	45	3
BBA 6212	Introduction to business	45	0	0	0	45	3
BBA 6213	Macro-economics	45	0	0	0	45	3
BBA 6214	Communication skills I (Fundamentals of business communication)	45	0	0	0	45	3
BBA 6215	Principles of marketing	45	0	0	0	45	3
BBA 6216	Mathematics for management	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6221	Organizational behavior	45	0	0	0	45	3
BBA 6222	Human resource management	45	0	0	0	45	3
BBA 6223	Micro-economics	45	0	0	0	45	3
BBA 6224	Communication skills II (Advanced business communication)	45	0	0	0	45	3
BBA 6225	Principles of risk management and insurance	45	0	0	0	45	3
BBA 6226	Statistics for management II (Inferential statistics)	45	0	0	0	45	3
Total		270	0	0	0	270	18

Junior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6311	Small business management	45	0	0	0	45	3
BBA 6312	Managerial accounting I (Fundamentals of managerial accounting)	45	0	0	0	45	3
BBA 6313	Financial statement analysis (Financial report)	45	0	0	0	45	3
BBA 6314	Business law	45	0	0	0	45	3
BBA 6315	Production and operations management	45	0	0	0	45	3
BBA 6316	Introduction to public administration	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6321	Financial management	45	0	0	0	45	3
BBA 6322	Managerial accounting II (Advanced managerial accounting)	45	0	0	0	45	3
BBA 6323	Strategic management	45	0	0	0	45	3
BBA 6324	Business research methodology	45	0	0	0	45	3
BBA 6325	Entrepreneurship skills	45	0	0	0	45	3
BBA 6326	Money and banking	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester III							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6331	Internship	0	0	0	300	300	5
Total		0	0	0	300	300	5
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBA 6411	Governmental accounting	45	0	0	0	45	3
BBA 6412	Management information systems	45	0	0	0	45	3
BBA 6413	Public finance	45	0	0	0	45	3
BBA 6414	Financial institutions and investment management	45	0	0	0	45	3
BBA 6415	Auditing theory	45	0	0	0	45	3
BBA 6416	Accounting information systems	45	0	0	0	45	3
Total		270	0	0	0	270	18
Senior semester II (Management Option)							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BBM 6421	International management	45	0	0	0	45	3
BBM 6422	Procurement management	45	0	0	0	45	3
BBM 6423	Service marketing	45	0	0	0	45	3
BBM 6424	Operations research	45	0	0	0	45	3
BBM 6425	Total quality management	45	0	0	0	45	3
BBB 6426	Senior essay in business management	45	0	0	0	45	3
Total		270	0	0	0	270	18

Grand Total		2100	0	45	300	2445	146
Senior semester II (Accounting Option)							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BAC 6421	Accounting for NGOs	45	0	0	0	45	3
BAC 6422	Micro-finance	45	0	0	0	45	3
BAC 6423	Taxation	45	0	0	0	45	3
BAC 6424	International marketing	45	0	0	0	45	3
BAC 6425	Advanced accounting	45	0	0	0	45	3
BAC 6426	Accounting packages	45	0	0	0	45	3
BAC 6427	Senior essay in business accounting	45	0	0	0	45	3
Total		315	0	0	0	315	21
Grand Total		2145	0	45	300	2445	149

1.8 Programme Assessment and Evaluation

1.8.1 University Examinations

1. The general rules and regulations governing Amoud University undergraduate examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.
3. For each course, the total mark shall be arrived at by adding the two aforementioned.

1.8.2 Progressive Assessment

1. Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term and final examinations.
2. A student is required to attend at least 75% of a respective course in order to qualify to sit for the end of semester examination.

1.8.3 Grading System

1. Each course in the bachelor of business administration (Management/Accounting) programme shall be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80- 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

2. All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows:

CGPA	Evaluation
3.68 - 4.00	Excellent
3.33 - 3.67	Very Good
3.00 - 3.32	Good
2.00 - 2.99	Satisfactory
Below 1.00	Fail

1.9 Route to Award of Bachelor of Business Administration (Management/ Accounting)

1.9.1 Progression through the Programme

1. A student shall get the Normal Progress (NP) status when (s) he has passed all the specified courses and has obtained a GPA of at least 2.00 in overall and 2.50 in major courses.
2. A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s)he has failed a course or courses and/or the GPA falls below 2.0.
3. A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade "D", or failed some course/s, and CGPA is less than 1.50.

1.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if (s) he had failed it before.

1.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next level if his/her CGPA is less than 1.00; or if (s) he has failed at least 50% of the courses in the academic year. Such a student shall repeat the academic year.

1.9.4 Discontinuation

A student shall be discontinued from the programme if (s)he obtains a CGPA of less than 1.00 for two consecutive academic years, other factors notwithstanding.

1.10 Completion and Award of Bachelor of Business Administration (Management/Accounting)

A student who has passed all courses with a GPA of at least 1.0, and has earned at least 143 credit units for management stream and 146 credit units for accounting stream, and has no other outstanding issues with the University shall be awarded the degree of bachelor of business administration (management/accounting) so long as the CGPA is not less than two (2) in overall and (2.50) in major courses.

1.11 Course Descriptions for the Bachelor of Business Administration (Management/Accounting)

FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning. Recognizing author's purpose, ignoring unknown words. Making inferences, recognizing signal words. Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of

adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyse, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration, leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometa phase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114, CU = 3 الأهداف العامة لمادة اللغة العربية: اللغة العربية

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، استعمال الألفاظ والتراكيب إستمالات سليماً، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً، التحدث السليم من الأخطاء النحوية واللغوية، الإعتراف باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدراك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرآته وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعامة عن تطبيق الأمثلة والتطبيقات المفيدة والبلغة، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبيه على أبواب الإشتقاق وإستعمال المعاني مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات الإسم، علامات الفعل، الحرف. الإعراب: تعريف الإعراب والبناء، أنواع الإعراب، المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه، المعربات بالحروف. الفاعل: تعريف الفاعل، أقسام الفاعل: المبتدأ والخبر: تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، أنواع مفعول به. القراءة: بر عمر بن الخطاب، أبوا عبيدة عامر بن الجراح، قاض ذكي، من حكم الإمام علي رضي الله عنه، الشخصية المسلمة، ماهي الوطنية، الأمثال والحكم العربية، قصة حلم معن بن زائدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary

numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

FRM 6122, CU = 3 تعريف المادة: التربية الاسلامي,

اعداد المسلم إعداداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق سلامة الفهم لكتاب الله ، وإتقان قراءته من (1) التربية التي جاء بها الإسلام .. بعض الأهداف العامة : ربط الإسلام بالحياة الواقعية (2) .حيث ضبط الحركات والساكنات ، وإخراج الحروف من مخارجها لحل مشكلاتها، إذ أن الإسلام ليس مجرد دين يربط الإنسان بربه فحسب ، وإنما هو نظام الحياة عصمة (3) .الكامل، لتنظيم العلاقات بين الإنسان وأخيه الإنسان في مختلف المجالات الحيوية الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة المستوردة، فحينما يتبين لهم الطريق أن يعرف الطالب (4) .السليم لا يتركونه إلى غيره ، إذ شتان بين توجيه الخالق وتوجيه المخلوق أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع المجالات الدراسية دليل فهم واستيعاب ، أما في الدين فهي ليست مقياس تدين ، وإنما التدين الصادق هو السلوك متابعة تحقيق الولاء لله وحده، وجعل (5) .الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم (6)بعض الأهداف الخاصة : .الأعمال خالصةً لوجه، ومستقيمة في كافة جوانبها على شرعه العقيدة الإسلامية التي تستقيم بها نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية ، والثقافة التي تجعله تمكين الانتماء الحي لأمة الإسلام (7) .بالإسلام ، وقادر على الدعوة إليه، والدفاع عنه يعتز الحاملة لرؤية التوحيد ، وتحقيق الوفاء للأمة ، مما يوافق هذا السن من اتساع في الأفق ، وتطلع تعهد قدرات الطالب واستعداداته المختلفة التي تظهر في هذه الفترة ، وتوجيهها (8) .إلى العلياء تنمية التفكير (9) .وما تحققها أهداف التربية الإسلامية في مفهومها العام وفق ما بنا سبها العلمي لدى الطالب ، وتعميق روح البحث والتجريب ، والتتبع المنهجي ، واستخدام المراجع ، إتاحة الفرصة أمام الطالب القادر ، وإعداده لمواصلة (10) .والتعود على الطرق الدراسية السليمة تهيئة الطالب للعمل في ميادين (11) .الدراسة بمستوياتها المختلفة ، وفي جميع التخصصات إسلامية سليمة وإكسابه فضيلة الحياة بمستوى لائق ، وتحقيق الوعي الأسري لبناء أسرة المطالعة النافعة ، والرغبة في الازدياد من العلم النافع ، والعمل الصالح ، واستغلال أوقات الفراغ تكوين الوعي الإيجابي لدى الطالب ليواجه به الأفكار الهدامة والاتجاهات (12) .في وجه مفيد المضللة.

BBA 6121 Introduction to economics, CU = 3

This course prepares students to think like economists. By the end of the course, students should be able to explain fundamental terms in economics. Course content: How people make decisions, how people interact, how the economy as a whole works, economic perspectives, theories, principals and models, branches of economics, economizing problem at individual and societal levels, concepts of supply, demand, market equilibrium and assessing the national income accounts.

BBA 6122 Introduction to management, CU = 3

This course provides an overview of management and its roles and functions in organizations and society. By the end of the course, students should demonstrate mastery of the analytical and technical managerial skills for improving organizations performance. Course content: Management overview; definition and nature of management, significance of management, management as a profession. Management functions, managers and levels of management, management skills and managerial roles. The development of management thought: Contributors to management thought, historical forces shaping management, schools of management thought, the classical school. Manager's environment: external environment, macro environment factors, task environment, internal environment. Planning and decision- making: Definition and nature of planning, importance of planning, organizational objectives, the planning process. Decision making: Nature of decision-making, decision-making process, types of decision-making, decision-making under different conditions, making plans effective, barriers to planning, organizing, staffing, leading, controlling, in a business organization. Managing and being managed, management theory: what managers do and how they do it. Change and external environments, corporate success. Theories of management.

BBA 6123 Statistics for management I (Descriptive statistics), CU = 3

This course focuses on descriptive statistics with abbreviated introduction to inferential statistics. By the end of the course, students should be able to collect data, organize and summarize the data in numerical form for use in decision-making. Course content: the function of statistics, types of statistical data, methods of data collection, type of frequency distribution, graphical presentation of data, types of mean, mode, median, variance and standard deviation, linear regression, basic concepts of probability. The mean, variance and standard deviation of a discrete probability distribution.

BBA 6124 Financial accounting I (Introduction to financial accounting), CU = 3

This course introduces measuring and reporting issues related to assets and liabilities and preparing financial statements. By the end of course, students should be able to use accounting information as a tool for evaluating financial performance, interpreting financial structure and solving managerial problems. Course content: what is accounting, financial reporting, general accepted accounting principle (GAAP), forms of business organization, financial statement, effects of business transaction, use of financial statement by outsiders, careers in accounting? Recording change in financial position: the ledger, the journal, the accounting cycle, journal- ledger and accounting equation. Measuring business income and completion of the accounting cycle: what is net income, adjusting entries, preparing a Set of financial statements, closing the temporary accounts? Year end: the "busy season", adjusting entries, types of adjusting entries, preparing the statement. Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of a merchandising company, transaction relating to

sales. Accounting system, internal control and audits: financial assets: cash, short term investment, account receivable.

BBA 6311 Financial accounting II (Advanced financial accounting), CU = 3

This course spotlights the applications of financial accounting to business management. By the end of the course, students should be able to prepare, record and interpret financial accounting information and use the information to make appropriate business management decisions. Course content; Inventories: classifying inventory, determining inventory quantities, inventory costing, statement presentation and analysis. Plant assets, natural resources, and intangible assets: statements presentation and analysis. Statements of cash flows usefulness and format, classification of cash flow, indirect and direct methods, preparing the statement of cash flow – indirect method (operating, investing and financing activities), net change in cash, statement of cash flows-direct method, using cash flow to evaluate a company. Fraud, internal control, and cash, cash controls, control features-use of a bank, reporting cash. Financial statement analysis: basics of financial statement analysis, horizontal and vertical analysis, ratio analysis, earning power and irregular item, quality of earnings. Corporations: organization and capital stock transactions: the corporate form of organization, accounting for issues of common stock, accounting for treasury stock, preferred stock, and statement presentation. Accounting information system: basic concepts of accounting information systems, subsidiary ledgers, special journals, ratios current ration, debt ratio and quick ratio.

BBA 6212 Introduction to business, CU = 3

This course covers the facets of the private enterprise system and of the businesses that operate within its framework. By the end of the course, students should acquire broad understanding of the business arena, its operations and the principles needed in any business enterprise. Course content: Business products, services and brands: what is a product? Product and service decisions, service marketing, brand strategy. Pricing and pricing strategy: what is a price, major pricing strategies, new product pricing strategies, product mix pricing strategy, price adjustment, and price changes. Marketing channels: nature and importance of marketing channels, channel behavior and organization, channel design decision, channel management decision. Retailing and wholesaling: Personal selling, sales promotion: managing the sales force, personal selling process. Advertising, public relations.

BBA 6213 Macro-economics, CU = 3

This course teaches contemporary issues in macro-economic development. By the end of the course, students should be able to represent macro-economic concepts graphically and through mathematical equations. Course content: Introduction to economics: Economic goods and services. Four economic resources, basic economic questions, basic kinds of economic systems. Measuring a nation's Income: Gross domestic Product (GDP), GDP vs. GNP, real versus nominal GDP, The GDP Deflator. Business cycle, unemployment and inflations: Meaning of business cycle, phases of business cycle, causes of business cycle, definition of unemployment, measuring unemployment, types and solutions of unemployment. Meaning of inflation: types of inflation, consequences of inflation, beneficiaries of the inflation. Government and the economy: public goods and services, role of government, levels of government spending, reasons increasing government spending. Tax: purpose of taxation Four Rs. Principles of taxation, classification of taxes. Fiscal policy, budget deficit and national debt: origin of fiscal policy (brief history), objectives of the fiscal policy, automatic fiscal stabilizers, discretionary fiscal policy, fiscal policy and central budget. Money and Banking: What is money, functions of money, characteristics of money, types of money, development of banks and banking, commercial banks? Central bank and monetary policy: The Bank of Somaliland, departments of the bank, operations of the bank, Somaliland currency, monetary policy, aims of monetary policy in Somaliland.

BBA 6214 Communication skills I (Fundamentals of business communication), CU = 3

By the end of the course, students should be to communicate effectively, orally and in writing. Course content: importance of communication in today's workplace; communication matters, communicating as a professional, the communication process, ethical communication, communicating in diversity, using technology in business communication. Business writing styles; adapting to the audience, composing the message, using technology to compose and shape message; avoiding pitfalls to sentence length, passive voice, specific words and concrete words, repetition, impersonal style. Longer business messages; understanding and planning reports and proposals, writing and completing reports and proposals, developing oral and online presentations. Business memos; heading, purpose, body, conclusion, closing, carbon copy "cc", common types of memos. Business correspondence; E-mails; When and how to write an e-mail, etiquettes of e-mailing. Personal business documents; employee request, congratulations and appreciation. Persuasive messages; persuasive requests for action, persuasive presentation of ideas, persuasive claims and requests for adjustments.

BBA 6225 Principles of marketing, CU = 3

This course covers the principles, concepts and theories of marketing, and how they are applied in everyday life. By the end of course, students should develop clear understanding of marketing and its principles and theories, and basic skills for effective marketing. Course content: current trends, changes and controversies in modern marketing. Role of marketing: its importance in contemporary organizations and society. Marketing principles, concepts and models. Marketing mix, the marketing environment, consumer buying behaviors, types of markets, product decision, product development, branding and packaging, pricing decisions, factors influencing pricing, pricing techniques, distribution decision: channel and physical distribution decision, Promotion decision: types of promotional messages and media.

BBA 6216 Mathematics for management, CU = 3

This course covers the mathematical basis for personal and business financial decisions. By the end of the course, students should be able to use arithmetic ratios, algebra and graphs to make management decision in business. Course content: Number system, ratio, rate, proportion, decimals, fractions and percentages. Mathematics of finance; Profit, discount, markup, commission, simple interest, compound interest, appreciation. Depreciation, inflation. Systems of equations and inequalities: Equations of one variable, equations of two variables, graphing, inequalities of one variable; inequalities of two variables. Linear programming, optimization and functional modeling; business calculus: differentiation, rules of differentiation, anti-derivatives; applications of calculus to business and economics: increasing and decreasing functions, concavity and points of inflection, curve sketching, optimization problems marginal analysis.

BBA 6221 Organizational Behaviour (OB), CU = 3

This course focuses on orientation and the nature of human behaviour as an individual in a group and, in the organization. By the end of the course, students should be able to recognize, comprehend and evaluate the effect of behaviour on the individual and its impact on organizational performance. Course content: Introduction to organizational behaviour; importance of organizational behaviour, organization behavior, management, key elements of organizational behavior, people, structure, mechanist's form of organization, organic form of organization. Jobs and tasks, technology. Challenge and opportunities for organizational behaviour; significant problems in management, responding to globalization, empowering people, coping with "temporariness", stimulating innovation and change emergence of the e- organization. Improving ethical behaviour. Person perception; factors influencing perception, characteristics of target, characteristics of situation, making judgment about others. Short cuts in judging others and its application; frequently used short cuts in judging others, methods to overcome biases in perception.

Attitude; components of attitudes, sources of attitudes, types of attitudes. Conflict process; types of conflict, conflict management techniques,. Leadership theory; trait theories, behaviour theories, situational or contingency theories, transformation leadership. Organizational change process; introduction, organizational forces for change, resistance to change, overcoming resistance to change, approaches to managing organization change.

BBA6222 Human resource management (HRM), CU = 3

This course provides a condensed version of human resource management. By the end of course, students should be conversant with the basic HRM procedures for improved organizational performance. Course content: definition and nature of HRM, importance of HR, evolution and development of HRM, purpose and objective of HRM, the philosophy of HRM, roles of line managers and HR professionals, personnel management vs. HR management, Environmental challenges of HR, job analysis, job description, job specification, methods of collecting job analysis information, steps in job analysis, uses of job analysis information, job design, techniques of job design. Definition of HR Planning, importance of HR planning, HR planning process. Meaning of recruitment, features of recruitment, sources of recruitment, influences on recruitment, and methods of recruitment. Definition of selection, the significance of employee selection, selection criteria, selection process, environmental factors affecting selection process. Orientation [induction]; meaning of orientation, purpose of orientation, steps in induction program, socialization, placement. Definition of performance management: performance measurement criteria, approaches to measuring performance, performance appraisal (PA), purpose of performance appraisal, who appraises employee performance, performance appraisal process, performance appraisal methods, performance appraising, problems and solutions, meaning of training and development: Objective of training and development, process of training and development training needs assessment, management development, career development, compensation. Importance of compensation, compensation policies, factors affecting compensation decision. Grievance procedure: disciplinary issues, collective bargaining. HR maintenance, promotion transfer, demotion, discharge, resignation, lay off and retrenchment, retirement, leave and absenteeism.

BBA 6223 Micro-economics, CU = 3

This course focuses on essential tools and techniques for macroeconomics analysis. By the end of course, the student should be able to perform economic analyses and present results graphically or through any other means. Course content; ten principles of economics; how people make decisions. How people interact, how the economy as a whole works. The market forces of supply and demand. The theory of consumer behavior; the budget constraint. Preferences: what the consumer wants. Indifference curves. Optimization: what the consumer chooses. The income and substitution effects. Demand market analysis markets and competition. The demand curve: the relationship between price and quantity demanded. Market demand versus individual demand. Supply and demand together. Equilibrium, demand, supply, and market analysis, economic systems, theory of production, gross domestic product, market structures and banking systems.

BBA 6224 Communication skills II (Advanced business communication), CU = 3

This course teaches the principles of effective interpersonal communication. By the end of course, the student should be able to communicate affectively not only in writing, but also relate well with others, both individually and in group. Course content: self-concept, perception, listening, verbal and nonverbal communication, emotions, interpersonal relationships, conflict resolution organization, development, delivery and purpose of various types of speeches. Nature, dynamics and the process of communication in a business. Types and forms of business communication, nature of communication in a business organization, planning for communication, written communication, verbal communication, listening skills.

BBA 6225 Principles of Risk Management and Insurance, CU = 3

This course provides a condensed version of principles and theories for risk management and insurance. By the end of course, students should be able to identify and measure business loss

exposures for organizational survival. Course content: definition and nature of risk management, insurance and reinsurance; risk concepts, classification of risks, management of pure risks through various risk handling tools, industrial safety, general principles of insurance and major classes of insurance, reinsurance and development & regulation of the insurance industry in the region, Objectives of risk management, Steps in risk management process, Risk identification, Risk measurement, selecting the appropriate tools of risk management, Risk administration. Basic characteristics of insurance, Fundamentals of insurable risk, Insurance and gambling compared, Insurance and Speculation compared, Benefits and costs of insurance, and Cost of insurance to society, the legal principle of insurance contract, as well as health and life insurance, Underwriting life insurance, Types of life insurance policies, Premium determination, Worker's compensation insurance, Personal accident insurance. Finally, none live insurance and re-insurance in terms of Meaning of Re-insurance, Reason for Re-insurance and Types of Re-insurance will be discussed at the end.

BBA 6226 Statistics for management II (Descriptive statistics), CU = 3

This course introduces students to the application of inferential statistics in business managerial decision-making. By the end of this course, students should be able to select representative samples and through the use of hypotheses, understand populations from the sample. Course content: sampling and sampling distributions; basic definitions, the need for samples, designing and conducting a sampling study, bias and errors in sampling, non-sampling errors, types of samples- random and non-random samples. Sampling distributions; sampling distributions of the mean and proportion, sampling distribution of the difference between two means and two proportions. Statistical estimations; basic concepts, point estimators of the mean and proportion, interval estimators of the mean and proportion, interval estimation of the difference between two independent means (concept and formula), student's t-distribution. Hypothesis testing; basic concepts, steps in hypothesis testing, type I and type II errors (concepts), one tailed & two tailed hypothesis tests, hypothesis testing population mean, proportion, the difference between two means and two proportions. Chi-square distributions; areas of application, tests for independence between two variables, tests for the equality of several proportions, goodness-of fit tests (binomial, normal, poisson). Analysis of variance; areas of application, comparison of the mean of more than two populations, variance test. Regression and correlation; linear correlation, the coefficient of correlation, rank correlation coefficient. Simple linear regression; curve fitting, the method of least square, r^2 . Application to business management.

BBA 6311 Small business management, CU = 3

This course teaches the fundamental theories and principles necessary for the starting up and managing a successful small business. By the end of the course, students should demonstrate mastery of the fundamental practical, technical and soft skills for managing small businesses. Course content: Technical skill: Sales and marketing, advertising and promotion, managing operations supply chain management. Soft skills: leadership and management, customer service, managing stakeholders, implementing the customer service plan. Entrepreneurial opportunities, developing a business plan, marketing, operations, financial management. Record keeping, planning, and control. Dynamics of small business, developing marketing strategies, purchasing inventory and quality control, planning for profit, legal forms of business ownership.

BBA 6312 Managerial accounting I (Fundamentals of managerial accounting), CU = 3

This course focuses on applications of managerial accounting to business management. By the end of the course, students should be conversant with the accounting systems and procedures and should be able to use accounting information to make managerial decisions. Course content: Analysis and recording of various manufacturing costs, cost-volume-profit analysis, preparation of financial statements for a manufacturer, creation of static and flexible budgets and reports, evaluation of capital investments, costing systems. Process costing system: the similarities and differences between job-ordering and process costing, preparing journal

entries, preparing the table of equivalent units under the weighted-average process costing, computing the cost per equivalent unit under the weighed-average method of process costing. Cost-volume-profit analysis: break-even point using the contribution-margin approach and the equation approach, the contribution-margin ratio, preparing a cost-volume-profit graph. Budgeting: Profit planning and control systems: purpose of budgeting systems, similarities and differences in the operational budgets of manufacturers, services industry firm, merchandiser and nonprofit organizations, preparing sales budget, production budget, direct-material budget, direct-labor budge, indirect-labor budget, overhead budget, selling and administrative expenses budget, cash budget, budget income statement budget balance sheet. Standard Costing and Performance Measure: controlling costs, setting standards; perfection as practical standards, computing, and interpreting the direct-material price and quantity variances the direct-labor rate, and efficiency variances.

BBA 6313 Financial statement analysis (Financial reporting), CU= 3

This course teaches analysis and interpretations of financial statements. By the end of the course, students should be able to prepare, analyze and interpret financial statements of businesses by generating reasonably accurate (or at least logically consistent) forecasts of a perfect future financial performance, including revenues, earnings, asset balances and free cash flows. Course content: Financial statement analysis: an introduction, scope of financial statement analysis, major financial statement and other information sources, financial statement analysis framework. Understanding the Income statement: introduction, components and format, revenue recognition, expense recognition, nonrecurring items and non-operating items, earnings per share, analysis of the income statement, comprehensive income. Understanding the Balance sheet: introduction, components and format, measurement bases of assets and liabilities, equity, uses and analysis of the balance sheet. Financial analysis techniques: introduction, the financial analysis process, analysis tools and techniques, common ratios used in financial analysis, equity analysis, credit analysis, model building and forecasting. Financial statement analysis applications: introduction, evaluating past financial performance, projecting future financial performance, assessing credit risk, screening for potential equity investment, analyst adjustment to reported financials. Long-term liabilities and leases: introduction, bonds payable, debt with equity features, leases, other types of off-balance-sheet financing.

BBA 6314 Business law, CU = 3

This course teaches the fundamental laws that apply to all businesses. By the end of the course, students should be able to classify, synthesize and apply basic legal frameworks to business operations. Course content: legal fundamentals: introduction to law, business law vs. business ethics, categories of law, systems of law, sources of law, constitution, legislation and courts, court system, litigation process, administrative tribunals. Contract law: entering into a contract - elements of a valid contract, privities of contract and assignment of contractual rights, the requirement of writing, interpreting; contract, contractual defects, discharge of contract, breach of contract. Law of insurance: law of tort: managing of tort law, general principles of tort law, intentional torts, negligence torts, torts from business operations. Forms of business organizations: agency relationship, legal forms of business, Corporate law: formation and operation of multinational corporation, corporate merger and acquisition. Bankruptcy law, business ethics and corporate social responsibility, law of employment, landlord and tenants, personal property and bailment. Negotiable instrument: creation and transfer of negotiable instrument, holder in due course and liability, check and digital banking. Debtor-creditor relationship: credit, secured transaction and surety agreement, bankruptcy and reorganization. Property rights: real property, personal property, intellectual property: Copyright, trademark, patents, industrial designs, remedies for infringement of intellectual property rights.

BBA 6315 Production and operations management, CU = 3

This course presents production and operations management as the heart of all management that brings comprehensive advantage and market focus to the business in organization. By the end of the course, students should be able to carry out effective production and operation management based on standard principle and procedures. Course content: nature of operations management; historical development of OM, scope of operations management, role of operations management, manufacturing operations and service operations, operations decision-making. Operations strategy and competitiveness; overview of operations strategy, operations strategy in manufacturing, operations strategy in services, competitiveness and productivity. Operations system design of product vs. design of services; product vs. service design, process design, process selection, product design process, sequential vs. Concurrent design. Quality management and control; meaning and nature of quality, overview of TQM, quality specification, continuous improvement, Statistical quality control.

BBA 6316 Introduction to public administration, CU = 3

This course teaches public administration fundamental principles, theories and procedures. By the end of the course student should be able to operate effectively as a public administrator and as a part of public administrative system. Course content: overview of the study of public administration; what is administration? Administrative management approach, administration, organization and management, defining public administration, nature of public administration, scope of public administration, public and private administration. Changing nature of public administration; changing nature of public administration, comparative public administration, development administration of public administration. Development and growth of administrative theories; theory: importance and characteristics, public administration theory: need and importance, administrative theory: evolution and growth. Max Weber Theory of Bureaucracy: the context, theory of bureaucracy, Max Weber on authority, components of authority, categories of people in organization, types of authority. Concept of new public administration. Emergence and growth, the Philadelphia conference, the first minnow brook conference, new public administration: goals, major thrust areas. Control over public administration; executive control over the administration, judicial control over the administration, parliamentary control over public administration, business community and public administration, on-governmental organizations and public administration.

BBA 6321 Financial management, CU = 3

The course focuses on the tools for determining and optimizing financial resource requirements, and the use of those tools to maximize stakeholder's wealth. By end of the course, students able to use necessary tools appropriately to maximize wealth of an organization, course content: overview of financial management; meaning, scope, significance, activities performed by financial managers, goal of the firm, the agency problem. Financial analysis and planning: tools and techniques; meaning and application of time value of money in corporate finance; valuation of long-term debt and equity securities: the what, why, and how. Cost of capital: meaning and process of determination; capital budgeting, long-term investments: types, assumptions, principles, and techniques; uncertainty and the trade-off between risk and return; security market efficiency; leverage, optimal capital structure, dividend policy decisions.

BBA 6322 Managerial accounting II (Advanced managerial accounting), CU = 3

This course covers advanced techniques, and uses of accounting in the planning and control of business organizations from a management perspective. By the end of the course, students should be conversant with the various types of budgets, costing techniques and how to use such information to make business management decision. Course content: budgetary process, performance evaluation techniques, cost-volume-profit relationship, product costing methods, just-in-time (JIT) manufacturing, and activity based costing (ABC). Master budgeting and responsibility accounting: an overview: what is budget and master budgeting, advantages of budgets, preparing operating budget, revenues production budget direct material usage budget, direct material purchases budget. Flexible budgets. Direct-cost

variances and management control: static budgets and static-budget variance, static-budget-based variance analysis, flexible-budget variances. Price vs. quantity variance, decision-making and relevant information: the five-step decision-making process, relevant vs. irrelevant information in decision situations, opportunity cost in sourcing versus outsourcing decisions. Inventory costing and capacity analysis: identify what distinguishes variable costing from absorption costing, income under absorption costing, throughput costing. Pricing decisions and cost management: factors that affect pricing decisions, long-run pricing decisions, price products using the target-costing approach and the cost-plus approach. Capital budgeting and cost analysis: stages of capital budgeting for a project. Discounted cash flow (DCF) methods: the net present, value (NPV) method, internal rate of- return (IRR) method, the payback and discounted payback method.

BBA 6323 Strategic management, CU = 3

This course identifies and describes the various strategies a company can pursue to achieve superior performance. By the end of the course, students should be able to use appropriate analytical skills and techniques to identify and exploit available opportunities in the business environment. Course content; The nature of strategic management: Concepts of strategic management, Key terms in strategic management, elements of strategic management, models of strategic Management, historical origins of strategic management, school of thought of strategic management, aims of strategic management: creating a competitive advantage, strategic Management in public sector and not for profit benefits of strategic management, intended and realized strategies, levels of formulation of strategy, process of strategy, levels of strategy, types of strategy, other types of strategy formulation, types of plan., strategic decision, corporate governance and BoDs, Concepts of mission statement, approaches of setting a mission, identity, theory of business, scientific and artistic perspectives on strategic management, school of strategy and stakeholder theory, planning school, resource school, positional school, stakeholder theory, external stakeholder, environmental analysis and scanning, concepts of environmental analysis, external analysis, internal scanning and SWOT analysis. Implementation strategies management issues, the nature of strategy implementation, contingency view, managing change, Lewin's Force field analysis

BBA 6324 Business research methodologies, CU = 3

This course introduces students to the general terms, principles, theories and practices of research. By the end of the course, students should able to plan, design, and carry out research, and communicate the findings of the research to the larger audience in an appropriate academic language. Course content: meaning and purpose of business research. Research vs. Other methods of gaining knowledge: experiential, consensus, authority, reasoning, trial and error. Challenges of business research. Types of business research: basic, applied, action research. Ethical issues in business research: informed consent, privacy and confidentiality, anonymity, researchers' responsibility. Business research process: research objectives, questions, hypotheses, the conceptual framework. Introduction to sampling: simple, stratified, systematic, cluster, purposive, accidental, snowball, quota. Quality in business research: validity vs. Reliability. Definitions of face, content, theoretical and construct validities. Reliability: test-retest, parallel forms, split half reliability. Research designs in education: quantitative vs. Qualitative. Experimental designs: true pretest posttest design. Definition and features of export facto, survey: cross-sectional and longitudinal. Case study. Ethnography. Data collection. Definition and application of questionnaire, interview, observation and document analysis. Choosing a data collection method. Advantages and disadvantages of each data collection method. Research proposal and report writing in education (the Amoud manual). Writing a research title. Types of academic documents. Document formatting. In text citations: one, two, three or more authors. Referencing. Tables and figures in academic business document.

BBA 6325 Entrepreneurship skills, CU = 3

This course focuses on the entrepreneurial skills associated with starting and running a new small business enterprise. By the end of the course, students should develop wide

understanding of entrepreneurship with respect to its roles, function and risks. Course contents: identifying business opportunities, conducting feasibility studies, developing the business plan, evaluating alternative ways of financing new ventures, identifying the appropriate legal form of organization. Purchasing an existing business, acquiring a franchise. History of entrepreneurship, role and functions/values of entrepreneurship, entrepreneurship tasks, risks and hazards, role of entrepreneurship in a national economy. Role of banks and financial institutions in enterprise creation, contribution of government agencies.

BBA 6326 Money and banking, CU = 3

This course teaches proactive accounting for improved analysis and design of AIS and overall business net worth. By the end of the course, students should be conversant with security issues which affect internal accounting systems, financial record keeping and reporting. Course content: The economics of financial intermediaries: Role of financial intermediaries, pool saving, diversifying risks, providing liquidity, moral hazard. Depository institution: banks and bank management: the balance sheet of commercial banks, sources of funds, bank capital and profitability, interest rate risk, trade risk and other risks. Financial industry structure: the globalization of banking, the future of banks, insurance companies, pension funds, security firm and non-depository institutions. Regulating the financial system. The government safety net, sources and consequence of runs, panics, and crises, disclosure requirements, restriction on competition. The central banks in the world today: how banks originated and their role today, the primary objective of the central banks, the need for accountability and transparency. The structure of central banks. The central bank balance sheet and the money supply process: the structure of federal system, EU, the monetary base, importance of disclosure, open market operations, foreign exchange interventions, the deposit expansion multiplier. Monetary policy: stabilizing the domestic economy and money growth, money demand, and monetary policy: discount lending, the lender of the last resort they of, crises management, why we care about monetary aggregates, the quantity and velocity of money, the demand for money, velocity and equation of exchange.

BBA 6331 Student Internship, CU = 5

This course is intended to provide students with the practical read work experience in business administration (Accounting/Management) environment. Students are attained to the managers and accountants and work as full time employees for a period of not less than 8 weeks. While the planning is done in the university, execution is accomplished in field, under the direct supervision of a field supervisor, and the university supervisor. as a preparation for internship, students participate in industrial seminars, prior to the actual internship. Industrial internship seminar (field attachment seminar) is designed to train students on basic communication skills, and develop in them the important and necessary practical skills and abilities required in their field of public administration. The seminar will focus on overview of field attachment, importance of internship in public services, communication skills, written communication, (6c's), business letters, cover letter, cv, minute writing, report writing, principles of work place support and filling up the field attachment log book, notice of getting internship opportunity at an organization, organizational structure, history and background of the internship firm, daily tabulated report, weekly summary report, change of attachment firm, university supervisor's visit, industry based supervisor's evaluation report, logbook report writing, log book report submission and deadlines.

BBA 6411 Governmental accounting, CU = 3

This course teaches the fundamentals of accounting for nonprofit and government organizations. By the end of the course, students should be conversant with the various types of governmental funds and the accounting Procedures and Practices for each fund. Course content: governmental operating statement accounts; budgetary accounting: Operating revenues and expenses; government-wide financial statements, revenues vs. other finance sources expenditures vs. other financing uses, revenues and expenditures in the general fund. Accounting for governmental operating activities transaction and financial statement:

analysis of typical operating transactions for governmental activities journal entries at the government-wide and fund levels, adjusting entries at year-end; pre-closing trial balance. Closing journal entries and year-end. General fund financial statements. Accounting for inter-fund and intra- and inter-activity transactions, accounting for transactions of a permanent fund. Exchange is no exchange transactions. Accounting for general capital assets and capital projects: nature and characteristics of general capital assets, the purpose, and typical financing sources of a capital projects fund, financial statements for capital projects funds, accounting procedures for special assessment capital projects. Accounting for general long-term liabilities and debt service: general long-term liabilities, preparing note disclosures for general long-term debt. Statutory debt limits; debt margin and overlapping debt, purpose and types of debt service funds. Accounting for the business-type activities of state and local government: characteristics of proprietary funds, internal service and enterprise funds, financial reporting requirements, reporting of internal service and enterprise funds in the government-wide and fund financial statements, accounting procedures journal entries financial statements for an internal service fund.

BBA 6412 Management information systems (MIS), CU = 3

This course presents information as organizational resources; for decision-making and management. By the end of the course, students should develop a scientific appreciation of information as an organizational resource and the capacity to use information to make important administrative and management decisions. Course content: Introduction to MIS; definition and importance of MIS, subsystems of MIS, contemporary approaches to MIS, evolution and characteristics of the information age, means of information technology. The career side of information technology. Foundational concepts in MIS; business and management functions, data, information, knowledge and wisdom, the information needs and sources for managers, a framework for information systems, business systems; e-business. Information technology hardware: computing, storing and communicating, programs: in charge of the hardware, People the most important element, Procedures: the way it goes, information: the reasons for using information, communication technologies, database management. Common business applications of information technology; financial information systems, marketing information systems, manufacturing and production information systems, human resource information systems, managerial decision, support systems, transaction processing system.

BBA 6413 Public finance, CU = 3

This course teaches the role of government in the management of the economy. By the end of the course, students should acquire broad knowledge and understanding of governments roles in taxation, budgeting, debt financing and alternative sources of financing. Course content: overview of public finance; definition public finance, individuals and government, government and political institutions, government expenditure. Taxation: purpose and consequences of taxation, principles of taxation. Tax base, tax rate structure, direct and indirect taxes. Government subsidies and income support for poor; poverty, government programs, collective benefits resulting from aid to the poor. Government budgeting; meaning and purpose of government, budget financing, plan and non-plan budgets, modern classification of budget, budget as an instrument of economic policy. The budget process, economic analysis of budget process. Public debt: nature and kinds of public debt, classification of public debt, causes of public debt, sources of public borrowing, effects of public debt. Deficit financing; meaning of deficit, financing, objectives of deficit. Financing: effects of deficit, financing limits of deficit financing. Cost benefit analysis and government investment: achieving the least cost, means of accomplishing an authorized objective, cost

benefit analysis. Government finance; Purpose and consequences of government finance, principle of taxation, criteria for evaluated alternative methods of government finance.

BBA 6414 Financial institutions and investment management, CU = 3

This course teaches the essence, need for, and the functions of money in juxtaposition with the respective roles played by financial institutions. By the end of the course, students should demonstrate broad knowledge of financial institutions and investment management with respect to relevant theories, models, principles and procedures of screening, banking and market. Course content: meaning and nature of financial institutions, types of financial institutions, functions of financial institutions, role of financial institutions, money and characteristics of a developed money market. Banking system; central banking system; evolution of central banking, definition of a central bank, central banking functions, credit control methods, monetary policy, its objectives, regulation of the financial system, central banking system in Somaliland. Commercial banking system: definition of commercial banking, commercial banking services, domestic and international banking operation. Overview of investment; investment in general, investment decision process; investment alternatives; money market, fixed income, equity and derivative, indirect investment through different types of investment companies, return and risks from investment, asset pricing models analysis. Securities market and trading: primary, secondary and third markets, foreign markets, stock market indicators, institutional vs. Private investments. Security analysis: market analysis, industry analysis, company analysis, technical analysis. Introduction to derivative market; futures and forwards, options, swaps, floors and caps. Portfolio selection management and evaluation.

BBA 6415 Auditing theory, CU = 3

This course covers the auditing standards and the general procedures for conducting an audit. By the end of the course, students should be able to describe and explain the theoretical appeal of auditing. Course content: the role of the public accountant: Attest function, audit of financial statements, what creates the demand for audits?, history of the attest function, types of audits, types of auditors, types of professional services, AICPA's traditional role professional standards: Authority of organizations, generally accepted auditing standards (GAAP), standards of field work, standards of reporting, auditor responsibility for the detection of illegal acts: professional ethics: steps in resolving ethical dilemma, the rules of AICPA: code of professional conduct, standards audit evidence and documentation: management assertions, audit risk formula, reliability of certain types of audit evidence, types of evidence, audit procedures, basic approaches to auditing accounting estimates, auditing fair values, types of working papers. Planning the audit; linking audit procedures to risk: items included in engagement letters, audit planning, sources of information, developing an overall audit strategy, assessing fraud risks, responding to fraud risks, the audit process. Internal control: summary of internal control definition, components of internal control, control environment factors, objectives of an accounting system, control activities, monitoring, limitations of internal control, the auditors' consideration of internal control, documenting internal control. Consideration of internal control in an IT environment: types of systems, system characteristics, IT control activities, programmed control activities, techniques for testing application controls. Cash and financial investments: internal control over cash, receipts, internal control cash, disbursements, objectives for the audit cash, potential misstatements cash, disbursements, controls over financial investments, potential misstatements-financial investments. Accounts receivable, notes receivable and revenue: internal control over the revenue cycle, revenue cycle - documents, revenue cycle controls, objectives for the audit of receivables and revenue, criteria for recognition of revenue, potential revenue recognition problems. Inventories and cost of goods sold: special significance of audit of inventories controls over the conversion cycle, objectives for the audit of inventories and cost of goods sold, considerations in planning a physical Inventory.

BBA 6416 Accounting information systems (AIS), CU = 3

This course covers general knowledge and understanding of accounting information systems and its implications in modern day business. By the end of the course, students should demonstrate adequate understanding of AIS and apply it as a tool for making strategic and operational business decisions. Course content: Accounting information systems: an overview, meaning of system, data, and information? What is AIS? The functions of an AIS, why study AIS? Role of the AIS in the value chain, AIS and corporate strategy. Overview of business processes: information needs and business activities, interaction with external and internal parties, business cycles, and transaction processing: data processing cycle, role of AIS. The revenue cycle: sales and cash collections: revenue cycle business activities control: objectives, threats, and procedures, general control issues, revenue cycle information needs. The expenditure cycle: expenditure cycle business activities, ordering goods, supplies, and services. Control: objectives, threats, and procedures, crime time general control issues. The production cycle: production cycle activities, types of cost accounting systems, quality control. The human resources management and payroll cycle: definition of human resource management, task important HRM payroll cycle activities, threats objectives, and procedures. General ledger and reporting system: general ledger and reporting system activities, XBRL: revolutionizing the reporting process, threats objectives, and procedures. Computer fraud and security: meaning fraud and security, types of fraud, the fraud process, who commits fraud and why, computer fraud classifications

Business Management Option

BBM 6421 International management, CU = 3

This course covers the concepts in international business strategies and cross-cultural management. By the end of the course, students should be able to function affectively and with ease as staff members of multicultural business environment. Course content: The global manager's environment; assessing the environment-political, economic, legal, technological. Managing interdependence: social responsibility, ethics, and sustainability. The cultural context of global management; understanding the role of culture, communicating across cultures, cross-cultural negotiation and decision-making. Formulating and implementing strategy for international and global operations; Small businesses, global alliances, emerging market firms, internship organization structure and control systems.

BBM 6422 Procurement management, CU = 3

This course provides a systematic and interactive approach to procurement management. By the end of the course, students should be able to evaluate the applicability and impact of different procurement agenda and implement the most suitable strategy. Course content: meaning and overview of procurement management, planning for procurement, procurement objectives and development: procurement scope and development, strategic procurement and supply chain management public sector procurement. Key procurement Issues: outsourcing. Quality management, inventory management, lead time and time compression, sourcing strategies and relationships, price and total cost of ownership (TCO) and negotiations. Applications: project procurement, procurement of commodities, international sourcing, global sourcing and on shoring, capital procurement, retail procurement, services procurement, corporate social responsibility and sustainability. Industry: e-procurement systems and contract management, e-procurement, digitalization and analytics, contract law, contract management. corporate teaming agreements, procurement risk management, selection of contract types in procurement, procurement planning, solicitation sellers for proposals source selection and selection process, terms and conditions for selection process, terms and conditions for contract awarding, awarding process, contract close out.

BBM 6423 Service marketing, CU = 3

The course is designed to give students a firm grounding in services marketing theory and practice. By the end of the course, student should be able to identify the challenges facing the marketing of goods and service and design items suitable strategies and techniques to address them. Course content: introduction to services, fundamental differences between goods and services, services consumer behaviour, service delivery process, pricing of services developing the service communication strategy, managing the firm's physical evidence, people as strategy: managing service employees, defining and measuring customer satisfaction, complaint and service recovery management customer loyalty and retention pulling the pieces together: creating a world-class service culture internal marketing, managing evidence, relationship marketing, services and globalization, quality service delivery and measurement, and service customization.

BBM 6424 Operations research, CU = 3

Operations research is a quantitative decision-making tools. By the end of the course, students should be able to use linear programming (LP) to develop operational mode and make decision between competing approaches using operation research. Course content: models and modelling, linear programming structure of linear programming Model, application area of (LP), graphical solutions of linear programming problem (LPP); the simplex method, duality in (LPP) and sensitivity analysis. transportation models and assignment models, Methods for finding Initial solution, test for optimality and variation in transportation, Decision theory types of decision-making environment uncertainty, decision-making with utilities;, project management techniques networking model. General network concepts, Networking algorithms, PERT and CPM, PERT/CPM network components, critical path analysis, project cost and crashing.

BBM 6425 Total quality management, CU = 3

This course teaches Total Quality Management (TQM) as tool for improving organizational effectiveness, productivity and efficiency. By the end of the course, students should be able to use TQM frameworks to improve the quality of an organization. Course content: History of TQM, definition of quality, components of TQM, aim of TQM, dimensions of quality, Deming's 14 points for management, Deming's seven diseases of management, principles of TQM Practical approach of TQM P-D-C-A cycle (Plan, Do, Check, Act) As a TQM tool for continuous improvement, elements of TQM, types costs of quality: prevention cost, appraisal costs, internal failure costs, external failure costs. Roles of stockholders in TQM: Role of managers in TQM, role of customers in TQM, role of supplier partnership, customers' satisfaction on product or service. ISO 9001:2015 revisions and focus: core elements for achieving ISO 9001:2015 compliance, meaning of QC, characteristics of QC, objectives of QC, implementation of quality circles in an organization, organization and working of QC, rules for QC, duties of QC leader, steps for setting up QC, benefits of quality QC, launching of program. Benchmarking and business processing re-engineering: Definition of Benchmarking, Types of Benchmarking, Ways to use benchmarking, Pros of Benchmarking, Cons of Benchmarking, and Definitions of Business process reengineering. Benefits of BPR. Barriers in implementing in TQM: Key aspects of TQM, Barriers in implementing TQM

BBM 6426 Senior essay in business management, CU= 3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

Business Accounting Option

BAC 6421 Accounting for NGOs, CU = 3

This course teaches the financial management principles of the NGOs. By the end of course, students should be able conversant with the integrated financial management and control systems of the NGO s. Course content: overview of NGO financial management: foundations of effective NGO management. What is NGO financial management? Two golden rules of NGO financial management. The NGO financial management process. Value of NGO financial management? Who is responsible for NGO financial management? Principles and concepts of NGO financial management: seven principles of NGO financial management. Four building blocks of NGO financial management. Tools of NGO financial management. Systems design. NGO financial and management accounting. The chart of accounts. Cost centers and cost structures. NGO financial policies and procedures. The finance manual. NGO financial planning: the NGO financial planning process. What is a budget? Who is involved in the budgeting process? Preparing NGO budgets. What does the NGO budget show? Three key NGO budgets: Activity-based budgeting. Budgeting tools. Budgeting for central support costs. Summarizing and consolidating budgets. Phased budget creating budgets for donor agencies. Understanding accounts: why keep accounts? Accounting methods. Which accounting records to keep? Supporting documentation. Bank book basics. Petty cash book. Full bookkeeping systems. What is a trial balance? NGO financial statements? Accounting for shared costs NGO financial reports: who needs NGO financial reports? Annual NGO accounts? Interpreting NGO financial statements. Ratio analysis: quick reference formulas. Management reporting. Cash flow reports budget monitoring report. Forecast reports. Analyzing budget monitoring reports variance analysis techniques. Action planning. Reporting to donors. Presenting NGO financial reports. Reporting to beneficiaries. Safeguarding assets: managing internal risk. Four actions for internal control. Delegated authority. Separation of duties. Cash control. Physical controls. Reconciliation process. Checking accounting records. Managing the audit: what is an audit? Internal audit. External audit. Donor (or project).. What auditors need? Fraud and corrupt practices: what is fraud? Warning signs of fraud. How to deal with fraud. What is corruption? Bribery the NGO sector. Zero tolerance approach to bribes.

BAC 6422 Micro-finance, CU = 3

The course covers the major issues in microfinance practices and management. By the end of the course, students should develop broad understanding and an appreciation of microfinance as a source funding to informal institution which cannot access formal financial service. Course content: Micro financing. Sources of funds, partnership and cooperative society, governmental organization in microfinance, government policies, micro finance institutions. Entrepreneurship, definitions business types general management practices in small scale business, contemporary management practices of small business, cause of failure of small-scale business.

BAC 6423 Taxation, CU = 3

This course teaches the theory and principles of income tax law as it applies to individuals, business entities, corporations, partnerships, estates, and trusts. By the end of the course, students should be demonstrate broad and correct understanding of the philosophy and theoretical framework of taxes and its applications Course content: nature of taxation; a brief history of taxation in the world, history of taxation in Somaliland, definition of taxation, objectives of taxation. Tax system; types of tax systems, a proportional tax system. A progressive tax system, a regressive tax system, public revenue, tax revenue. Employment income tax; determination of employment taxable income, exemptions allowed, deductions allowed, employment income tax rates. Rental income tax, determination of rental taxable income, expenses deduct from rental income, expenses not deduct for tax purposes, rental expenses claim. Business income tax; How various types of businesses pay income tax, how a sole proprietor pays income tax, partnership income tax, corporation income tax, determination of business taxable income. Tax compliance, the IRS, and tax authorities, tax planning strategies and related limitations. Basic individual taxation; individual income tax overview, gross income and exclusions, individual deductions, individual income tax

computation, tax credits. Multijurisdictional taxation and transfer taxes: state and local taxes, transfer taxes and wealth planning.

BAC 6424 International marketing, CU = 3

This course covers theories, principles and guidelines of international marketing. By the end of the course, students should be able operate, effectively and or advice on the operations in international marketing. Course content: an overview; the scope and challenge of international marketing, the dynamic environment of international trade. The cultural environment of global markets; history and geography: the foundations of culture, cultural dynamics in assessing global markets, culture, management style, and business systems, the political environment: a critical concern, the international legal environment: playing by the rules. Assessing global market opportunities; developing a global vision through marketing research, economic development and the Americas, Europe, Africa, and the Middle East, the Asia pacific region. Developing global marketing strategies; global marketing management: planning and organization, products and services for consumers, products and services for businesses, international marketing channels. Implementing global marketing strategies; negotiating with international customers, partners, and regulators. Marketing management concepts: domestic market expansion, multi domestic marketing, and global marketing. Global awareness; telecommunications, the internet, and satellites is planning, production, and procurement processes.

BAC 6425 Advanced accounting, CU = 3

This course introduces students to higher level financial accounting and reporting requirements. By the end of course, students should able to perform accounting functions for partnership, ventures, installments and corporations and for branch and head offices. Course content: partnerships; organization and operation; characteristics and principles of partnership, choosing between partnership and corporation: types of partnership, partnership provisions in Somaliland; partnership versus partners. Joint ventures; characteristics and historical background; accounting for corporate or LLC joint venture; accounting for unincorporated joint venture; wrongful application of accounting standards for joint ventures. Public enterprises; characteristics and types of public enterprises, appropriations, accumulation, and distribution of earnings, legal provision governing establishment and operation of public enterprises in Somaliland. Agency and principal, head office and branch; characteristics and principles; agency us branch; accounting for sales agency. Accounting for branch; reciprocal accounts, expenses incurred by home office and allocated to branches, transaction between branches, methods of billings of merchandise shipments to branches, combined financial statements. Installment contract sales; special features of installment sales, methods for recognition of profits on installment sales, condition for use of installment sales method, collection of installment accounts receivable with and without interest; cost of installment sales, deferral of gross profit on installment sales, recognition of gross profit on installment sales realized, recoding transactions, closing realized gross profit on installment sales at year end, defaults and repossessions.

BAC 6426 Accounting packages, CU = 3

This course introduces the general ledger accounting on PCs. By the end of the course students should be conversant with the basic accounting packages and how to prepare data, enter, process and read information from the packages. Course content: manual accounting vs. computerized accounting: importance of accounting, accounting activities in business, book-keeping and accounting, chart of accounts, computerized accounting, why use computerized accounting, limitation of computerized accounting, preparing balance sheet in excel, preparing income statement in excel, data consolidation, excel formula minus, plus, divide and multiply, to Installing QuickBooks setup: getting started in QuickBooks: setting up a new QuickBooks file, creating a new company file, the home page, menu, and icon bars. Working with the chart of accounts: creating new accounts, working with subaccounts, editing and merging sub-accounts, deleting and inactivating sub-accounts, accounting basics and working with the chart of accounts. Setting up items (inventory): accounts and items, different item

types, inventory vs. Non-inventory parts, creating items and sub items, editing, deleting and inactivating items. Customer transactions and jobs: estimates, invoices, customer payments and vendor transactions: purchase orders, bills, and pay bills. Standard costing and performance measure: standard costing and control costs. Perfection and practical standards. Computing and internship in the direct-material price and quantity variances and the direct-labor rate and efficiency variances. Working with the banks and financial reports: working with the check register, entering income and expense information in the register, using write checks vs. Bills/pay bills feature, bank reconciliation, profit & loss, balance sheet, accounts receivable and accounts payable reports. Setting up payroll: creating new employee, create net salary.

BAC 6427 Senior essay in business accounting, CU = 3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

2. BUSINESS MANAGEMENT (HUMAN RESOURCE MANAGEMENT)

2.1 Bachelor of Business Management in Human Resource Management

2.1.1 Programme Background and Rationale

The rapid growth of businesses and increasing transformations in the global economy has led not only to an increasing demand for human resource(HR) specialists, but also to an increasing demand for HR technocrats who can help organizations add value to their employees and enable them gain competitive advantage. Moreover, today HR is no longer considered a “support” department but the key to sustained advantage. This programme addresses this worldwide growing demand for graduates with managerial capability in human management and development. This bachelor of business administration in human resource management has been conceived in the light of the fact no business can succeed without effective human resource. It is therefore designed in response to the demand for strong and competent HR managers in the world market, taking into account the fact that global developments now put emphasis on competence and skills in human resource management to manage all business resources. The faculty of business and public administration of Amoud University recognizes the fact that the world rotates on business and that human resource is the engine of any business. Moreover, and in the light of civil war in the 1980s -1990s and the human capital flight that occurred, the shortage of skilled HR personnel is widespread. As the country progresses on its path of re-construction, the available local talent needs to be managed and developed in a professional manner, so that the country can benefit maximally from them. This HR programme is not only intended to fill the current HR gap, but to ensure sustained production of well-trained local pool of HR professionals to always manage and transform the HR dimension of production and contribute to the overall growth and development of the country.

2.2 Programme Objectives

2.2.1 General Objective

The general objective of the bachelor of business management in human resource management programme is to equip young prospective managers with modern knowledge and skills needed to manage people and other resources in modern organizations.

2.2.2 Specific Objectives

By the end of the programme, students should:

1. Demonstrate broad understanding of the major theories and fundamental principles and practices of modern human resource management.
2. Be able to understand and respond to the demands of employees in the changing business modern environment.
3. Acquire knowledge and management skills needed to add value to the HR function.
4. Be able to appreciate the challenges of managing people and other resources, and to design and implement strategies for resolving these challenges.
5. Acquire broad knowledge in the concept of HRM, with the legal and ethical orientations necessary for effective for human resource management.

2.3 Target Groups and Outcomes

2.3.1 Target Groups

The course targets, among others, the following:

1. Professionals from the private and public sectors (businesses, NGOs and government).
2. Fresh applicants seeking specialized HR careers.
3. Holders of Somaliland General Secondary School Certificate (GSSC) or its equivalent.
4. Diploma holders in relevant areas of business and management from recognized institutions.
5. Transfer students from recognized higher education institutions following similar Amoud University curriculum model.
6. Employees of ministry of labour and civil service commission and all other related ministries as well as non-government organizations who intend to acquire specialized knowledge and skills in human resource management.

2.3.2 Expected Programme Outcomes

Graduates of this programme shall be:

1. Senior human resource officers in private and public organizations, developing and improving HR policies and practices in those organizations.
2. HR experts and consultants who which running their own consultancy firms, provide expert consultancy services to private and public entities, locally and beyond.
3. Teachers and lecturers of HR in institutions of higher learning and other specialized institutions of HR development.
4. HR guides and advisors for clients of all types.

2.4 Programme Resources

2.4.1 Staff, Facilities and Equipment

This programme has adequate resources in terms of staff, teaching facilities, and time as clearly identified in following contents. This program is managed and administered by qualified and staff from the faculty of business and public administration. The faculty shall also engage staff from other academic units in the university and elsewhere, in the form of guest speakers, part-time lecturers and visiting lecturers. This programme largely depends on the already existing infrastructure, university library and scholastic materials available at the university. There are adequate modern facilities and equipment for use in the programme. The Amoud University library has over 100 collections of relevant titles in HRM. The faculty has adequate lecture halls and reading spaces that can accommodate all students at all times.

2.4.2 Funding

This programme of bachelor of business management in human resource management shall be sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme. However, if and when, additional funds are available, they shall be dispensed according to the prevailing university financial policies.

2.5 Course List for Bachelor of Business Management in Human Resource Management

This programme of bachelor of business management in human resource management shall be fully covered with the following 48 courses. All that courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre- calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
BHR 6121	Introduction to economics	3
BHR 6122	introduction management	3
BHR 6123	Statistics for management (Descriptive statistics)	3
BHR6124	Financial accounting I (Fundamentals of financial accounting)	3
BHR6211	Computer use in HRM	3
BHR6212	Principles of risk management and insurance	3
BHR6213	Principles of marketing	3
BHR6214	Introduction to micro-economics	3
BHR6215	Communication skills I (Introduction to business communication)	3
BHR6216	Materials management	3
BHR6221	Human resource management	3
BHR6222	Industrial relations and labor laws	3
BHR6223	Macro-economics	3
BHR6224	Total quality management	3
BHR6225	Business law	3
BHR6226	Communication skills II (Advanced business communication)	3
BHR6311	Occupational safety and health	3
BHR6312	Manpower planning and personnel policy	3
BHR6313	International HR management	3
BHR6314	Business finance	3
BHR6315	Entrepreneurship development	3
BHR6316	Statistics for management II (Inferential statistics)	3
BHR6321	HR planning and development	3
BHR6322	Strategic management and business policy	3
BHR6323	Management development systems	3
BHR6324	Quantitative methods	3
BHR6325	Public relations	3
BHR6326	Organizational behavior	3
BHR6427	Business research methods in HRM	3
BHR6331	Student Internship	5
BHR6411	Strategic human resources management	3
BHR6412	Organizational psychology	3
BHR6413	Human resource practice and consultancy	3
BHR6414	Training of trainers in HRM	3
BHR6415	Reward management	3
BHR6416	Legal environment of business	3
BHR6421	Business ethics	3
BHR6422	Organizational development	3
BHR6423	Organizational conflict management	3
BHR6424	Performance management	3
BHR6425	Project planning and management	3
BHR6426	Business research methods in HRM	3

2.6 Regulations for Bachelor of Business Management in Human Resource Management

2.6.1 General Regulations

General university regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

2.6.2 Admission Requirements

This bachelor of business management in human resource management programme is best suited to students with high analytical thinking. To qualify for admission into the degree of bachelors of business administration in human resource management an applicant shall:

1. Hold a Somaliland GCSE of at least grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University and attain a GPA at least 2.00.
3. Meet other conditions as spelt out by the faculty in general and the department of human resource management with approval of senate.

2.6.3 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-time day face-to-face enrolled students who shall attend classes between 7.30 am 4.30 pm from Saturday to Thursday.
2. Full-time evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Part-time and other modes enrolled students who shall attend classes during specific periods as specified by the faculty of business and public administration and department of human resource management that approved by senate.

2.7 The Curriculum

2.7.1 Programme Duration

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks. The first two (2) week of each semester shall normally be used for end of semester examinations.

2.7.2 Programme Modalities

The programme shall be conducted by course work and examinations based on credit units. The last two weeks of each semester of each academic year shall normally be used for end of semester examinations. Further;

1. The student shall take foundation/general courses in English language, Mathematics, Science, Arabic and Islamic studies during the in the freshmen programme. The freshman programme also acts as a gateway to full admission into the bachelor of BPA in human resource management programme.
2. By the end of junior year, a student shall be required to attend at least 300 hours of internship in a real work environment.

2.7.3 Curriculum Plan

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks in a period of four (4) academic years on full time or on part time as structured by the faculty of business and management science and the department of human resource management, and approved by senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	45	0	0	0	45	3
BHR6121	Introduction to economics	45	0	0	0	45	3
BHR 6122	Introduction management	45	0	0	0	45	3
BHR6123	Statistics for management I (Descriptive statistics)	45	0	0	0	45	3
BHR6124	Financial accounting I(Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR6211	Computer use in HRM	45	0	0	0	45	3
BHR6212	Principles of risk management and insurance	45	0	0	0	45	3
BHR6213	Principle of marketing	45	0	0	0	45	3
BHR6214	Introduction to micro-economics	45	0	0	0	45	3
BHR6215	Communication skill I (Introduction to business communication)	45	0	0	0	45	3
BHR6216	Material management	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6221	Human resource management	45	0	0	0	45	3
BHR 6222	Industrial relations and labor laws	45	0	0	0	45	3
BHR 6223	Macro-economics	45	0	0	0	45	3
BHR 6224	Total quality management	45	0	0	0	45	3
BHR 6225	Business law	45	0	0	0	45	3
BHR 6226	Communication skill II (Advanced business communication)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6311	Occupational safety and health	45	0	0	0	45	3
BHR 6312	Manpower planning and personnel policy	45	0	0	0	45	3

BHR 6313	International HR management	45	0	0	0	45	3
BHR 6314	Business finance	45	0	0	0	45	3
BHR 6315	Entrepreneurship development	45	0	0	0	45	3
BHR 6316	Statistics for managerial II (Inferential statistics)	45	0	0	0	45	3
Total		270	0	0	0	270	18

Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6321	HR planning and development	45	0	0	0	45	3
BHR 6322	Strategic management and business policy	45	0	0	0	45	3
BHR 6323	Management development systems	45	0	0	0	45	3
BHR 6324	Quantitative methods	45	0	0	0	45	3
BHR 6325	Public relations	45	0	0	0	45	3
BHR 6326	Organizational behavior	45	0	0	0	45	3
BHR 6327	Business research methods in HRM	45	0	0	0	45	3
Total		315	0	0	0	27	21
Junior semester III							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6331	Internship	0	0	0	300	300	5
Total		0	0	0	300	300	5
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6411	Strategic human resources management	45	0	0	0	45	3
BHR 6412	Organizational psychology	45	0	0	0	45	3
BHR 6413	HR consultancy and practice	45	0	0	0	45	3
BHR 6414	Training of trainers in HRM	45	0	0	0	45	3
BHR 6415	Reward management	45	0	0	0	45	3
BHR 6416	Legal Environment of Business	45	0	0	0	45	3
Total		270	0	0	0	270	18
Senior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BHR 6421	Business ethics	45	0	0	0	45	3
BHR 6422	Organizational development	45	0	0	0	45	3
BHR 6423	Organizational conflict management	45	0	0	0	45	3
BHR 6424	Performance management	45	0	0	0	45	3
BHR 6425	Project planning and management	45	0	0	0	45	3
BHR 6426	Senior essay in HRM	45	0	0	0	45	3
Total		270	0	0	0	270	18
Grand Total		2100	0	45	300	2445	146

2.8 Programme Assessment and Evaluation

2.8.1 University Examinations

The general rules and regulations that governing Amoud University examinations shall apply.

1. Examinations shall be conducted at the end of every semester.
2. The end of semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.
3. For each course, the total marks shall be arrived at by adding the two aforementioned.

2.8.2 Progressive Assessment

1. Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, research manuscripts, mid-term and final examinations.
2. A student is required to attend at least 75% of a respective course contact hours to be eligible to sit for the end of semester examination.

2.8.3 Grading System

1. Each course in the bachelor of BPA in human resource management programme will be graded out of a maximum of 100 marks and assigned appropriate letter grade, and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80 - 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

2. All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows:

CGPA	Evaluation
3.68 - 4.00	Excellent
3.33 - 3.67	Very Good
3.00 - 3.32	Good
2.00 - 2.99	Satisfactory
Below 1.00	Fail

2.9 Route to Award of Bachelor of Business Management in Human Resource Management

2.9.1 Progression through the Programme

1. A student shall get the Normal Progress (NP) status when he/she has passed all the specified courses and has obtained a GPA of at least 2.00.
2. A student shall automatically be placed on first level probationary progress (PP) and advised when he/she has failed a course or courses and/or the GPA falls below 2.0.
3. A student shall be put on second level probationary progression (PP) if he/she has passed all courses with at least grade "D", or failed some course/s, and CGPA is less than 1.50.

2.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if he/she had failed it before.

2.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next level if his/her CGPA is less than 1.00; or if he/she has failed at least 50% of the courses in the academic year, such a student shall repeat the academic year.

2.9.4 Discontinuation

A student shall be discontinued from the programme if he/she obtains a CGPA of less than 1.00 for two consecutive academic years, other factors notwithstanding.

2.10 Completion and Award of Bachelor of Business Management in Human Resource Management

A student who has passed all courses with a GPA of at least 2.0, and has earned at least **143** credit units, and has no other outstanding issues with the university shall be awarded the degree of bachelor of business administration in human resource management, so long as the CGPA is not less than 2.0.

2.11 Course Descriptions for the Bachelor of Business Administration in Human Resource Management

FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning, recognizing, author's purpose, and ignoring unknown words. Making inferences, recognizing signal words Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyze, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration,

leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometaphase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114, CU = 3 الأهداف العامة لمادة اللغة العربية: اللغة العربية

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، استعمال الألفاظ والتراكيب إستمالات سليمة، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً، التحدث السليم من الأخطاء النحوية واللغوية، الإعتزاز باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدراك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرآته وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعامة عن تطبيق الامثلة والتطبيقات المفيدة والبليغية، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبه على أبواب الإشتقاق واستعمال المعاني. مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات الاسم، علامات الفعل، الحرف. الإعراب: تعريف الإعراب والبناء، أنواع الإعراب، المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه، المعربات بالحروف. الفاعل: تعريف الفاعل، أقسام الفاعل: المبتدأ والخبر. تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، أنواع مفعول به. القراءة: بر عمر بن الخطاب، أبوا عيبة عامر بن الجراح، قاض نكي، من حكم الإمام علي رضي الله عنه، الشخصية المسلمة، ماهي الوطنية، الأمثال والحكم العربية، قصة حلم معن بن زائدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

FRM 6122, CU = 3 تعريف المادة: التربية الاسلامي.

اعداد المسلم إعداداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق التربية التي جاء سلامة الفهم لكتاب الله ، وإتقان قراءته من حيث ضبط الحركات والسكانات (1)بها الإسلام. بعض الأهداف العامة: ربط الإسلام بالحياة الواقعية لحل مشكلاتها، إذ أن الإسلام ليس مجرد (2) ، وإخراج الحروف من مخارجها دين يربط الإنسان بربه فحسب ، وإنما هو نظام الحياة الكامل، لتنظيم العلاقات بين الإنسان وأخيه عصمة الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة (3). الإنسان في مختلف المجالات الحيوية المستوردة، فحينما يتبين لهم الطريق السليم لا يتركونه إلى غيره ، إذ شتان بين توجيه الخالق وتوجيه أن يعرف الطالب أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع (4). المخلوق المجالات الدراسية دليل فهم واستيعاب ، أما في الدين فهي ليست مقياس تدين ، وإنما التدين الصادق متابعة تحقيق الولاء لله وحده، وجعل (5). هو السلوك الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم العقيدة (6)بعض الأهداف الخاصة: الأعمال خاصة لوجه، ومستقيمة في كافة جوانبها على شرعه الإسلامية التي تستقيم بها نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان بالإسلام ، وقادر على وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية ، والثقافة التي تجعله يعتز تمكين الانتماء الحي لأمة الإسلام الحاملة لراية التوحيد ، وتحقيق الوفاء (7).الدعوة إليه، والدفاع عنه تعهد قدرات الطالب (8).للأمة ، مما يوافق هذا السن من اتساع في الأفق ، وتطلع إلى العلياء وما تحققها أهداف التربية واستعداداته المختلفة التي تظهر في هذه الفترة ، وتوجيهها وفق ما بنا سبها تنمية التفكير العلمي لدى الطالب ، وتعميق روح البحث والتجريب ، (9). الإسلامية في مفهومها العام إتاحة الفرصة أمام (10). والتتبع المنهجي ، واستخدام المراجع ، والتعود على الطرق الدراسية السليمة تهيئة (11). الطالب القادر ، وإعداده لمواصلة الدراسة بمستوياتها المختلفة ، وفي جميع التخصصات إسلامية سليمة الطالب للعمل في ميادين الحياة بمستوى لائق ، وتحقيق الوعي الأسري لبناء أسرة وإكسابه فضيلة المطالعة النافعة ، والرغبة في الأزدباد من العلم النافع، والعمل الصالح ، واستغلال أوقات تكوين الوعي الإيجابي لدى الطالب ليواجه به الأفكار الهدامة والاتجاهات (12).الفراغ في وجه مفيد المضللة.

BHR 6121 Introduction to economics, CU = 3

This course prepares students to think like economists. By the end of the course, students should be able to explain fundamental terms in economics. Course content: How people make decisions, how people interact, how the economy as a whole works, economic perspectives, theories, principals and models, branches of economics, economizing problem at individual and societal levels, concepts of supply, demand, market equilibrium and assessing the national income accounts.

BHR 6122 Introduction to management, CU = 3

This course provides an overview of management and its roles and functions in organizations and society. By the end of the course, students should demonstrate mastery of the analytical and technical managerial skills for improving organizations performance. Course content: Management overview; definition and nature of management, significance of management, is management profession? Management functions, managers and levels of management, management skills and managerial roles. The development of management thought: Contributors to management thought, historical forces shaping management, schools of management thought, the classical school. Manager's environment: external environment, macro environment factors, task environment, internal environment. Planning and decision- making: Definition and nature of planning, importance of planning, organizational objectives, the planning process. Decision making: Nature of decision-making, decision-making process, types of decision-making, decision-making under different conditions, making plans effective, barriers to planning, organizing, staffing, leading, controlling, in a business organization. Managing and being managed, management theory: what managers do and how they do it. Change and external environments, corporate success. Theories of management.

BHR 6123 Statistics for management I (Descriptive statistics), CU = 3

This course focuses on descriptive statistics with abbreviated introduction to inferential statistics. By the end of the course, students should be able to collect data, organize and summarize the data in numerical form for use in decision-making. Course content: the function of statistics, types of statistical data, methods of data collection, type of frequency distribution, graphical presentation of data, types of mean, mode, median, variance and standard deviation, linear regression, basic concepts of probability. The mean, variance and standard deviation of a discrete probability distribution.

BHR 6124 Financial accounting I (Introduction to financial accounting), CU = 3

This course introduces measuring and reporting issues related to assets and liabilities and preparing financial statements. By the end of course, students should be able to use accounting information as a tool for evaluating financial performance, interpreting financial structure and solving managerial problems. Course content: what is accounting, financial reporting, general accepted accounting principle (GAAP), forms of business organization, financial statement, effects of business transaction, use of financial statement by outsiders, careers in accounting? Recording change in financial position: the ledger, the journal, the accounting cycle, journal- ledger and accounting equation. Measuring business income and completion of the accounting cycle: what is net income, adjusting entries, preparing a Set of financial statements, closing the temporary accounts? Year end: the “busy season”, adjusting entries, types of adjusting entries, preparing the statement. Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of a merchandising company, transaction relating to sales. Accounting system, internal control and audits: financial assets: cash, short term investment, account receivable.

BHR 6211 Computer use in HRM, CU = 3

This course teaches the use of computer in human resource management. By the end of the course, students should be able to use computer effectively as a tool of human resource management. Course content: CPU elements, memory, internal storage, and input/output units, CPU functionality and concepts, the CPU terminology, memory functionality, trend and concepts, RAM and ROM, external storage (floppy and hard disk storage), monitor and their controllers (video graphic, driver software et cetera, internal data representation: (number systems, base system, data organization-bit). Problem solving techniques, algorithms, syntax, data expression types, overview of operating systems, database systems, web server properties, the internet, human computer interaction and applications of computer to HRM.

BHR 6212 Principles of risk management and insurance, CU = 3

This course provides a condensed version of risk management and insurance. By the end of course, students should be able to identify and measure business loss exposures for organizational survival. Course content: definition and nature of risk management, insurance and reinsurance; risk concepts, classification of risks, management of pure risks through various risk handling tools, industrial safety, general principles of insurance and major classes of insurance, reinsurance and development & regulation of the insurance industry in the region, Objectives of risk management, Steps in risk management process, Risk identification, Risk measurement, selecting the appropriate tools of risk management, Risk administration. Basic characteristics of insurance, Fundamentals of insurable risk, Insurance and gambling compared, Insurance and Speculation compared, Benefits and costs of insurance, and Cost of insurance to society, the legal principle of insurance contract, as well as health and life insurance, Underwriting life insurance, Types of life insurance policies, Premium determination, Worker’s compensation insurance, Personal accident insurance. Finally, none live insurance and re-insurance in terms of Meaning of Re-insurance, Reason for Re-insurance and Types of Re-insurance will be discussed at the end.

BHR 6213 Principles of marketing, CU = 3

This course covers the principles, concepts and theories of marketing, and how they are applied in everyday life. By the end of course, students should develop clear understanding of marketing and its principles and theories, and basic skills for effective marketing. Course content: current trends, changes and controversies in modern marketing. Role of marketing: its importance in contemporary organizations and society. Marketing principles, concepts and models. Marketing mix, the marketing environment, consumer buying behaviors, types of markets, product decision, product development, branding and packaging, pricing decisions, factors influencing pricing, pricing techniques, Distribution decision: channel and physical distribution decision, Promotion decision: types of promotional messages and media.

BHR 6214 Introduction to micro-economics, CU = 3

This course focuses on essential tools and techniques for macroeconomics analysis. By the end course, the student should be able to perform economic analyses and present results graphically or through any other means. Course content; ten principles of economics; how people make decisions. How people interact, how the economy as a whole works. The market forces of supply and demand. The theory of consumer behavior; the budget constraint. Preferences: what the consumer wants. Indifference curves. Optimization: what the consumer chooses. The income and substitution effects. Demand market analysis markets and competition. The demand curve: the relationship between price and quantity demanded, market demand versus individual demand. Supply and demand together. Equilibrium, demand, supply, and market analysis, economic systems, theory of production, gross domestic product, market structures and banking systems.

BHR 6215 Communication skills I (Introduction to business communication), CU = 3

By the end of the course, students should be to communicate effectively, orally and in writing. Course content: importance of communication in today's workplace; communication matters, communicating as a professional, the communication process, ethical communication, communicating in diversity, using technology in business communication. Business writing styles; adapting to the audience, composing the message, using technology to compose and shape message; avoiding pitfalls to sentence length, passive voice, specific words and concrete words, repetition, impersonal style. Longer business messages; understanding and planning reports and proposals, writing and completing reports and proposals, developing oral and online presentations. Business memos; heading, purpose, body, conclusion, closing, carbon copy "cc", common types of memos. Business correspondence; E-mails; When and how to write an e-mail, etiquettes of e-mailing. Personal business documents; employee request, congratulations and appreciation. Persuasive messages; persuasive requests for action, persuasive presentation of ideas, persuasive claims and requests for adjustments.

BHR 6216 Materials management, CU = 3

This course provides instruction on systems of material management. By the end of the course, student should be able to plan, coordinate and control materials to support human resource functions in organization. Course content: introduction to materials theory; objectives of materials management; Purchasing principles description of quality; determination and control of quantity; make or buy decisions; selection of suppliers; organization of purchasing activities; transportation of purchases; materials handling, inventory control models (EOQ & EPQ); materials demand forecasting, Materials requirement planning (MRP); just In time system (JIT): stores management and warehousing.

BHR 6221 Human resource management, CU = 3

This course provides a condensed version of human resource management. By the end of course, students should be conversant with the basic HRM procedures for improved organizational performance. Course content: definition and nature of HRM, importance of HR, evolution and development of HRM, purpose and objective of HRM, the philosophy of HRM, roles of line managers and HR professionals, personnel management vs. HR

management, Environmental challenges of HR, job analysis, job description, job specification, methods of collecting job analysis information, steps in job analysis, uses of job analysis information, job design, techniques of job design. Definition of HR Planning, importance of HR planning, HR planning process. Meaning of recruitment, features of recruitment, sources of recruitment, influences on recruitment, and methods of recruitment. Definition of selection, the significance of employee selection, selection criteria, selection process, environmental factors affecting selection process. Orientation [induction]; meaning of orientation, purpose of orientation, steps in induction program, socialization, placement. Definition of performance management: performance measurement criteria, approaches to measuring performance, performance appraisal (PA), purpose of performance appraisal, who appraises employee performance, performance appraisal process, performance appraisal methods, performance appraising, problems and solutions, meaning of training and development: Objective of training and development, process of training and development training needs assessment, management development, career development, compensation. Importance of compensation, compensation policies, factors affecting compensation decision. Grievance procedure: disciplinary issues, collective bargaining. HR maintenance, promotion transfer, demotion, discharge, resignation, lay off and retrenchment, retirement, leave and absenteeism.

BHR 6222 Industrial relations and labor laws, CU = 3

This course teaches the fundamental relations and laws that apply for all human organizations. By the end of the course, students should demonstrate broad understanding of industrial relation problems, labor laws and a framework for analysis of such problems. Course content: laws governing the individual employment and collective bargaining relationships; Rights of the employee and employer at common law, their modification by minimum standards statutes and human rights legislation; development of contemporary collective bargaining legislation; the certification process; unfair labor practices; duty to bargain; collective agreement and its administration through arbitration.

BHR 6223 Macro-economics, CU = 3

This course teaches contemporary issues in macro-economic development. By the end of the course, students should be able to represent macro-economic concepts graphically and through mathematical equations. Course content: Introduction to economics: Economic goods and services. four economic resources, basic economic questions, basic kinds of economic systems. Measuring a nation's Income: Gross domestic Product (GDP), GDP vs. GNP, real versus nominal GDP, The GDP Deflator. Business cycle, unemployment and inflations: Meaning of business cycle, phases of business cycle, causes of business cycle, definition of unemployment, measuring unemployment, types and solutions of unemployment. Meaning of inflation: types of inflation, consequences of inflation, beneficiaries of the inflation. Government and the economy: public goods and services, role of government, levels of government spending, reasons increasing government spending. Tax: purpose of taxation Four Rs. Principles of taxation, classification of taxes. Fiscal policy, budget deficit and national debt: origin of fiscal policy (brief history), objectives of the fiscal policy, automatic fiscal stabilizers, discretionary fiscal policy, fiscal policy and central budget. Money and Banking: What is money, functions of money, characteristics of money, types of money, development of banks and banking, commercial banks? Central bank and monetary policy: The Bank of Somaliland, departments of the bank, operations of the bank, Somaliland currency, monetary policy, aims of monetary policy in Somaliland.

BBA 6224 Total quality management, CU = 3

This course teaches total quality management (TQM) as tool for improving organizational effectiveness, productivity and efficiency. By the end of the course, students should be able to use TQM frameworks to improve the quality of an organization. Course content: History of TQM, definition of quality, components of

TQM, aim of TQM, dimensions of quality, Deming's 14 points for management, Deming's seven diseases of management, principles of TQM Practical approach of TQM P-D-C-A cycle (Plan, Do, Check, Act) As a TQM tool for continuous improvement, elements of TQM, and type's costs of quality: prevention cost, appraisal costs, internal failure costs, and external failure costs. Roles of stockholders in TQM: Role of managers in TQM, role of customers in TQM, role of supplier partnership, customers' satisfaction on product or service. ISO 9001:2015 revisions and focus: core elements for achieving ISO 9001:2015 compliance, meaning of QC, characteristics of QC, objectives of QC, implementation of quality circles in an organization, organization and working of QC, rules for QC, duties of QC leader, steps for setting up QC, benefits of quality QC, launching of program. Benchmarking and business processing re-engineering: Definition of Benchmarking, Types of Benchmarking, Ways to use benchmarking, Pros of Benchmarking, Cons of Benchmarking, and Definitions of Business process reengineering. Benefits of BPR. Barriers in implementing in TQM: Key aspects of TQM, Barriers in implementing TQM.

BHR 6225 Business law, CU = 3

This course teaches the fundamental laws that apply to all businesses. By the end of the course, students should be able to classify, synthesize and apply basic legal frameworks to business operations. Course content: legal fundamentals: introduction to law, business law vs. business ethics, categories of law, systems of law, sources of law, constitution, legislation and courts, court system, litigation process, administrative tribunals. Contract law: entering into a contract-elements of a valid contract, privities of contract and assignment of contractual rights, the requirement of writing, interpreting; contract, contractual defects, discharge of contract, breach of contract. Law of insurance: law of tort: managing of tort law, general principles of tort law, intentional torts, negligence torts, torts from business operations. Forms of business organizations: agency relationship, legal forms of business, Corporate law: formation and operation of multinational corporation, corporate merger and acquisition. Bankruptcy law, business ethics and corporate social responsibility, law of employment, landlord and tenants, personal property and bailment. Negotiable instrument: creation and transfer of negotiable instrument, holder in due course and liability, check and digital banking. Debtor-creditor relationship: credit, secured transaction and surety agreement, bankruptcy and reorganization. Property rights: real property, personal property, intellectual property: Copyright, trademark, patents, industrial designs, remedies for infringement of intellectual property rights.

BBA 6226 Communication skills II (Advanced business communication), CU = 3

This course teaches the principles of effective interpersonal communication. By the end of course, the student should be able to communicate affectively not only in writing, but also relate well with others, both individually and in group. Course content: self-concept, perception, listening, verbal and nonverbal communication, emotions, interpersonal relationships, conflict resolution organization, development, delivery and purpose of various types of speeches. Nature, dynamics and the process of communication in a business. Types and forms of business communication, nature of communication in a business organization, planning for communication, written communication, verbal communication, listening skills.

BHR 6311 Occupational safety and health, CU = 3

This course presents excellence in health and safety as essential and integral aspects of all levels of operations within an organization and a measurable criterion of corporate performance. By the end of the course, students should be able to analyze prevailing health and safety legislations and relate these to the duties of all parties in the work place. Course content: Human suffering from accidents and injuries, lost production, the social costs of health care, workers' compensation, primary prevention and wellness measures, due diligence, legal and regulatory compliance, joint responsibility by workers, internal responsibility system. The basic concept and measurement of reactive vs. proactive safety

practice; major hazards in workplace; how to collect, evaluate and respond to safety and health trend data; site-specific programs, policies, procedures emergency preparedness.

BHR 6312 Manpower planning and personnel policy, CU = 3

This course examines the link between strategic human resource planning and organizational effectiveness, and its importance in the success of an organization. By the end of the course, students should be able to develop a human resource plan and policy that support an organization to achieve its strategies. Course content: Philosophies and values of an organization, how people should be treated. The strategic personnel planning process; environmental scanning, forecasting personnel demand supply, succession management, downsizing, mergers and acquisitions; outsourcing.

BHR 6313 International human resource management, CU = 3

This course covers of the contemporary practices and issues in international human resource management. By the end of the course, students should be able to explain how country level differences interact with national issues to influence employment systems between countries. Course content: Human resource from country to country. HR practices for global integration and local flexibility. HR sourcing, rewarding and development practices in a cross border environment; Theoretical concepts and practical implications of international HRM, new developments in international HRM. Diversity of HR practices in corporate strategy and organization development. Distinctive features of international HRM; Links between corporate strategy, organizational structure, corporate culture and their impact on HRM in an international setting. Significance of cross-cultural differences in management theory and practice, differences and similarities among countries in the practice of major HRM functions, major employment policies of multinational companies, potential problems of cross-cultural differences.

BHR 6314 Business finance, CU = 3

This course covers the different ways in which companies can be structured and the varying ownerships. By the end of the course, students should be able apply the principles of financial mathematics to determine the value of projects to pursue. Course content: Money and capital markets, financial management of working capital, capital budgeting; fixed asset management, cost of capital, short-term and long-term financing by means of debt and equity capital. Role of the financial manager; roles of financial markets; problems faced by a financial manager within an organization. Financial cash flows. Cash flow vs. accounting measures of firm performance, the principles and applications of financial mathematics, the time value of money, the law of one price. Net present value types of financing equity, debt capital portfolio theory, relationship between expected risk and returns in financial investments; Financial markets, dividend payouts the choices between debt and equity financing; Portfolio selection of financial securities, private equity, public floats, pricing of assets in the stock market.

BHR 6315 Entrepreneurship development, CU = 3

This course focuses on the entrepreneurial skills associated with starting and running a new small business enterprise. By the end of the course, students should develop wide understanding of entrepreneurship with respect to its roles, function and risks. Course contents: identifying business opportunities, conducting feasibility studies, developing the business plan, evaluating alternative ways of financing new ventures, identifying the appropriate legal form of organization. Purchasing an existing business, acquiring a franchise. History of entrepreneurship, role and functions/values of entrepreneurship, entrepreneurship tasks, risks and hazards, role of entrepreneurship in a national economy. Role of banks and financial institutions in enterprise creation, contribution of government agencies.

BHR 6316 Statistics for management II (Inferential statistics), CU = 3

This course covers the application of statistics in managerial decision-making. By the end of the course, students should be able to collect and organize data into quantities and levels, interpret the results and use the statistical information to make correct managerial decisions about the population. Course content: Sampling and sampling distributions; basic definitions, the need for samples, designing and conducting a sampling study, bias and errors in sampling, non-sampling errors, types of samples; random and non-random samples; Sampling distributions; Sampling distributions of the mean and proportion, sampling distribution of the difference between two means and two proportions; Statistical estimations; basic concepts, point estimators of the mean and proportion, interval estimators of the mean and proportion, interval estimation of the difference between two independent means (concept and formula), Student's t-distribution. Hypothesis testing; basic concepts, steps in hypothesis testing, type I and type II errors (concepts), one tailed & two tailed hypothesis tests, hypothesis testing of population mean, proportion, the difference between two means and two proportions; Chi-square distributions; areas of application, tests for independence between two variables, tests for the equality of several proportions, goodness of fit tests (Binomial, normal, Poisson); Analysis of variance; areas of application, comparison of the mean of more than two populations, variance test; Regression and correlation; linear correlation, the coefficient of correlation, rank correlation coefficient.

BHR 6321 Human resource planning and development, CU = 3

This course focuses on the importance of human resource in the strategic planning process. By the end of the course, students should be able to determine supply and demand of human resource and develop appropriate policies and procedures for modeling the demand based on best practice methodologies. Course content: Basic concepts of HR planning; nature and scope of HRP activities; evaluation/auditing of HRP activities; Human Resource Information Systems (HRIS); implementing HRP strategies; introducing and implementing an HRP program; assessing and forecasting HR needs; Strategic HR planning and development, diversity management/international HRM, succession planning on workforce analytics.

BHR 6322 Strategic management and business policy, CU = 3

This course focuses on business policies as the basis for guiding the management and organization of an enterprise. By the end of the course, students should demonstrate broad understanding of strategic management and business policies and the relationship between them in determining business success. Course content: Introduction to business policy: Strategic decision-making, objectives, missions and values, environmental analysis, meaning of strategic management, meaning of strategy, characteristics of a strategy, characteristics of a strategic decision. Levels of strategic management: Corporate level, mission statement level, the business unit level, the functional unit level. Nature of the strategy: General strategy vs specific strategy. Strategic analysis: Analyzing the environment, types of environment, the simple/stable/static environment, methods of analyzing environmental factors and the complex/dynamic environment. Scenarios or scenario building: how scenario building works, steps in scenario building works, uses of scenario building; structural analysis; methods of structural analysis, structural forces (the threat of entry, power of buyers, the power of sellers, threat of substitutes, competitive rivalry); analyzing resources; methods of analyzing resources capabilities; resource audit, value chain analysis, comparative analysis, balances of resource analysis, SWOT analysis. Stakeholder analysis; strategic options, M.E Porter's generic competitive model, market based strategies.

BHR 6323 Management development systems, CU = 3

This course teaches the concept of management development systems as an important tool in the success of an organization. By the end of the course, students should be able to use training and development as a tool for solving managerial problems, evaluating financial performance and interpreting managerial structures. Course content: Overview of MDS, definition of MDS, importance of MDS, development of MDS strategies, MDS process, MDS approaches and methods, current trends and challenges in MDS, strategic MDS, linkage between MDS and organization/corporate goals. Training and development: Definition of training and

development, training vs. development, inputs of training and development, importance of training, relevance of training to the organization, HR department and human relations, process of training, training philosophy, training needs assessment (TNA), levels of TNA, relevance of TNA to the organization and training department, approaches to training and development, evaluation of training and development programmes. Maximizing learning: Learning organizations, selecting the stage for learning, role of line managers and training and development, role of HR department in training and development. Career management: Concept of career, job security, career security, career planning, career paths, career development, career planning and development methods, challenges in career development, phases in career development, succession development and planning, approaches to succession planning, internal barriers to career advancement, successful career-management practices, individual and organizational perspectives on career planning, and performance. Performance appraisal: Definition of performance appraisal, process of performance appraisal, uses of performance appraisal, methods of appraising employees, responsibility for appraisal, problems in performance appraisal. Organizational development: Definition of O.D, Objectives of O.D, Process of O.D, O.D interventions, O.D strategies.

BHR 6324 Quantitative methods, CU = 3

This course teaches quantitative tools for analysis of various types of management problems. By the end of the course, students should be able to use quantitative tools in analysis of management data. Course content: quantitative analysis approach, categories of business analytics, application of probability theory, to management problems: basic concepts of probability theory, three alternative approaches in probability theory, main rules of probability theory, types of probabilities, main theoretical framework and logic of Bayes' theorem, fundamentals of the concept of probability distribution, probability distribution of a random variable, binomial probability distribution, normal probability distribution, , business forecasting: sales forecasts, technical analysis, forecasting models, mean squared error test, decision making under uncertainty and risk and break even analysis, decision-making problem, alternative types of decision-making environments.

BHR 6325 Public relations, CU = 3

This course covers the theories, principles and procedures of public relations. By the end of the course, students should demonstrate in wisdom understanding of the theories, and principles of effective PR practice. Course content: Foundations of public relations; of public relation publicity; generating publicity role of in informing, persuading and integrating people. Developing a public relations plan (using the mission to identify audience and develop a proper plan. Public relations communication tools; importance of press releases, press conference. Audiences in public relations; internal and external audience, their role and significance. Aspects of public relations; overview of employee relations, community relations. Legal/ethical implication of public relations; lobbying, ethics and conducts in public relations. Human side of public relations; personality types, perceptions, success in PR. Public relations merits and demerits; key considerations in PR expanse. Measuring the effectiveness of public relations; types of evaluations performance of PR function.

BHR 6326 Organizational behavior, CU = 3

This course focuses on orientation and the nature of human behaviour as an individual in a group and, in the organization. By the end of the course, students should be able to recognize, comprehend and evaluate the effect of behaviour on the individual and its impact on organizational performance. Course content: Introduction to organizational behaviour; importance of organizational behaviour, organization behavior, management, key elements of organizational behavior, people, structure, - mechanistic form of organization, organic form of organization. Jobs and tasks, technology. Challenge and opportunities for organizational behaviour; significant problems in management, responding to globalization, empowering people, coping with "temporariness", stimulating innovation and change emergence of the e-organization. Improving ethical behaviour. Person perception; factors influencing perception, characteristics of target, characteristics of situation, making judgment about others. Short cuts in judging others and its application; frequently used short cuts in judging others, methods to overcome biases in perception. Attitude; components of attitudes, sources of attitudes, types of attitudes. Conflict process; types of conflict, conflict management techniques. Leadership theory; trait theories, behaviour theories, situational or contingency theories, transformation leadership. Organizational change process; introduction, organizational forces for change, resistance to change, overcoming resistance to change, approaches to managing organization change.

BHR 6327 Business research methods, CU = 3

This course introduces students to the general terms, principles, theories and practices of research. By the end of the course, students should be able to plan, design, and carry out research, and communicate the findings of the research to the larger audience in an appropriate academic language. Course content: meaning and purpose of business research. Research vs. Other methods of gaining knowledge: experiential, consensus, authority, reasoning, trial and error. Challenges of business research. Types of business research: basic, applied, action research. Ethical issues in business research: informed consent, privacy and confidentiality, anonymity, researchers' responsibility. Business research process: research objectives, questions, hypotheses, the conceptual framework. Introduction to sampling: simple, stratified, systematic, cluster, purposive, accidental, snowball, quota. Quality in business research: validity vs. Reliability. Definitions of face, content, theoretical and construct validities. Reliability: test-retest, parallel forms, split half reliability. Research designs in education: quantitative vs. Qualitative. Experimental designs: true pretest posttest design. Definition and features of export facto, survey: cross-sectional and longitudinal. Case study. Ethnography. Data collection. Definition and application of questionnaire, interview, observation and document analysis. Choosing a data collection method. Advantages and disadvantages of each data collection method. Research proposal and report writing in education (the Amoud manual). Writing a research title. Types of academic documents. Document formatting. In text citations: one, two, three or more authors. Referencing. Tables and figures in academic business document.

BHR 6331 Student Internship, CU = 5

This course is intended to provide students with the practical real work experience in business administration (Accounting/Management) environment. Students are attached to the managers and accountants and work as full time employees for a period of not less than 8 weeks. While the planning is done in the university, execution is accomplished in field, under the direct supervision of a field supervisor, and the university supervisor. as a preparation for internship, students participate in industrial seminars, prior to the actual internship. Industrial internship seminar (field attachment seminar) is designed to train students on basic communication skills, and develop in them the important and necessary practical skills and abilities required in their field of public administration. The seminar will focus on overview of field attachment, importance of internship in public services, communication skills, written communication, (6c's), business letters, cover letter, cv, minute writing, report writing, principles of work place support and filling up the field attachment log book, notice of getting internship opportunity at an organization, organizational structure, history and background

of the internship firm, daily tabulated report, weekly summary report, change of attachment firm, university supervisor's visit, industry based supervisor's evaluation report, logbook report writing, log book report submission and deadlines.

BHR 6411 Strategic human resources management, CU = 3

This course focuses on the fundamental principles and practices of strategic human resource management. It presents SHRM as a practice which all managers working with people must be involved. By the end of the course, students should be able to use SHRM models to project, develop, implement and evaluate SHR actions. Course content: Introduction and definitions of key terms of SHRM; Approaches to strategic human resource management; Strategic human resource process, models of SHRM; Developing implementation and evaluating SHRM strategies; Approaches to SHRM strategy development; SHRM strategy corporate, functional strategies. Power and culture influence on SHRM strategy formulation; SHRM planning and staffing; the role and focus of SHRM strategy; Values and ethics in strategic human resource management.

BHR 6412 Organizational psychology, CU = 3

This course covers the theory and practice of organizational psychology in historical context. By the end of the course, students should demonstrate broad understanding of the contemporary issues that shape the role of psychology in organization and their influence on organizational performance. Course content: Industrial psychology: definition, objectives, relevance and application; Recruitment and selection procedure, methods of recruitment. Organizational citizenship behavior: form of OCB, relevance of OCB, application of OCB, counterproductive behavior, causes, impacts and symptoms. Psychological contract: Features of psychological contract, types of psychological contracts, violation of psychological contract. Job analysis: approaches to job analysis, methods of job analysis, challenges encountered in carrying out job analysis. Personality: types of personality, factors influencing personality, introvert and extrovert personality.

BHR 6413 Human resource consultancy practices, CU = 3

This course covers human resource procurement, finance and accounting. By the end of the course, students should be able to ensure that an organization has the right balance of staff in terms of skills and experience, and use training and development to enhance staff performance. Course content: Consultancy definitions, scope and importance; Overview of consultancy, terminologies used and trends of consultancy; Managing a consultancy assignment, grounding, making contact and Contracting. Proposal writing, nature of proposals, qualities of proposals in consultancy, the consultancy team, the reporting relationship in consultancy, the exit phase; Qualities of an effective consultant, a consultant as an emotional being. Benefits of engaging consultants in organizations, challenges faced in using consultants, way forward.

BHR 6414 Training of trainers in HRM, CU = 3

The course provides a mix of strategic, organizational, managerial, analytical knowledge and skills for one-on-one coaching. By the end of the course, students should demonstrate a comprehensive and deep understanding of the principles, processes, best practices and contemporary issues in TOT. Course content: Organizational and HRM choices on who to hire, how to retain and reward employees, how to develop employee, and how to maximize employee potential. Human factors HRM: adult learning theories, importance of group dynamics; importance of communication skills. Classroom techniques: training structure, training event plan, defining learning objectives. Presentation techniques: the presentation concept, tools and structures for preparing and creating presentations. Practical training: creating and delivering a lesson.

BHR 6415 Reward management, CU = 3

This course covers the rewards and recognition systems in organizations, both domestic and international. By the end of the course, students should be able to design and implement effective reward systems that can maintain employees in an organization. Course content: Meaning of reward, concept of total reward, strategic reward development and implementing reward strategy, reward policies, developing policies and processes to ensure fairness, equity and consistency in reward. Formulating a rewards program, attracting, motivating and retaining, total rewards, compensation and benefits management, performance management, formal and informal rewards, recognition programs. The total rewards model of compensation, benefits, work-life, performance and recognition, development and career opportunities.

BHR 6416 Legal environment of business, CU = 3

This course examines the role of the law on all aspects of business ownership and management. By the end of the course, students should be conversant with the various classifications of the law with the rights and responsibilities imposed on the business community by a legal system. Course content: business careers; key components of a business plan; legal ethics, social justice, conflicts of interest, court procedures, torts, contracts, consumer law, property law, rights of employees and consumers, employment law, problems of discrimination, environmental law, international law, social responsibilities of business.

BHR 6421 Business ethics, CU = 3

This course teaches the ethical and social responsibilities and the need for awareness of social justice in management practice. By the end of the course, students should be able to examine the ethical issues and dilemmas facing the contemporary business world and take appropriate action with an insight on ethical responsibility. Course content: Over view of business ethics: importance of ethics, ethical decision-making, ethical and law. Philosophical foundations of ethical reasoning: teleological theories, deontological theories, human person and ethics; Criteria for evaluating ethical character of actions. Employer – employee relations: Employee rights, employee responsibilities, harassment at work place, equal opportunity and affirmative action. Contemporary ethical issues in business: Classifying; marketing, finance, procurement, environmental issues, whistle blowing and insider trading. Ethical issues in international business: Classifying; ethical relativism, ethical absolutism, wages and working conditions, rules for conducting business abroad, foreign bribery, cultural differences and globalization.

BHR 6422 Organizational development, CU = 3

This course covers the major components of organizational development from evolution to implementing change. By the end of the course, students should be able to define the role of human relations in the change process and use human relations professionals as change agents. Course content: Objectives of O.D programs: O.D assumptions, O.D interventions. Training and development: training needs assessment, process of planned training, methods of training, objectives of training, relationship between training and employee performance. Change and development: Types of change, objectives of change, process of change, Resistance to change, managing resistance to change. Creativity: organizational process of creativity, factors that enhance creativity, factors that kill creativity, relationship between creativity and development. Management by objectives: Steps in MBO process, merits, demerits of MBO, Ways of promoting MBO.

BHR 6423 Organizational conflict management, CU = 3

This course prepares students to work in conflict management positions in or for an organization. By the end of the course, students should be able to design, resolve, analyze, suggest and implement, and redesign conflict management and resolution strategies. Course content: organizational context and structure, leadership and communication styles, sources of workplace disputes. Conflict definition, transitions in conflict thought, faces of conflict, major conflict triggers, conflicting situations, conflict resolution styles, choosing the style, assessing effectiveness of strategy, redesigning a resolution strategy, effective resolution and management strategies.

BHR 6424 Performance management, CU = 3

This course presents performance management system as tool for achieving short and long term organizational goals. By the end of the course, students should be able to use performance management as a basis for planning, facilitating, assessing and improving individual and organizational performance. Course content: Basis of performance management; the nature, background, aims, characteristics, concerns and guiding principles of performance management, differences between performance management and performance appraisals, performance management process, managing expectations, objectives and performance measures, managing performance throughout the year; continuing process of performance management, updating objectives and work plans, managing continuous learning, managing under performers. Introducing and evaluating performance management; where and how performance management should be introduced, who should be covered, who should be involved, pilot tests, preparing briefing papers, how to monitor and evaluate performance.

BHR 6425 Project planning and management, CU = 3

This course teaches the fundamentals of project planning and management. By the end of the course, the student should display a broad understanding of the theories, principles and practices of project analyses, and the capacity to design, implement, manage and evaluate a finance project. Course content: project and project stake holders: understanding project management, project manager, project team, project stakeholder. Project phases: the project life cycle, defining phase, planning phase, implementing phase, controlling phase, completing phase. Project scope: meaning of project scope, process, defining key issues, determining performance drivers, scope creep and scope change, avoiding scope creep. Project feasibility and appraisal: feasibility study, investment appraisal techniques, NPV, IRR, comparison of NPV and IRR. Sensitivity and capital rationing: risk and uncertainty, uncertainty and sensitivity analysis, risk and scenario analysis, capital rationing and profitability index. Project tools and techniques: determining the work breakdown structure, estimating timing and task duration, determining requirements – a resource checklist, sequencing work. Project budget and risk management: project budget, project risk management. Project monitoring, termination and reporting: project monitoring, reporting progress, project termination decision, and project report.

BHR 6426 Senior essay in HRM, CU = 3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

3. BUSINESS MANAGEMNT (PROJECT MANAGEMENT)

3.1 Bachelor of Project Management and planing

3.3.1 Programme Background and Rationale

A developing country like Somaliland needs managers who can plan, implement and complete projects with desired results on time and within budget; who can use project management systems and tools to create clear project missions and goals; and who can take the society forward through accurately estimating project time and costs, and employing project quality management measures to ensure the success of a project. Several NGOs are implementing development projects in the country, but there are not yet sufficient numbers of highly qualified local personnel to run such projects. This programme is intended to fill this gap through training local specialists in planning and management of diverse kinds of projects. Project management has become a requirement for professionals in many fields, and many employers now identify project management skill as vital for corporate success. In this

way, the programme represents a strategic tool for the development and sustainability of all development projects in the country and around the region.

This bachelor of project management and planning programme is conceived out of the conviction that all managers need project management skills irrespective of their fields. This programme will therefore produce project managers and project teams with the essential tools necessary to deliver successful projects on time, on budget and scope, and produce people who can ensure that development projects are efficiently and effectively planned and managed to aid industrialization of the country. It presents technical skills to enable its graduates visualize and concretize project planning and development, and to augment technical elements of a program or a project with complementary models and skills, especially those dealing with managing for results vis-à-vis time deadlines, meeting clients' legitimate demands and adaptation to changing environments.

The several NGOs development projects implemented in the country are basically using and relying on imported specialized labor such development projects and specialized projects are on the rise and are set to increase for foreseeable future, but the pool of local talent to manage such project is thin. This programme is a response to this gap. Through implementing this bachelor of business administration (project management) programme, Amoud University hopes and intends to produce sufficient numbers of practical project managers for the country and the region. Further, the University hopes to contribute to industrialization and national development, through efficient and professional project management, since projects are now the main funding routes for most development aids in the country. This degree shall build knowledge and skills in the planning and management of development projects and programs; and provide an excellent basis for career enhancement or conversion of those with interest and experience in projects for development. The programme focuses on development projects in all sectors.

3.2 Programme Objectives

3.2.1 General Objective

The overall objective of this programme is to produce high quality manpower with improved planning, design and implementation of development programs, and with high technical knowledge of identification and management of project that contribute to realization of the desired outcomes from activities systematically arranged to meet identified needs in all areas of development.

3.2.2 Specific Objectives

By the end of the programme, students should be able to:

1. Conceive, start and develop projects by effectively employing analytical tools, principles and concepts of project identification, appraisal, implementation and review.
2. Identify the needs of particular areas or people, develop projects to meet those needs and implement such projects effectively according to plans.
3. Design and use suitable methodologies, approaches and tools to monitor and evaluate the performance and impact of development interventions.
4. Do research and develop projects focused on solving identified needs/ problems at the local, national and global developmental goals.

3.3 Target Groups and Outcomes

3.3.1 Target Groups

This programme is particularly intended for:

1. Diploma graduates in general management and related fields who wish to gain specialized qualifications in project management methods and techniques.
2. Managers of projects in the private and public sectors, as well as aspiring managers who wish to acquire modern and improved skills in the development and administration of projects, and a wider understanding for successful development and effective management of projects.

3. Persons who want to maximize their time and increase their return on investment through professional use of project management techniques.
4. Qualified GCSE graduates who aspire to become managers of projects in particular.

3.3.2 Expected Programme Outcomes

Graduates of this programme should be:

1. Expert consultants in planning and implementation of projects of all types and for all kinds of clients, both in the local and internal contexts.
2. Employees of public and private institutions in charge of projects of those institutions.
3. Consultants, advisors and guides in strategic management, project procurement, project risk assessment and management for all types of projects for local and international organizations, both public and private.
4. Practitioners and managers of personal projects at all levels and in all setting for self-employments.

3.4 Programme Resources

3.4.1 Staff, Facilities and Equipment

The faculty of business and management science and the department of project management have adequate staff, teaching facilities, and time to effectively and efficiently deliver this programme. The faculty and the department have adequately qualified staff but, the faculty shall also engage staff from other academic units in the university and elsewhere, in the form of guest speakers, part-time lecturers and visiting lecturers. The faculty and the department have adequate modern facilities and equipment for use in the programme. The main library has adequate collection of relevant titles in project management. The faculty has adequate lecture halls and reading spaces that can accommodate all students at all times.

3.4.2 Funding

The programme of Bachelors of Business Management (project management) shall be sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme of bachelors of business administration. However, if and when, additional funds are available, they shall be dispensed according to the university financial policies.

3.5 Course List for Bachelor of Project Management and planning

The programme for the bachelor of project management and planning shall be fully covered with the following 47 courses. All courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre-calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
BPM 6121	Introduction to economics	3
BPM 6122	Introduction management	3
BPM 6123	Statistics for management I (Descriptive statistics)	3
BPM 6124	Financial accounting I (Fundamentals of financial accounting)	3
BPM 6211	Introduction to business	3
BPM 6212	Fundamentals of project management	3
BPM 6213	Macro-economics	3
BPM 6214	Communications skills I	

	(Fundamental of business communication)	3
BPM 6215	Rural development project management	3
BPM 6216	Mathematical methods	3
BPM 6221	Project procurement management	3
BPM 6222	Project planning and control	3
BPM 6223	Principles of marketing	3
BPM 6224	Business law	3
BPM 6225	Project analysis and selection	3
BPM 6226	Statistics management II (Inferential statistics)	3
BPM 6311	Project stakeholders management	3
BPM 6312	Project leadership and conflict management	3
BPM 6313	Ethics in project management	3
BPM 6314	Human resource management	3
BPM 6315	Money and banking	3
BPM 6316	Organizational behavior	3
BPM 6321	Project monitoring and evaluation	3
BPM 6322	Project tools and techniques	3
BPM 6323	Project risk management	3
BPM 6324	Business research methodologies	3
BPM 6325	Operations management	3
BPM 6326	Management information systems	3
BPM 6411	Project implementation	3
BPM 6412	Project software management	3
BPM 6413	Financial management	3
BPM 6414	Total quality management	3
BPM 6415	Strategic management	3
BPM 6416	Communication skills II (Advanced business communication)	3
BPM 6421	Project negotiation and change management	3
BPM 6422	Project proposal and report writing	3
BPM 6423	Project impact and environmental assessment	3
BPM 6424	NGO management	3
BPM 6425	Entrepreneurship skills	3
BPM6426	Senior essay in BPM	3

3.6 Regulations for Bachelor of Business Management (Project Management)

3.6.1 General Regulations

General University regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

3.6.2 Admission Requirements

This bachelor of business management (project management) programme is best suited for students with high analytical thinking ability. To qualify for admission into the programme of bachelors of business management (project management), an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University, and attain a GPA of at least 2.00.
3. Meet other conditions as spelt out by the faculty of business administration and the department of project management, with approval of Senate.

3.6.2 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am 4.30 pm from Saturday to Thursday.
2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the Faculty of business and public administration and department of project management, and approved by Senate.

3.7 The Curriculum

3.7.1 Programme Duration

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks, or other modes as appropriately structured by the faculty of business and public administration and department of project management, and approved by Senate.

3.7.2 Programme Modalities

The programme shall be conducted by course work, examinations and project, based on credit units. The last two weeks of each semester of each academic year shall normally be used for end of semester examinations. Further,

1. A student shall take foundation/general courses in English, mathematics, science, Arabic, Islamic studies during the first one year in the freshmen programme. The freshman programme also acts as a gateway to full admission into the bachelor of project management programme.
2. A student shall come up with a well written project in the area of project management during the senior year of study.

3.7.3 Curriculum Plan

The programmer shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks in a period of four (4) academic years on full time; or on part time as structured by the faculty of business and public administration, and the department project management, and approved by Senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	45	0	0	0	45	3
BPM 6121	Introduction to economics	45	0	0	0	45	3
BPM 6122	Introduction to management	45	0	0	0	45	3
BPM 6123	Statistics for management I(Descriptive statistics)	45	0	0	0	45	3
BPM 6124	Financial accounting I (Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6211	Introduction to business	45	0	0	0	45	3
BPM 6212	Fundamental of project management	45	0	0	0	45	3
BPM 6213	Macro-economics	45	0	0	0	45	3
BPM 6214	Communications skills I (Introduction of business communication)	45	0	0	0	45	3
BPM 6215	Rural development project management	45	0	0	0	45	3
BPM 6216	Mathematical methods	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6221	Project procurement management	45	0	0	0	45	3
BPM 6222	Project planning and controlling	45	0	0	0	45	3
BPM 6223	Principles of marketing	45	0	0	0	45	3
BPM 6224	Business law	45	0	0	0	45	3
BPM 6225	Project analysis and selection	45	0	0	0	45	3
BPM 6226	Statistics for management II (Inferential statistics)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester I							

Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6311	Project stakeholders management	45	0	0	0	45	3
BPM 6312	Project leadership and conflict management	45	0	0	0	45	3
BPM 6313	Ethics in project management	45	0	0	0	45	3
BPM 6314	Human resource management	45	0	0	0	45	3
BPM 6315	Money and banking	45	0	0	0	45	3
BPM 6316	Organizational behavior	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6321	Project monitoring and evaluation	45	0	0	0	45	3
BPM 6322	Project tools and techniques	45	0	0	0	45	3
BPM 6323	Project risk management	45	0	0	0	45	3
BPM 6324	Research methodology	45	0	0	0	45	3
BPM 6325	Operations management	45	0	0	0	45	3
BPM 6326	Management information systems	45	0	0	0	45	3
Total		270	0	0	0	270	18
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6411	Project implementation	45	0	0	0	45	3
BPM 6412	Project software management	45	0	0	0	45	3
BPM 6413	Financial management	45	0	0	0	45	3
BPM 6414	Total quality management	45	0	0	0	45	3
BPM 6415	Strategic management	45	0	0	0	45	3
BPM 6416	Communication skills II (Advanced business communication)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Senior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPM 6421	Project negotiation and change management	45	0	0	0	45	3
BPM 6422	Project proposal and report writing	30	30	0	0	60	3
BPM 6423	Project impact and environmental assessment	45	0	0	0	45	3
BPM 6424	NGO management	45	0	0	0	45	3
BPM 6425	Entrepreneurship skills	45	0	0	0	45	3
BPM 6426	Senior essay in project management	45	0	0	0	45	3
Total		285	0	0	0	285	18
Grand Total		2085	30	45	0	115	141

3.8 Programme Assessment and Evaluation

3.8.1 University Examinations

1. The general rules and regulations governing Amoud University examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.

- For each course, the total mark shall be arrived at by adding the two aforementioned.

3.8.2 Progressive Assessment

- Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term and final examinations.
- A student is required to attend at least 75% of a respective course in order to qualify to sit for the end of semester examination

3.8.3 Grading System

- Each course in the bachelor of public administration programme will be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80- 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

- All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows:

CGPA	Evaluation
3.68 - 4.00	Excellent
3.33 - 3.67	Very Good
3.00 - 3.32	Good
2.00 - 2.99	Satisfactory
Below 3.00	Fail

3.9 Route to Award of Bachelor of Business Management (Project Management)

3.9.1 Progression through the Programme

- A student shall get the Normal Progress (NP) status when (s) he has passed all the specified courses and has obtained a GPA of at least 2.00.
- A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s) he has failed a course or courses and/or the GPA falls below 2.0.
- A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade "D", or failed some course/s, and CGPA is less than 3.50.

3.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if (s) he had failed it before.

3.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next level if his/her CGPA is less than 3.00; or if (s) he has failed at least 50% of the courses in the academic year. Such a student shall repeat the academic year.

3.9.4 Discontinuation

A student shall be discontinued from the programme if (s)he obtains a CGPA of less than 3.00 for two consecutive academic years, other factors notwithstanding.

3.10 Completion and Award of Bachelor of Business Management (Project Management)

A student who has passed all courses with a GPA of at least 3.0, and has earned at least 138 credit units, and has no other outstanding issues with the University shall be awarded the

degree of **Bachelor of Business Administration (Project Management)** so long as the CGPA is not less than two (2).

3.11 Course Descriptions for the Bachelor Business Management in Project Management FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning. Recognizing author's purpose, ignoring unknown words. Making inferences, recognizing signal words. Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyze, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration, leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometaphase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114, CU = 3 الأهداف العامة لمادة اللغة العربية: اللغة العربية

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، إستعمال الألفاظ والتراكيب إستمالاً سليماً، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً، التحدث السليم من الأخطاء النحوية واللغوية، الإعتزاز باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدراك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرآته وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعامة عن تطبيق الامثلة والتطبيقات المفيدة والبليغ، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبه على أبواب الإشتقاق وإستعمال المعاني. مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات الاسم، علامات الفعل، الحرف. الإعراب: تعريف الإعراب والبناء، أنواع الإعراب، المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه، المعربات بالحروف. الفاعل: تعريف الفاعل، أقسام الفاعل: المبتدأ والخبر: تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، أنواع مفعول به. القراءة: بر عمر بن الخطاب، أبوا عيبة عامر بن الجراح، قاض نكي، من حكم الإمام علي رضي الله عنه، الشخصية المسلمة، ماهي الوطنية، الامثال والحكم العربية، قصة حلم معن بن زائدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

FRM 6122, CU = 3 تعريف المادة: التربية الاسلامي.

اعداد المسلم إعداداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق سلامة الفهم لكتاب الله، وإتقان قراءته من (1) التربية التي جاء بها الإسلام.. بعض الأهداف العامة: ربط الإسلام بالحياة الواقعية (2). حيث ضبط الحركات والساكنات، وإخراج الحروف من مخارجها لحل مشكلاتها، إذ أن الإسلام ليس مجرد دين يربط الإنسان بربه فحسب، وإنما هو نظام الحياة

عصمة (3). الكامل، لتنظيم العلاقات بين الإنسان وأخيه الإنسان في مختلف المجالات الحيوية الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة المستوردة، فحينما يتبين لهم الطريق أن يعرف الطالب (4). السليم لا يتركونه إلى غيره، إذ شتان بين توجيه الخالق وتوجيه المخلوق أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع المجالات الدراسية دليل فهم واستيعاب، أما في الدين فهي ليست مقياس تدين، وإنما التدين الصادق هو السلوك متابعة تحقيق الولاء لله وحده، وجعل (5). الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم (6) بعض الأهداف الخاصة: الأعمال خالصة لوجهه، ومستقيمة في كافة جوانبها على شرعه العقيدة الإسلامية التي تستقيم بها نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية، والثقافة التي تجعله تمكين الانتماء الحي لأمة الإسلام (7). بالإسلام، وقادر على الدعوة إليه، والدفاع عنه يعتز الحاملة لرؤية التوحيد، وتحقيق الوفاء للأمة، مما يوافق هذا السن من اتساع في الأفق، وتطلع تعهد قدرات الطالب واستعداداته المختلفة التي تظهر في هذه الفترة، وتوجيهها (8). إلى العلياء تنمية التفكير (9). وما تحققها أهداف التربية الإسلامية في مفهومها العام وفق ما بنا سبها العلمي لدى الطالب، وتعميق روح البحث والتجريب، والتتبع المنهجي، واستخدام المراجع، إتاحة الفرصة أمام الطالب القادر، وإعداده لمواصلة (10). والتعود على الطرق الدراسية السليمة تهيئة الطالب للعمل في ميادين (11). الدراسة بمستوياتها المختلفة، وفي جميع التخصصات إسلامية سليمة وإكسابه فضيلة الحياة بمستوى لائق، وتحقيق الوعي الأسري لبناء أسرة المطالعة النافعة، والرغبة في الازدياد من العلم النافع، والعمل الصالح، واستغلال أوقات الفراغ تكوين الوعي الإيجابي لدى الطالب ليواجه به الأفكار الهدامة والاتجاهات (12). في وجه مفيد المضللة.

BPM 6121 Introduction to economics, CU = 3

This course prepares students to think like economists. By the end of the course, students should be able to explain fundamental terms in economics. Course content: How people make decisions, how people interact, how the economy as a whole works, economic perspectives, theories, principals and models, branches of economics, economizing problem at individual and societal levels, concepts of supply, demand, market equilibrium and assessing the national income accounts.

BPM 6122 Introduction to management, CU = 3

This course provides an overview of management and its roles and functions in organizations and society. By the end of the course, students should demonstrate mastery of the analytical and technical managerial skills for improving organizations performance. Course content: Management overview; definition and nature of management, significance of management, is management profession? Management functions, managers and levels of management, management skills and managerial roles. The development of management thought: Contributors to management thought, historical forces shaping management, schools of management thought, the classical school. Manager's environment: external environment, macro environment factors, task environment, internal environment. Planning and decision- making: Definition and nature of planning, importance of planning, organizational objectives, the planning process. Decision making: Nature of decision-making, decision-making process, types of decision-making, decision-making under different conditions, making plans effective, barriers to planning, organizing, staffing, leading, controlling, in a business organization. Managing and being managed, management theory: what managers do and how they do it. Change and external environments, corporate success. Theories of management.

BPM 6213 Statistics for management I (Descriptive statistics), CU = 3

This course focuses on descriptive statistics with abbreviated introduction to inferential statistics. By the end of the course, students should be able to collect data, organize and summarize the data in numerical form for use in decision-making. Course content: the function of statistics, types of statistical data, methods of data collection, type of frequency distribution, graphical presentation of data, types of mean, mode, median, variance and standard deviation, linear regression, basic concepts of probability. The mean, variance and standard deviation of a discrete probability distribution.

BPM 6224 Financial accounting I (Introduction to financial accounting), CU = 3

This course introduces measuring and reporting issues related to assets and liabilities and preparing financial statements. By the end of course, students should be able to use accounting information as a tool for evaluating financial performance, interpreting financial structure and solving managerial problems. Course content: what is accounting, financial reporting, general accepted accounting principle (GAAP), forms of business organization, financial statement, effects of business transaction, use of financial statement by outsiders, careers in accounting? Recording change in financial position: the ledger, the journal, the accounting cycle, journal- ledger and accounting equation. Measuring business income and completion of the accounting cycle: what is net income, adjusting entries, preparing a Set of financial statements, closing the temporary accounts? Year end: the "busy season", adjusting entries, types of adjusting entries, preparing the statement. Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of a merchandising company, transaction relating to sales. Accounting system, internal control and audits: financial assets: cash, short term investment, account receivable.

BPM 6211 Introduction to business, CU = 3

This course covers the facets of the private enterprise system and of the businesses that operate within its framework. By the end of the course, students should acquire broad understanding of the business arena and of the operating principles needed in any business enterprise. Course content: Business products, services and brands: what is a product? Product and service decisions, service marketing, brand strategy. Pricing and pricing strategy: what is a price, major pricing strategies, new product pricing strategies, product mix pricing strategy, price adjustment, price changes. Marketing channels: nature and importance of marketing channels, channel behavior and organization, channel design decision, and channel management decision. Retailing and wholesaling: Personal selling, sales promotion: managing the sales force, personal selling process. Advertising, public relations

BPM 6212 Fundamentals of project management, CU = 3

This course teaches the fundamentals of project planning and management. By the end of the course, the student should display a broad understanding of the theories, principles and practices of project analyses, and the capacity to design, implement, manage and evaluate a finance project. Course content: project and project stake holders: understanding project management, project manager, project team, project stakeholder. Project phases: the project life cycle, defining phase, planning phase, implementing phase, controlling phase, completing phase. Project scope: meaning of project scope, process, defining key issues, determining performance drivers, scope creep and scope change, avoiding scope creep. Project feasibility and appraisal: feasibility study, investment appraisal techniques, NPV, IRR, comparison of NPV and IRR. Sensitivity and capital rationing: risk and uncertainty, uncertainty and sensitivity analysis, risk and scenario analysis, capital rationing and profitability index. Project tools and techniques: determining the work breakdown structure, estimating timing and task duration, determining requirements - a resource checklist, sequencing work. Project budget and risk management: project budget, project risk management. Project monitoring, termination and reporting: project monitoring, reporting progress, project termination decision, and project report.

BPM 6213 Macro-economics, CU = 3

This course teaches contemporary issues in macro-economic development. By the end of the course, students should be able represent macro-economic concepts graphically and through mathematical equations. Course content: overview of economics. Economic goods and services. Four economic resources, basic economic questions, basic kinds of economic systems. Measuring a nation's income; gross domestic product (GDP), GDP vs. GNP, real vs nominal GDP, GDP deflator. Business cycle, unemployment and inflation; meaning of business cycle, phases of business cycle, causes of business cycle, definition of unemployment, measuring unemployment, types and solutions of unemployment, meaning of inflation. Types of inflation, consequences of inflation, beneficiaries of inflation. Government and the economy: public goods and services, role of government, levels of Gov't spending, reasons of increasing Gov't spending. Tax, purpose of taxation "four Rs. Principles of taxation, classification of taxes. Fiscal policy, budget deficit and national debt; the origin of fiscal policy, objectives of the fiscal policy, automatic fiscal stabilizers, discretionary fiscal policy, fiscal policy and central budget. Money and banking: what is money, functions of money, characteristics of money, types of money, development of banks and banking, commercial banks. Central bank and monetary policy: The bank of Somaliland, departments of the bank, operations of the bank, Somaliland currency, monetary policy, aims of monetary policy

BPM 6214 Communications skills I (Fundamentals of business communication), CU = 3

This course focuses on the various rhetorical modes necessary for effective business communication. By the end of course, students should be to communicate effectively, orally and in writing. Course content: Importance of communication in today's workplace; communication matters, communicating as a professional, the communication process, ethical communication, communicating in diversity, using technology in business communication. Business writing styles; adapting to the audience, composing message, using technology to compose and shape the message; avoiding pitfalls to sentence length, passive voice, specific words, concrete words, repetition, impersonal style. Longer business messages; understanding and planning reports and proposals, writing and completing reports and proposals, developing oral and online presentations. Business memos; heading, purpose, body, conclusion, closing, carbon copy "cc", common types of memos. Business correspondence; E-mails; When and how to write an e-mail, etiquettes of e-mailing. Personal business documents; employee request, congratulations and appreciation. Persuasive messages; persuasive requests for action, persuasive presentation of ideas, persuasive claims and requests for adjustments.

BPM 6215 Rural development project management, CU = 3

This course teaches rural development approaches, constraints, opportunities and livelihood options. By the end of the course, students should develop a broad understanding of the science of rural development and the approaches and techniques of rural development with respect to rural projects, poverty and rural food security and livelihoods. Course content: Concept, meaning, importance of rural development; objectives and principles of rural development; driving forces development; Approaches to rural development-Participatory rural appraisal (PRA): introduction to PRA, importance, objectives of PRA, key principles of PRA, good features of PRA, steps in conducting PRA exercises, the PRA tool; Problems in rural areas, characteristics of rural areas, differences between rural and urban settlements; indicators of rural development; challenges facing rural areas in Somaliland and intervention projects and methods. Rural poverty: types, causes, impact and strategies for poverty reduction; role of agriculture in rural development, constraints to sustainable agriculture, proposed interventions to agriculture and rural development programmes in Somaliland; Rural enterprise development; Food security and rural livelihoods: meaning of food security, elements of security (availability, access, utilization and stability); Food insecurity in Somaliland rural areas and intervention projects; Livelihood approach: meaning, livelihood

elements with sustainable livelihood framework, livelihood options in rural areas; rural policy and institutions.

BPM 6216 Mathematical methods, CU = 3

This course covers the mathematical basis for personal and business financial decisions. By the end of the course, students should be able to use arithmetic ratios, algebra and graphs to make management decisions in business. Course content: Number system, ratio, rate, proportion, decimals, fractions and percentages. Mathematics of finance; profit, discount, mark-up, commission, simple interest, compound interest, appreciation, depreciation, inflation; Systems of Equations and Inequalities: Equations of one variable, equations of two variables, graphing, inequalities of one variable, inequalities of two variables; linear programming, optimization and functional modeling. Business calculus: differentiation, rules of differentiation, anti-derivatives; applications of calculus to business and economics: Increasing and decreasing functions, concavity and points of inflection, curve sketching, optimization problems, marginal analysis.

BPM 6221 Project procurement management, CU = 3

This course teaches a systematic approach to procurement management. By the end of the course, students should be able to plan, conduct and control project procurement from the perspective of both buyers and sellers. Course content: Meaning of project procurement management, project manager as a seller and as a buyer, procurement delegation authority "PDA", centralized vs. decentralized procurement, planning for project procurement, scope of procurement: Defining project scope, make or buy analysis, matching procurement requirement with market availability, and the impact of procurement. Corporate teaming arrangement: What is corporate teaming agreement/alliance/arrangements, teaming agreement, partnership, partner, and joint venture; models for teaming agreement and law implications for teaming agreement. Project procurement risks: Risk identification, risk assessment, and risk management and planning. Selection of contract types: Cost contract, cost sharing contract, time and contract. The procurement plan: Definition of scope, deciding what to procure, scheduling, deciding when to procure, budgeting, risk assessment, contract award and close. Legal aspects of project procurement: An overview of contract law, request for proposal, planning for evaluation. Solicitation of seller proposal: Qualifier seller lists, bidder conferences, sole sourcing vs. single sourcing, responding to seller's questions solicitation, lesson-end activities. Source selection and contract award terms: Ethics in procurement, price analysis, cost analysis independent cost estimate, issues for negotiation, forming. Procurement teams, contract award. Close-out conditions: Termination of the contractual relationship, settlement of seller claims, project close-out checklist.

BPM 6222 Project planning and control, CU = 3

This course teaches the planning and controlling techniques for project success. By the end of the course, students should be able to use project tools and framework to keep a project on track and ensure that the project is performing in a manner that will lead to success. Course content: Project planning and controlling: Overview of planning and controlling: meaning of planning, planning process, elements of planning in project controls. Strategy planning: meaning of strategy, types of strategies, strategic process, levels of strategies in project controls. Planning project and scope: define planning, scope of planning, and requirements of planning. Planning of project schedule management: project schedule, activity planning, tools and techniques of planning by using network diagrams and gaunt charts. Planning of project resources, cost, and procurement: resource distributions plans, cost and management. Planning quality and risk management: meaning of quality, quality planning and tools of quality measurements. Planning for communication and stakeholder management, managing execution of project work, monitoring and controlling the project work, monitoring and controlling the project scope, schedule, and resources

BPM 6223 Principles of marketing, CU = 3

This course teaches the principles, concepts and theories of marketing, and how they are

applied in real life. By the end of course, students should develop broad understanding of marketing and its principles and theories, and basic skills for effective marketing. Course content: current trends, changes and controversies in modern marketing. Role of marketing: its importance in contemporary organizations and society. Marketing principles, concepts and models. Marketing mix, the marketing environment, consumer buying behaviors, types of markets, product decision, product development, branding and packaging, pricing decisions, factors influencing pricing, pricing techniques, distribution decision: channel and physical distribution decision, Promotion decision: types of promotional messages and media.

BPM 6224 Business law, CU = 3

This course teaches the fundamental laws that apply to all business areas. By the end of the course, students should be able to classify, synthesize and apply basic legal frameworks to all business operations. Course content: Legal fundamentals: Overview of law, business law versus business ethics, categories of law, systems of law, sources of law, constitution, legislation and courts, court system, litigation process, administrative tribunals. Contract law: entering into a contract; elements of a valid contract, privities of contract, assignment of contractual rights, the requirement of writing, interpreting a contract, contractual defects, discharge of contract, breach of contract. Law of insurance: Law of tort: managing the tort law, general principles of tort law, intentional torts, negligence torts, torts from business operations. Forms of business organizations: agency relationship, legal forms of business, corporate law, formation and operation of Multinational Corporation, corporate merger and acquisition. Bankruptcy law, business ethics and corporate social responsibility: Law of employment, landlord and tenants, personal property and bailment. Negotiable Instrument: creation and transfer of negotiable instrument, holder in due course and liability, check and digital banking. Debtor-creditor relationship: credit, secured transaction and surety agreement, bankruptcy and reorganization. Property rights: real property, personal property, intellectual property; copyright, trademark, patents, industrial designs, remedies for infringement of intellectual property rights.

BPM 6225 Project analysis and selection, CU = 3

This course introduces students to the subject of project analysis and selection as an anchor of effective project management and evaluation. By the end of the course, students should be able to analyze and select appropriate projects for specific context. Course content: introduction to scenario and sensitivity analysis, project management decision analysis, project feasibility studies, project selection, technical analysis, project selection methods, (benefit measurement methods, benefit/cost ratio, economic model, scoring model in project management, payback period, net present value, discounted cash flow, internal rate Of return) measurement of project's impact, costs-benefit analysis methodologies, financial analysis of projects and project selection process.

BPM 6226 Statistics for Management II (Inferential statistics), CU = 3

This course introduces students to the application of inferential statistics in managerial decision-making. By the end of this course, students should be able to select a representative sample and through the use of hypotheses, understand the population from the sample. Course content: Sampling and sampling distributions; basic definitions, the need for samples, designing and conducting a sampling study, bias and errors in sampling, non-sampling errors, types of samples- random and non-random samples. Sampling distributions; Sampling distributions of the mean and proportion, sampling distribution of the difference between two means and two proportions. Statistical estimations; basic concepts, point estimators of the mean and proportion, interval estimators of the mean and proportion, interval estimation of the difference between two independent means (concept and formula), Student's t-distribution. Hypothesis testing; basic concepts, steps in hypothesis testing, type I and type II errors (concepts), one tailed and two tailed hypothesis tests, hypothesis testing of population

mean, proportion, the difference between two means and two proportions. Chi-square distributions; areas of application, tests for independence between two variables, tests for the equality of several proportions, goodness-of-fit tests (Binomial, normal, Poisson). Analysis of variance; areas of application, comparison of the mean of more than two populations, variance test. Regression and correlation; linear correlation, the coefficient of correlation, rank correlation coefficient. Simple linear regression; curve fitting, the method of least square, r^2 . Application in business management.

BPM 6311 Project stakeholders management, CU = 3

This course teaches how to relate and participate with different types of stakeholders to attain project success. By the end of the course, students should be able to apply the right theories, principles, and practices to ensure effective and efficient participation of stakeholders in a project. Course content: Stakeholder management overview, who is a stakeholder, balancing approach, the project management institute. Categorizing stakeholders: benefits of categorizing, dimensions of categorization, stakeholder engagement assessment matrix, and stakeholder management plan. Prioritizing stakeholders: power and interest, power and influence, power and knowledge, custom matrices, the stakeholders register. Stakeholder groups: project team members, team stakeholders, the extended project management team, the watch-outs. Executive stakeholders: Who they are, watch-outs. Other stakeholders: External stakeholders, stakeholders subject to change, phantom stakeholders. Stakeholders' communication and conflict: Stakeholder communication plan, stakeholder communication channels. Managing difficult stakeholder: Categorizing difficult stakeholders, proceeding without the executive sponsor, positive attitude.

BPM 6312 Project leadership and conflict management, CU = 3

This course deals with conflict situations, expectations and management of self and others in difficult situations. By the end of the course, students should develop broad conceptualization of the nature of conflicts, their positive and negative effects and their management. Course content: Overview of project leadership: Project leadership definition, leadership orientation, leadership skills, leadership vs. management, management styles, functions of management, Trait theory, Fiedler's contingency model, the leaders window. Influences of communication on a project manager, influence on styles, power and the project manager. Individual vs. group leadership, personal responsibility in conflict management, role of leadership in conflict management. Motivation: Overview, motivation theories, motivating under-performing team members, rewards and behavior, creating a motivation plan, Vroom's expectancy theory. Building effective teams: Team roles, stages of project team development, functional teams, coaching team members. Change management: What is change management, being an organizational change agent, influencers of change, stages of organizational change, strategies to manage change, types of resistance to change. Handling conflict: What is conflict? Constructive conflict vs. destructive conflict, conflict reactions to avoid, conflict resolution techniques, staying calm in conflict situations, what is negotiation? Attitudes about negotiation, negotiation requirements, formal project negotiation planning. Conflict resolution methods/techniques, style choice, conflict identification, conflict intensity, conflict management strategies, conflict styles (Thomas-Kilmann model), types of conflict, conflict management process, influencing and assertive styles, conflict resolution activities. Ethics and Leadership: Ethics and values, personal and business ethics, project management institute code of ethics and professional conduct.

BPM 6313 Ethics in project management, CU = 3

This course prepares students to become responsible moral agents, competent and humane professionals and informed and engaged citizens in any project management. By the end of the course, students should acquire the conceptual tools to make autonomous, informed, comprehensive and coherent judgments about personal, professional and public ethical project related issues. Course content: Overview and definition of terms; ethics, misperception

of ethics, key factors, common terminology in ethics. Project management code of ethics: benefits, and categories of principle. The ethical trends and challenges confronting project manager: Global trends, adapting global trends, conflicting laws and regulations, conflict of interest. Conflict resolution: Managing conflict, problem solving. Ethics and laws: Relationship between ethics and laws, and key legal terms. Ethics, globalization and project management: Important factors, challenges, and key actions. Making Ethics Reality: The mark of an ethical project manager. Ethics and project governance: Governance, controls, and effective risk management.

BPM 6314 Human resource management, CU = 3

This course provides a condensed version of human resource management. By the end of course, students should be well conversant with the basic HRM practices for improved organization performance. Course content: Definition and nature of HRM, importance of HR, evolution and development of HRM, purpose and objective of HRM, the philosophy of HRM, roles of line managers and HR professionals, personnel management Vs HRM, environmental challenges of HRM, job analysis, job description and job specification, methods of collecting job analysis data, steps in job analysis, uses of job analysis information, job design, techniques of job design. Definition of HR planning, importance of HR planning. HR planning process, meaning of recruitment, features of recruitment, sources of recruitment, influences on recruitment, methods of recruitment. Definition of selection, significance of employee selection, selection criteria, selection process, environmental factors affecting selection process. Orientation/ induction meaning of orientation, purpose of orientation, steps in induction program, socialization, placement. Definition of performance management, performance measurement criteria, approaches to measuring performance, performance appraisal (PA), purpose of performance appraisal, who appraises employee performance, performance appraisal process, performance appraisal methods, performance appraising, problems and solutions, Meaning of training and development, objective of training and development, process of training needs assessment and development needs, management development, career development. Compensation: Importance of compensation, compensation policies, factors affecting compensation decision. Grievance procedure: Disciplinary issues, collective bargaining. HR maintenance, promotion transfer, demotion, discharge, resignation, lay off and retrenchment, retirement, leave and absenteeism.

BPM 6315 Money and banking, CU = 3

This course teaches proactive accounting for improved analysis and design of AIS and overall business net worth. By the end of the course, students should be conversant with security issues which affect internal accounting systems, financial record and reporting. Course content: Economics of financial intermediaries: Role of financial intermediaries, pool saving, diversifying risks, providing liquidity, moral hazards. Depository institution: Banks and bank management: Balance sheet of commercial banks, sources of funds, bank capital and profitability, interest rate risk, trade risk and other risks. Financial industry structure: Globalization of banking, the future of banks, insurance companies, pension funds, security firms and non-depository institutions. Regulating the financial system. The government safety net, sources and consequence of runs, panics, and crises, disclosure requirements, restriction on competition. Central banks in the world today: How the bank originated and its role today, primary objective of the central bank, the need for accountability and transparency. The structure of central bank. The central bank balance sheet and the money supply process: The structure of federal system, EU, monetary base, importance of disclosure, open market operations, foreign exchange interventions, the deposit expansion multiplier. Monetary policy: stabilizing the domestic economy and money growth, money demand. Discount lending, the lender of the last resort, and crises management, why care about monetary aggregates, the quantity theory and the velocity of money, demand for money, velocity and equation of exchange.

BPM 6316 Organizational behavior (OB), CU = 3

The course focuses on orientation and nature of human behavior as an individual, in a group and, in the organization. By the end of the course, students should be able to recognize, comprehend and evaluate people and their behavior and its impact on organizational performance. Course content: Introduction to organizational behavior; importance of organizational behavior, concept of organization, management, and key elements of organizational behavior. People, structure, mechanistic form of organization, organic forms of organization. Jobs and tasks, technology. Theories of OB, managing OB, individual behavior in organization, diversity, attitudes, job satisfaction, emotions, moods, personality, value perception, decision-making. Group behavior communication, leadership, power, policies, negotiations. Challenge and opportunities for OB; significant problems of OB in management, responding to globalization, empowering people, coping with “temporariness”, stimulating innovation and change emergence of the e-organization. Improving ethical behavior. Person perception: Perception, factors influencing perception, characteristics of target, characteristics of situation, making judgment about others. Short cuts in judging others and its application; frequently used short cuts in judging others, methods to overcome misperception. Attitude; Components of attitudes, sources of attitudes, types of attitude. Conflict process: Types of conflict, conflict management techniques. Organizational change process, forces for change, resistance to change, overcoming resistance to change, approaches to managing organization change.

BPM 6321 Project monitoring and evaluation, CU = 3

This course presents the principle and framework of M&E, and its role in project management. By the end of the course, students should be familiar with the basic theories, principle and practices of M&E: and be able to plan, design and implement on M&E plan, and take effective management decision based on the M&E result. Course content: Key M&E concepts and theories. What is the monitoring? What is evaluation? Relationship between project/program life-cycle, M&E system, monitoring classification; results monitoring, financial monitoring, context monitoring, beneficiary monitoring, organization monitoring, compliance monitoring; Evaluation classification: summative evaluation, formative evaluation, mid-term evaluation and final evaluation. Analytical approaches and tools for M&E plan, ethical issues in M&E system, impact of M&E system in organizational performance.

BPM 6322 Project Management tools and techniques, CU = 3

This course covers the basic tools and techniques of project management and the principles and theories underlying them. By the end of the course, students should be able to choose the right tools and techniques and apply them correctly. Course content: Overview of project management tools and techniques, definition of project tools and techniques. Relationship between project cycle and project tools: Initiation, planning, executing, and closing. Tool for managing project risks and budget process. Work break down structure; its benefit; dividing the project into manageable task (WBS). Gantt chart, Critical path analysis, Project evolution techniques (PERT): produce for applying each method: strength and weakness of each method; assumption for selecting each method.

BPM 6323 Project risk management, CU = 3

This course teaches the importance of risk management and the need for project managers to think ahead in this regard. By the end of the course, students should be able to assess, monitor and apply the right tools and techniques to manage project risks. Course content: Overview,

practice standard for project risk management, project risk management definition, role of risk management in project management, good risk management practice: Success factors for project risk management. Risk events and risk conditions, why manage risks? Stakeholder risk attitudes, consequence of failure for manage risks. Establishing and planning risk management: purpose and objectives of the plan; risk management process, critical success factors for the plan tools and techniques for the plan; Qualitative risk analysis; perform quantitative risk analysis, planning risk responses, monitor and controlling risks, integrating risk, risk management and wider project management.

BPM 6324 Research methodology, CU = 3

This course introduces students to the general terms, principles, theories and practices of business research. By the end of the course, students should be able to plan, design, and carry out business research, and communicate the findings of the research to the larger audience in an appropriate academic language. Course content: meaning and purpose of business research. Research vs. other methods of gaining knowledge: experiential, consensus, authority, reasoning, trial and error. Challenges of business research. Types of business research: basic, applied, action research. Ethical issues in business research: informed consent, privacy and confidentiality, anonymity, researchers' responsibility. Business research process: Research objectives, questions, hypotheses, the conceptual framework. Introduction to sampling: simple, stratified, systematic, cluster, purposive, accidental, snowball, quota. Quality in business research: validity vs. reliability. Definitions of face, content, theoretical and construct validities. Reliability: Test-retest, parallel forms, split half reliability. Research designs in business: quantitative vs. qualitative. Experimental designs: true pretest posttest design. Definition and features of export facto, Survey: cross-sectional and longitudinal. Case study. Ethnography. Data collection. Definition and application of questionnaire, interview, observation and document analysis. Choosing a data collection method. Advantages and disadvantages of each data collection method. Research proposal and report writing in business (the Amoud manual). Writing a research title. Types of academic documents. Document formatting. In text citations: one, two, three or more authors. Referencing. Tables and figures in academic business document.

BPM 6325 Operations Management, CU = 3

This course presents operations management as the heart of all management that brings comprehensive advantage and market focus for an organization. By the end of the course, students should be able to carry out an effective production and operation management based on standard principles and procedures. Course content: nature of operations management; historical development of OM, scope of OM, role of operations management, manufacturing operations and service operations, operations decision-making. Operations strategy and competitiveness: Overview of operations strategy in manufacturing, operations strategy in services, competitiveness and productivity. Design of operations system design of product vs design of services; product vs. service design, process design vs process selection, product design process, sequential vs. concurrent design. Quality management and control; meaning and nature of quality, overview of TQM, quality specification, continuous improvement, and statistical quality control.

BPM 6326 Management information systems, CU = 3

This course presents information as an organizational resource for decision-making and management. By the end of the course, students should develop a scientific appreciation of information as an organizational resource and the capacity to use information to make important administrative and management decisions. Course content: Introduction to MIS; definition and importance of MIS; subsystems of MIS, contemporary approaches to MIS, evolution and characteristics of the information age, means of information technology. The career side of information technology. Foundational concepts in MIS; business and management functions, data, information, knowledge and wisdom, the information needs

and sources for managers, a framework for information systems, business systems; e-business. Information technology; hardware: computing, storing and communicating, programs: in charge of the hardware, people: the most important element, procedures: the way it goes, information: the reasons for using information technology, communication technologies, database management. Common business applications of information technology; financial information systems, marketing information systems, manufacturing and production information systems, human resource information systems, managerial decision, support systems, transaction processing system.

BPM 6411 Project implementation, CU = 3

The course teaches conceptual framework of project implementation as a means to achieving project objectives, results, and outputs. By the end course, students should be conversant with the fundamental methods of project implementation and related principles, and be able to implement a project successfully to achieve desired results. Course content: Preparing project implementation plans, preparing project implementation documents; setting budget and monitoring plan complying with contracts. Effective monitoring evaluation; meeting project implementation challenges. Preparing and making project framework reporting; progress report, project financial report. Project logical framework matrix, results framework, conceptual framework. Skills and abilities of project implementation.

BPM 6412 Project software management, CU = 3

This course provides a general introduction to Software project management. By the end of the course, students should be able to use software project management techniques correctly to manage a project. Course content: Understanding the nature of a project in information technology, various attributes of a project, triple constraints of a project. Key elements of project management, knowledge areas, roles of a project manager. The project management and software context: Systems of projects and how it applies information technology projects, understanding organizations, the four frames, organizational structures, organizational culture. Project phase and the project life cycle. Trends affecting Software project management: Globalization, outsourcing, virtual teams. Software project integration management: Use of software in project integration management. Software project scope management, software project time management, software project cost management, software project quality management. Basic Tools of quality, statistical sampling, six-sigma, testing in information technology projects. How leadership, the cost of quality, organizational influences, expectations, cultural differences, and maturity models relate to improving quality in information technology projects. Use of software in project quality management. Software project human resource management and software project communications management.

BPM 6413 Financial management, CU = 3

This course focuses on the tools for determining optimum financial resource requirements, and the use of these tools to maximize stakeholder's wealth. By end of the course, Students should able to use the appropriately tools correctly to maximize wealth of an organization. Course content: Overview of project financial management; meaning, scope, significance, activities performed by project financial managers, goal of the firm, the agency problem. Financial analysis and planning: tools and techniques; meaning and application of time value of money in project finance; valuation of long-term project debt and equity securities: The what, why, and how; cost of capital: meaning and process of determination. Capital budgeting long-term project investments: types, assumptions, principles, techniques; uncertainty and the trade-off between risk and return; security market efficiency; leverage, optimal capital structure, dividend policy decisions.

BPM 6414 Total quality management, CU = 3

This course teaches Total Quality Management (TQM) as tool for improving organizational effectiveness, productivity and efficiency. By the end of the course, student should be able to use TQM frameworks to improve the quality of a project. Course content: History of TQM,

definition of quality, components of TQM, aim of TQM, dimensions of quality, Deming's 14 points for project management, Deming's seven diseases of project management, principles of TQM, practical approach of TQM, P-D-C-A Cycle (Plan, Do, Check, Act) as a TQM tool, elements of TQM, types and costs of quality: prevention cost, appraisal costs, internal failure costs, external failure costs. Roles of project stockholders in TQM: Role of project managers in TQM, role of project customers in TQM, role of supplier and partnership, customers' satisfaction on product or service. ISO 9001:2015 revisions and focus: core elements for achieving ISO 9001:2015 compliance, meaning of quality circles, characteristics of quality circles, objectives of quality circles, implementation of quality circles in a project, organization and working of quality circles, rules for quality circles, duties of quality circle leader, steps for setting up quality circles, benefits of quality circles, launching of quality circle programmes. Benchmarking business processing re-engineering: definition of benchmarking, types of benchmarking, ways to use benchmarking, pros of benchmarking, cons of benchmarking, and. benefits of BPR.

BPM 6415 Strategic management, CU = 3

This course identifies and describes the various strategies a project can pursue to achieve superior performance. By the end of the course, students should be able to use appropriate analytical skills and techniques to identify and exploit available opportunities in the business environment. Course content: Overview of strategic management; meaning of strategies, who is involved in strategic management? Strategic management responsibilities of project managers, benefits of strategic management. Environmental analysis; meaning of organizational behavior, advantages of environmental analysis. Establishing project direction: mission and objectives; what is project mission? Why project mission? What information appears in mission statements, definitions of business objectives? Strategy formulation; meaning of strategy formulation: critical questions analysis, Swot analysis, formulating organizational strategies, diversification. Strategy implementation; meaning of implementation, analyzing strategic change, levels of strategic change, analyzing project organizational structure. Strategic control: Project control and strategic control, definition of control. General characteristics of the control process, application of strategic control, purpose of strategic control.

BPM 6416 Communication skills II (Advanced business communication), CU = 3

This course teaches the principles of effective interpersonal communication. By the end of course, the student should be able to communicate affectively not only in writing, but also relate well with others, either individually or in group. Course content: self-concept, perception, listening, verbal and nonverbal communication, emotions, interpersonal relationships and conflict resolution. Organization, development, delivery and purpose of various types of speeches. Nature, dynamics and the process of communication in a project. Types and forms of communication, nature of communication in project, planning for communication, written communication, verbal communication, listening skills.

BPM 6421 Project negotiation and change management, CU = 3

This course lays the foundation that everything about a project is negotiable. By the end of the course, students should be able to effectively negotiate budgets, resources, timeliness, and scope with stakeholders, customers and team members. Course content: Defining negotiation, elements of negotiation, process of negotiation, approaches to negotiation, methods and techniques of negotiation, negotiating budgets, resources, timelines and scope with project stakeholders, customers and team members. Human behavior and the frameworks, tools and techniques for effective negotiation. Planning and executing negotiations with project stakeholders. The process of change management, implementation of change management. The tools and techniques of change management; control of change, applying creative solutions to complex situations.

BPM 6422 Project proposal and report writing, CU = 3

This course equips students with knowledge, skills and attitudes to enable them to understand the role of a project proposal in finding funding and the activities related to each stage. By the end of course, students should have acquired the fundamental skills, methodologies and structure of good project proposal. Course content: Overview of basic project report writing, overview of project proposal and report, elements of a project proposal, preparing a project proposal, getting started, proposal planning, the proposal outline, potential funders, resources, proposal narrative, needs analysis, project description, budget and cost, organization information, executive summary, annexure, past-proposal writing. Project report, key elements of a project report, finding conclusion and recommendations. Types of writing: Narrative paragraph, descriptive paragraph, process paragraph, classification paragraph, coherence vs. Maya cohesion. Overview project proposal writing. Techniques of writing project proposals, managing a funded project, Templates and Formats of Project Proposals. The students shall be expected to write a proposal for a project in area of interest under the guide of university supervisor. The proposal shall be written according to university guidelines. It shall be on independent examination paper and shall be examined and graded out of 100%.

BPM 6423 Project impact and environmental assessment, CU = 3

This course covers the purpose of EIA in project decision process, the strengths of EIA, and technical and social and political limitations of EIA. By the end of the course, students should be able to understand that the best way to control project environmental degradation is by predicting the possible irreversible project negative effects of development and their mitigation or alternatives. Course content: Meaning and definition, historical background of EIA, impacts' assessment and general environmental, project impact assessment, functions of EIA, concepts, methods and techniques in EIA, steps in EIA, preliminary activities, scoping and base line studies, impact analysis, mitigation, comparison of alternative projects, EIA project management, public participation in EIA, planning and conducting an environmental audit.

BPM 6424 NGO management, CU = 3

This course presents a critical overview of the major issues involved in NGO management, with an emphasis on NGOs working in the development arena. By the end of the course, students should be conversant with the theoretical and practical issues in NGO, and with the tools for fundraising and approaches and managerial issues in all sized NGOs. Course content: legal procedures for the establishment of NGOs, fundraising, leadership skills, human resources management. The framework creating an NGO; structures and governance of NGO, managing NGO personnel and programmer, attracting and accounting for NGO finances, NGOs accountabilities, communication with stakeholders in NGO project.

BPM 6425 Entrepreneurship skills, CU = 3

This course focuses on the entrepreneurial skills associated with starting and running a new small business enterprise. By the end of the course, students should develop wide understanding of entrepreneurship with respect to its roles, functions and attendant risks. Course content: Identifying business opportunities, conducting feasibility studies, developing the business plan, evaluating alternative ways of financing new ventures, identifying appropriate legal form of organization. Purchasing an existing business, acquiring a franchise. History of entrepreneurship, role and functions/values of entrepreneurship, entrepreneurship tasks, risks and hazards, role of entrepreneurship in a national economy. The role of banks and financial institutions in enterprise creation, contribution of government agencies.

BPM 6426 Senior Essay in project management, CU=3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the

process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

4. BUSINESS MANAGEMENT (PUBLIC ADMINISTRATION)

4.1 Bachelor of Business Public Administration

4.1.1 Programme Background and Rationale

The programme of bachelor of public administration is designed and developed to equip students with relevant, up-to-date, and practical knowledge and skills of public management that will enable them overcome administrative and managerial challenges of the modern society. The bachelor business administration in (public administration) programme is intended primarily for those who are planning a career in the administration and management of public sector institutions. The programme combines theories and practices in the organization and management of the public sector with management of development programs and projects. As such the program imparts knowledge and skills in the public administration necessary for reorganization of the Somaliland state and other post conflict country. The programme recognizes that Somaliland is building it is public service after the destruction by the civil war, and the fact that it cannot rely on imported expert labor forever. The programme therefore is developed to produce career civil servants who are more services oriented and who are prepared to serve. The programme responds to the ongoing economic, social and political developments in the country, and addresses the critical demand for qualified development-oriented public servants who can work for and provide the critical services needed in all public institution in all sectors and all levels.

The programme will produce administrators and development managers, who are equipped with practical knowledge and right attitudes for leading and transforming the public sector of country, the region and beyond.

4.2 Programme Objectives

4.2.1 General Objective

The general of objective of the bachelor business management in public administration programme is to contribute to the development of manpower pool with effective and critical thinking skills necessary for successful public administration: it should produce professionals who are prepared for work in a wide variety of sectors as well as in research and consultancy activities in the public sector and non-profit organizations.

4.2.2 Specific Objectives

By the end of the programme, students should:

1. Have acquired knowledge, skills, and proficiency in professional requirements for attending to the challenges and opportunities in the public entities.
2. Be able to consolidate the required skills, knowledge and attitudinal behavioral competencies to act ethically, effectively and efficiently in the administration of public sector organization.
3. Be able to manage and administer human, material, and financial and information resources of units various levels of governments and non-governmental organizations, parastatals and other government agencies.
4. Demonstrate acquisition of theoretical and practical skills of accounting and budgeting and capacity to apply such knowledge and skills in budgeting accounting of government and nonprofit institutions.
5. Be able to evaluate the role of community organization and government agencies and carry out research to address current problems in the public sector administration.

4.3 Target Groups and Outcomes

4.3.1 Target Groups

Persons expected to benefit from this programme include:

1. Holders of Somaliland General Secondary School Certificate (GSSC) or its equivalent.
2. Diploma holders in relevant areas of business and management from recognized institutions.
3. Transfer students from recognized higher education institutions following similar Amoud University curriculum model.
4. Employees of public institutions and other related private institutions who intend to acquire specialized knowledge in public administration.

4.3.2 Expected Programme Outcomes

The graduates of this programme should be:

1. Employees for all levels of government departments and agencies as well as senior employees of local and international public and nonprofit organizations.
2. Consultants and experts in business and public administration and policy development for public and nonprofit organizations.
3. Senior employees, implementers, managers and directors of public institutions responsible for all management and leadership of the institutions at all levels of governance.

4.4 Programme Resources

4.4.1 Staffing, Facilities and Equipment

Faculty of Business and Management Science and the department of public administration have adequate staff, teaching facilities, and time to manage the programme. The faculty and the department have well-qualified staff though the faculty shall also engage staff from other academic units in the university and elsewhere, as guest speakers, part-time lecturers and visiting lecturers. The programme largely depend on the already existing infrastructure, university library and scholastic materials available at the University. The main library has over 100 collections of relevant titles in business and public administration. The faculty and the department have adequate lecture halls and reading spaces that can accommodate all students at all times.

4.4.2 Funding

The programme of bachelors of business management in public administration shall be sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme of bachelors of business administration. However, if and when, additional funds are available, they shall be dispensed according to the university financial policies.

4.5 Course List for Bachelor of Public Administration

The programme for the bachelor of business administration in public administration shall fully be covered in the following 48 courses. All courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre-calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
BPA6121	Introduction to economics	3
BPA 6122	introduction to management	3
BPA6123	Statistics for management I (Descriptive statistics) (Descriptive statistics)	3

BPA 6124	Financial accounting I (Fundamentals of financial accounting)	3
BPA 6211	Principles and theories of public administration	3
BPA 6212	Fundamentals of public services	3
BPA 6213	Material management	3
BPA 6214	Introduction to macro-economics	3
BPA 6215	Financial accounting II (Intermediate accounting)	3
BPA 6216	Introduction to political science	3
BPA 6221	Constitutions and political development	3
BPA 6222	Micro-economics	3
BPA 6223	Communication skills	3
BPA 6224	Administrative law	3
BPA 6225	Principles of risk management and insurance	3
BPA 6226	Mathematics for management	3
BPA 6311	Public sector management and enterprise	3
BPA 6312	Public policy analysis	3
BPA 6313	Introduction to development management	3
BPA 6314	Business research methodology	3
BPA 6315	Introduction to psychology	3
BPA 6316	Human resource management	3
BPA 6321	Regional planning and management	3
BPA 6322	Decentralization and local governance	3
BPA 6323	Urban governance and management	3
BPA 6324	NGO management	3
BPA 6325	Entrepreneurship skills	3
BPA 6326	Statistics for management II (Inferential statistics)	3
BPA 6331	Student Internship	5
BPA 6411	Public relations	3
BPA 6412	Public budgeting and control	3
BPA 6413	Ethics development and accountability	3
BPA 6414	Leadership and conflict management	3
BPA 6415	Taxation	3
BPA 6416	Organizational behavior	3
BPA 6421	Demographics and population studies	3
BPA 6422	Fundamentals of project management	3
BPA 6423	Strategic management	3
BPA 6424	International human rights law	3
BPA 6425	Governmental accounting	3
BPA 6426	Theories and practices of federalism	3
BPA6427	Senior essay in public administration	3

4.6 Regulations for Bachelor of Business Management in Public Administration

4.6.1 General Regulations

General university regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

4.6.2 Admission Requirements

This bachelor of business Management in public administration programme is best suited to students with high analytical thinking. To qualify for admission into the degree of bachelors of business administration in public administration an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University, and attain a GPA of at least 2.00.
3. Meet other conditions as spelt out by the faculty in general and the department of public administration, with approval of Senate.

4.6.3 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am 4.30 pm from Saturday to Thursday.
2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the Faculty of business and public administration and department of public administration, and approved by Senate.

4.7 The Curriculum

4.7.1. Programme Duration

The programme shall run on semester basis consisting of eight (8) semesters each lasting 17 weeks or other modes as appropriately structured by the faculty of business and public administration and department of public administration, and approved by Senate.

4.7.2. Programme Modalities

The programme shall be conducted by course work, and examinations based on credit units. The last two weeks of each semester of each academic year shall normally be used for end of semester examinations. Further,

1. A student shall take foundation/general courses in English, mathematics, science, Arabic, Islamic studies during the first one year in the freshmen programme. The freshman programme also acts as a gateway to full admission into the bachelor of public administration programme.
2. By the end of junior year, a student shall be required to attend 300 hours of internship in a real work environment.

4.7.3 Curriculum Plan

The programme shall run on a semester basis consisting of eight (8) semesters each lasting 17 weeks in a period of four (4) academic years on full time or on part time as structured by the faculty of business and management science, and the department Public Administration, and approved by Senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	45	0	0	0	45	3
BPA 6121	Introduction to economics	45	0	0	0	45	3
BPA6122	Introduction to management	45	0	0	0	45	3
BPA 6123	Statistics for management I (Descriptive statistics)	45	0	0	0	45	3
BPA 6124	Financial accounting I (Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6211	Principles and theories of public Administration	45	0	0	0	45	3
BPA 6212	Fundamentals of public services	45	0	0	0	45	3
BPA 6213	Materials management	45	0	0	0	45	3
BPA 6214	Introduction to macro-economics	45	0	0	0	45	3
BPA 6215	Financial accounting II(Intermediate accounting)	45	0	0	0	45	3
BPA 6216	Introduction to political science	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6221	Constitutions and political development	45	0	0	0	45	3
BPA 6222	Micro-economics	45	0	0	0	45	3
BPA 6223	Communication skills	45	0	0	0	45	3
BPA 6224	Administrative law	45	0	0	0	45	3
BPA 6225	Principles of risk management and insurance	45	0	0	0	45	3
BPA 6226	Mathematics for management	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6311	Public sector management and enterprise	45	0	0	0	45	3
BPA 6312	Public policy analysis	45	0	0	0	45	3

BPA 6313	Introduction to development management	45	0	0	0	45	3
BPA 6314	Business research methodology	45	0	0	0	45	3
BPA 6315	Introduction to psychology	45	0	0	0	45	3
BPA 6316	Human resource management	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6321	Regional planning and management	45	0	0	0	45	3
BPA 6322	Decentralization and local governance	45	0	0	0	45	3
BPA 6323	Urban governance and management	45	0	0	0	45	3
BPA 6324	NGO management?	45	0	0	0	45	3
BPA 6325	Entrepreneurship skills	45	0	0	0	45	3
BPA 6326	Statistics for management II (Inferential statistics)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester III							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6331	Internship	0	0	0	300	300	5
Total		0	0	0	300	300	5
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6411	Public relations	45	0	0	0	45	3
BPA 6412	Public budgeting and control	45	0	0	0	45	3
BPA 6413	Ethics development and accountability	45	0	0	0	45	3
BPA 6414	Leadership and conflict management	45	0	45	0	45	3
BPA 6415	Taxation	45	0	0	0	45	3
BPA 6416	Organizational behavior	45	0	0	0	45	3
Total		270		0	0	270	18
Senior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
BPA 6421	Demographics and population studies	45	0	0	0	45	3
BPA 6422	Fundamentals of project management	45	0	0	0	45	3
BPA 6423	Strategic management	45	0	0	0	45	3
BPA 6424	International human rights law	45	0	0	0	45	3
BPA 6425	Governmental accounting	45	0	0	0	45	3
BPA 6426	Theories and practices of federalism	45	0	0	0	45	3
BPA 6427	Senior essay in public administration	45	0	0	0	45	3
Total		315	0	0	0	315	21
Grand Total		2145	0	45	300	2490	149

4.8 Programme Assessment and Evaluation

4.8.1 University Examinations

1. The general rules and regulations governing Amoud University examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.
3. For each course, the total mark shall be arrived at by adding the two aforementioned.

4.8.2 Progressive Assessment

1. Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term and final examinations.
2. A student is required to attend at least 75% of a respective course in order to qualify to sit for the end of semester examination.

4.8.3 Grading System

1. Each course in the bachelor of business management in public administration programme will be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80- 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

2. All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows:

CGPA	Evaluation
3.68 - 4.00	Excellent
3.33 - 3.67	Very Good
3.00 - 3.32	Good
2.00 - 2.99	Satisfactory
Below 1.00	Fail

4.9 Route to Award of Bachelor of Business Management in Public Administration

4.9.1 Progression through the Programme

1. A student shall get the Normal Progress (NP) status when (s)he has passed all the specified courses and has obtained a GPA of at least 2.00.
2. A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s)he has failed a course or courses and/or the GPA falls below 2.0.
3. A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade "D", or failed some course/s, and CGPA is less than 1.50.

4.9.2 Re-Taking a Course (Re-Course)

A student shall re-take a course when it is offered again in order to pass it if (s) he had failed it before.

4.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next level if his/her CGPA is less than 1.00; or if (s) he has failed at least 50% of the courses in the academic year. Such a student shall repeat the academic year.

4.9.4 Discontinuation

A student shall be discontinued from the programme if (s) he obtains a CGPA of less than 1.00 for two consecutive academic years, other factors notwithstanding.

4.11 Completion and Award of Bachelor of Business Management in Public Administration

A student who has passed all courses with a GPA of at least 2.0, and has earned at least **146** credit units, and has no other outstanding issues with the University shall be awarded the degree of **Bachelor of Business Management in Public Administration** so long as the CGPA is not less than two (2).

4.12 Course Description for the Bachelor Business Management in Public Administration FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning. Recognizing author's purpose, ignoring unknown words. Making inferences, recognizing signal words. Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyze, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant

structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration, leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometa phase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114, CU = 3 الأهداف العامة لمادة اللغة العربية: اللغة العربية

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، إستعمال الألفاظ والتراكيب إستمالاً سليماً، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً، التحدث السليم من الأخطاء النحوية واللغوية، الإعتزاز باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدراك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرآته وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعامة عن تطبيق الامثلة والتطبيقات المفيدة والبليغية، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبه على أبواب الإشتقاق وإستعمال المعاني. مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات الإسم، علامات الفعل، الحرف، الإعراب: تعريف الإعراب والبناء، أنواع الإعراب، المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه، المعربات بالحروف. الفاعل: تعريف الفاعل، أقسام الفاعل: المبتدأ والخبر: تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، أنواع مفعول به. القراءة: بر عمر بن الخطاب، أبوا عيبة عامر بن الجراح، قاض ذكي، من حكم الإمام علي رضي الله عنه، الشخصية المسلمة، ماهي الوطنية، الإمتثال والحكم العربية، قصة حلم معن بن زائدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

اعداد المسلم إعداداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق سلامة الفهم لكتاب الله ، وإتقان قراءته من (1) التربية التي جاء بها الإسلام .. بعض الأهداف العامة : ربط الإسلام بالحياة الواقعية (2). حيث ضبط الحركات والساكنات ، وإخراج الحروف من مخارجها لحل مشكلاتها، إذ أن الإسلام ليس مجرد دين يربط الإنسان بربه فحسب ، وإنما هو نظام الحياة عصمة (3). الكامل، لتنظيم العلاقات بين الإنسان وأخيه الإنسان في مختلف المجالات الحيوية الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة المستوردة، فحينما يتبين لهم الطريق أن يعرف الطالب (4). السليم لا يتركونه إلى غيره ، إذ شتان بين توجيه الخالق وتوجيه المخلوق أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع المجالات الدراسية دليل فهم واستيعاب ، أما في الدين فهي ليست مقياس تدين ، وإنما التدين الصادق هو السلوك متابعة تحقيق الولاء لله وحده، وجعل (5). الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم (6) بعض الأهداف الخاصة : الأعمال خالصة لوجه، ومستقيمة في كافة جوانبها على شرعه العقيدة الإسلامية التي تستقيم بها نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية ، والثقافة التي تجعله تمكن الانتماء الحي لأمة الإسلام (7). بالإسلام ، وقادر على الدعوة إليه، والدفاع عنه يعتز الحاملة لرعاية التوحيد ، وتحقيق الوفاء للأمة ، مما يوافق هذا السن من اتساع في الأفق ، وتطلع تعهد قدرات الطالب واستعداداته المختلفة التي تظهر في هذه الفترة ، وتوجيهها (8). إلى العلياء تنمية التفكير (9). وما تحققها أهداف التربية الإسلامية في مفهومها العام وفق ما بنا سبها العلمي لدى الطالب ، وتعميق روح البحث والتجريب ، والتتبع المنهجي ، واستخدام المراجع ، إتاحة الفرصة أمام الطالب القادر ، وإعداده لمواصلة (10). والتعود على الطرق الدراسية السليمة تهيئة الطالب للعمل في ميادين (11). الدراسة بمستوياتها المختلفة ، وفي جميع التخصصات إسلامية سليمة وإكسابه فضيلة الحياة بمستوى لائق ، وتحقيق الوعي الأسري لبناء أسرة المطالعة النافعة ، والرغبة في الازدياد من العلم النافع ، والعمل الصالح ، واستغلال أوقات الفراغ تكوين الوعي الإيجابي لدى الطالب ليواجه به الأفكار الهدامة والاتجاهات (12). في وجه مفيد المضللة.

BPA 6121 Introduction to economics, CU = 3

This course prepares students to think like economists. By the end of the course, students should be able to explain fundamental terms in economics. Course content: How people make decisions, how people interact, how the economy as a whole works, economic perspectives, theories, principals and models, branches of economics, economizing problem at individual and societal levels, concepts of supply, demand, market equilibrium and assessing the national income accounts.

BPA 6122 Introduction to management, CU = 3

This course provides an overview of management and its roles and functions in organizations and society. By the end of the course, students should demonstrate mastery of the analytical and technical managerial skills for improving organizations performance. Course content: Management overview; definition and nature of management, significance of management, is management profession? Management functions, managers and levels of management, management skills and managerial roles. The development of management thought: Contributors to management thought, historical forces shaping management, schools of management thought, the classical school. Manager's environment: external environment, macro environment factors, task environment, internal environment.

Planning and decision- making: Definition and nature of planning, importance of planning, organizational objectives, the planning process. Decision making: Nature of decision-making, decision-making process, types of decision-making, decision-making under different conditions, making plans effective, barriers to planning, organizing, staffing, leading, controlling, in a business organization. Managing and being managed, management theory: what managers do and how they do it. Change and external environments, corporate success. Theories of management.

BPA 6213 Statistics for management I (Descriptive statistics), CU = 3

This course focuses on descriptive statistics with abbreviated introduction to inferential statistics. By the end of the course, students should be able to collect data, organize and summarize the data in numerical form for use in decision-making. Course content: the function of statistics, types of statistical data, methods of data collection, type of frequency distribution, graphical presentation of data, types of mean, mode, median, variance and standard deviation, linear regression, basic concepts of probability. The mean, variance and standard deviation of a discrete probability distribution.

BPA 6224 Financial accounting I (Introduction to financial accounting), CU = 3

This course introduces measuring and reporting issues related to assets and liabilities and preparing financial statements. By the end of course, students should be able to use accounting information as a tool for evaluating financial performance, interpreting financial structure and solving managerial problems. Course content: what is accounting, financial reporting, general accepted accounting principle (GAAP), forms of business organization, financial statement, effects of business transaction, use of financial statement by outsiders, careers in accounting? Recording change in financial position: the ledger, the journal, the accounting cycle, journal- ledger and accounting equation. Measuring business income and completion of the accounting cycle: what is net income, adjusting entries, preparing a Set of financial statements, closing the temporary accounts? Year end: the "busy season", adjusting entries, types of adjusting entries, preparing the statement. Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of a merchandising company, transaction relating to sales. Accounting system, internal control and audits: financial assets: cash, short term investment, account receivable.

BPA 6211 Principles and theories of public administration, CU = 3

This course teaches the general principles and practices of public administration distinct from general administration; and related theories. By the end of the course, students should acquire the critical thinking techniques and intellectual competencies essential for effective public administration. Course content: Basic concepts and foundational theories of bureaucratic analysis, organizational theory and behavior; functions of public management: personnel administration, budget decision-making, government regulations and administrative law. Public administration, management, organization and their relevance in the development of a nation. Democratic ethos: transparency and accountability, improving the delivery of public services in implementation of government policies and programs.

BPA 6212 Fundamentals of public services, CU = 3

This course teaches the management skills for professional service in the public and nonprofit sectors. By the end of the course, students should acquire the skills to effectively and efficiently manage people, resources and information to solve organizational problems. Course content: Successful execution of a mission and strategy, making effective and ethical decisions, recruiting, influencing and motivating diverse individuals, optimizing the structure of the organization, measuring and improving performance, driving organizational change.

BPA 6213 Materials management, CU = 3

This course provides instruction on systems of material management. By the end of the course, student should be able to plan, coordinate and control materials to support human resource functions in organization. Course content: introduction to materials theory; objectives of materials management; Purchasing principles description of quality; determination and control of quantity; make or buy decisions; selection of suppliers; organization of purchasing activities; transportation of purchases; materials handling, inventory control models (EOQ & EPQ); materials demand forecasting, Materials requirement planning (MRP); just In time system (JIT): stores management and warehousing.

BPA 6214 Introduction to macro-economics, CU = 3

This course teaches contemporary issues in macro-economic development. By the end of the course, students should be able to represent macro-economic concepts graphically and through mathematical equations. Course content: Introduction to economics: Economic goods and services. four economic resources, basic economic questions, basic kinds of economic systems. Measuring a nation's Income: Gross domestic Product (GDP), GDP vs. GNP, real versus nominal GDP, The GDP Deflator. Business cycle, unemployment and inflations: Meaning of business cycle, phases of business cycle, causes of business cycle, definition of unemployment, measuring unemployment, types and solutions of unemployment. Meaning of inflation: types of inflation, consequences of inflation, beneficiaries of the inflation. Government and the economy: public goods and services, role of government, levels of government spending, reasons increasing government spending. Tax: purpose of taxation Four Rs. Principles of taxation, classification of taxes. Fiscal policy, budget deficit and national debt: origin of fiscal policy (brief history), objectives of the fiscal policy, automatic fiscal stabilizers, discretionary fiscal policy, fiscal policy and central budget. Money and Banking: What is money, functions of money, characteristics of money, types of money, development of banks and banking, commercial banks? Central bank and monetary policy: The Bank of Somaliland, departments of the bank, operations of the bank, Somaliland currency, monetary policy, aims of monetary policy in Somaliland.

BPA 6215 Intermediate accounting (Financial accounting II), CU = 3

This course spotlights the applications of financial accounting to business management. By the end of the course, students should be able to prepare, record and interpret financial accounting information and use the information to make appropriate business management decisions. Course content; Inventories: classifying inventory, determining inventory quantities, inventory costing, statement presentation and analysis. Plant assets, natural resources, and intangible assets: statements presentation and analysis. Statements of cash flows usefulness and format, classification of cash flow, indirect and direct methods, preparing the statement of cash flow - indirect method (operating, investing and financing activities), net change in cash, statement of cash flows-direct method, using cash flow to evaluate a company. Fraud, internal control, and cash, cash controls, control features-use of a bank, reporting cash. Financial statement analysis: basics of financial statement analysis, horizontal and vertical analysis, ratio analysis, earning power and irregular item, quality of earnings. Corporations: organization and capital stock transactions: the corporate form of organization, accounting for issues of common stock, accounting for treasury stock, preferred stock, and statement presentation. Accounting information system: basic concepts of accounting information systems, subsidiary ledgers, special journals, ratios current ration, debt ratio and quick ratio.

BPA 6216 Introduction to political science, CU = 3

This course covers the origin and administration of power and its function in the politics of the society. By the end of the course, students should be well grounded in the traditional and modern nature of political systems' political discourse and practice. Course content: state and democracy basic principles of democracy, separation of power forms of government. Citizenship, duties, rights, equality and liberty single political party and multi political parties system, political theories constitution how government works types of constitution/laws sovereignty.

BPA 6221 Constitutions and political development, CU = 3

This course teaches the fundamentals of the constitution and its role in development. By the end of the course, students should develop clear conceptualization of the constitution as a body of rules or laws, written or unwritten, which determines the organization of government, the distribution powers to various organs of government, and the general principles on which these powers are exercised. Course content: Separation of powers and constitutionalism. Functions of the legislature, functions of the executive, functions of the judiciary and political development. Rights of the individual, fundamental freedoms duties of the citizen, the structure of the state: Powers and the sovereignty of the state, the house of representative, house of elders, the executive. Miscellaneous provisions and political development. Functions of political parties political vs. politicians.

BPA 6222 Micro-economics, CU = 3

This course focuses on essential tools and techniques for macroeconomics analysis. By the end course, the student should be able to perform economic analyses and present results graphically or through any other means. Course content: ten principles of economics; how people make decisions. How people interact, how the economy as a whole works. The market forces of supply and demand. The theory of consumer behavior; the budget constraint. Preferences: what the consumer wants. Indifference curves. Optimization: what the consumer chooses. The income and substitution effects. Demand market analysis markets and competition. The demand curve: the relationship between price and quantity demanded. Market demand versus individual demand. Supply and demand together. Equilibrium, demand, supply, and market analysis, economic systems, theory of production, gross domestic product, market structures and banking systems.

BPA 6223 Communication skills I (Introducing to business communication), CU = 3

By the end of the course, students should be to communicate effectively, orally and in writing. Course content: importance of communication in today's workplace; communication matters, communicating as a professional, the communication process, ethical communication, communicating in diversity, using technology in business communication. Business writing styles; adapting to the audience, composing the message, using technology to compose and shape message; avoiding pitfalls to sentence length, passive voice, specific words and concrete words, repetition, impersonal style. Longer business messages; understanding and planning reports and proposals, writing and completing reports and proposals, developing oral and online presentations. Business memos; heading, purpose, body, conclusion, closing, carbon copy "cc", common types of memos. Business correspondence; E-mails; When and how to write an e-mail, etiquettes of e-mailing. Personal business documents; employee request, congratulations and appreciation. Persuasive messages; persuasive requests for action, persuasive presentation of ideas, persuasive claims and requests for adjustments.

BPA 6224 Administrative law, CU = 3

This course teaches the fundamental laws that apply to all businesses. By the end of the course, students should be able to classify, synthesize and apply basic legal frameworks to business operations. Course content: legal fundamentals: introduction to law, business law vs. business ethics, categories of law, systems of law, sources of law, constitution, legislation and courts, court system, litigation process, administrative tribunals. Contract law: entering into a contract-elements of a valid contract, privities of contract and assignment of contractual rights, the requirement of writing, interpreting; contract, contractual defects, discharge of

contract, breach of contract. Law of insurance: law of tort: managing of tort law, general principles of tort law, intentional torts, negligence torts, torts from business operations. Forms of business organizations: agency relationship, legal forms of business, Corporate law: formation and operation of multinational corporation, corporate merger and acquisition. Bankruptcy law, business ethics and corporate social responsibility, law of employment, landlord and tenants, personal property and bailment. Negotiable instrument: creation and transfer of negotiable instrument, holder in due course and liability, check and digital banking. Debtor-creditor relationship: credit, secured transaction and surety agreement, bankruptcy and reorganization. Property rights: real property, personal property, intellectual property: Copyright, trademark, patents, industrial designs, remedies for infringement of intellectual property rights.

BPA 6225 principles of risk management and insurance, CU = 3

This course provides a condensed version of risk management and insurance. By the end of course, students should be able to identify and measure business loss exposures for organizational survival. Course content: definition and nature of risk management, insurance and reinsurance; risk concepts, classification of risks, management of pure risks through various risk handling tools, industrial safety, general principles of insurance and major classes of insurance, reinsurance and development & regulation of the insurance industry in the region, Objectives of risk management, Steps in risk management process, Risk identification, Risk measurement, selecting the appropriate tools of risk management, Risk administration. Basic characteristics of insurance, Fundamentals of insurable risk, Insurance and gambling compared, Insurance and Speculation compared, Benefits and costs of insurance, and Cost of insurance to society, the legal principle of insurance contract, as well as health and life insurance, Underwriting life insurance, Types of life insurance policies, Premium determination, Worker's compensation insurance, Personal accident insurance. Finally, none live insurance and re-insurance in terms of Meaning of Re-insurance, Reason for Re-insurance and Types of Re-insurance will be discussed at the end.

BPA 6226 Mathematics for management, CU = 3

This course covers the mathematical basis for personal and business financial decisions. By the end of the course, students should be able to use arithmetic ratios, algebra and graphs to make management decision in business. Course content: Number system, ratio, rate, proportion, decimals, fractions and percentages. Mathematics of finance; Profit, discount, markup, commission, simple interest, compound interest, appreciation. Depreciation, inflation. Systems of equations and inequalities: Equations of one variable, equations of two variables, graphing, inequalities of one variable; inequalities of two variables. Linear programming, optimization and functional modeling; business calculus: differentiation, rules of differentiation, anti-derivatives; applications of calculus to business and economics: increasing and decreasing functions, concavity and points of inflection, curve sketching, optimization problems marginal analysis.

BPA 6311 Public sector management, CU = 3

The course explores the management of public sector institutions responsible for producing both private and social goods. By the end of the course, students should acquire the relevant techniques, principles, methodologies and practices of management in the public sector. Course content: Basic philosophy of public initiatives social need, social obligations and responsibilities, the interface between economic, social and political factors and public sector decision-making. Character of public enterprises, planning, budgeting, financial and basic controls in public enterprises, problems of planning and coordination in the sectors public

and private enterprises compete, evaluation in public enterprises. The dilemma of public enterprise; indigenization, divestment, privatization, commercialization, and their procedures.

BPA 6312 Public policy analysis, CU = 3

This course examines the analytical tools required to explain decision-making. By the end of the course, students should be able to examine a policy, break it into its elements and explain the relationship between its parts. Course content: Techniques of policy formulation, implementation and evaluation of public policies. Policy assessment and policy effect policy rationality desirability effectiveness justness and costs effectiveness policy analysis stages policy analysis steps and methods

BPA 6313 Introduction to development management, CU = 3

This course introduces management development systems as a fundamental tool in the success of an organization. By the end of the course, students should be able to use training and development as a tool for solving managerial problems, evaluating financial performance and interpreting managerial structures. Course content: Overview of MDS: definition of MDS systems, importance of MDS, development of MDS strategies, MDS process, MDS approaches and methods, current trends and challenges in MDS, strategic MDS, linkage between MDS and organization/corporate goals. Training and development: Definition of training and development, training vs development, inputs of training and development, importance of training, relevance of training to the organization, HR department and human relations, process of training, training philosophy, training needs assessment (TNA), levels of TNA, relevance of TNA to the organization and training department, approaches to training and development, evaluation of training and development programmes. Maximizing learning: Learning organizations, selecting the stage for learning, maintaining performance after training, follow up on training, learning principles, theories of learning, pillars of education, human resource development (HRD), role of line managers and training and development, role of HR department in training and development. Career management: concept of career, job security career security, career planning, career paths, career development, career planning and development methods, challenges in career development, phases in career development, succession development and planning, approaches to succession planning, internal barriers to career advancement, successful career-management practices, individual and organizational perspectives on career planning, and performance. Performance appraisal: definition of performance appraisal, process of performance appraisal, uses of performance appraisal, methods of appraising employees, responsibility for appraisal, problems in performance appraisal. Organizational development: definition of O.D, objectives of O.D, process of O.D, O.D interventions, O.D strategies.

BPA 6314 Business research methodologies, CU = 3

This course introduces students to the general terms, principles, theories and practices of business research. By the end of the course, students should be able to plan, design, and carry out business research, and communicate the findings of the research to the larger audience in an appropriate academic language. Course content: meaning and purpose of business research. Research vs. other methods of gaining knowledge: experiential, consensus, authority, reasoning, trial and error. Challenges of business research. Types of business research: basic, applied, action research. Ethical issues in business research: informed consent, privacy and confidentiality, anonymity, researchers' responsibility. Business research process: research objectives, questions, hypotheses, the conceptual framework. Introduction to sampling: simple, stratified, systematic, cluster, purposive, accidental, snowball, quota. Quality in business research: validity vs. reliability. Definitions of face, content, theoretical and construct validities. Reliability: test-retest, parallel forms, split half reliability. Research designs in business: quantitative vs. qualitative. Experimental designs: true pretest posttest design. Definition and features of ex post facto, survey: cross-sectional and longitudinal. Case study. Ethnography. Data collection. Definition and application of questionnaire, interview, observation and document analysis. Choosing a data collection method. Advantages and

disadvantages of each data collection method. Research proposal and report writing in business (the Amoud manual). Writing a research title. Types of academic documents. Document formatting. In text citations: one, two, three or more authors. Referencing. Tables and figures in academic educational document.

BPA 6315 Introduction to psychology, CU = 3

This course examines how psychological theories in public administration. By the end of the course, students should demonstrate good understanding of psychology and of the techniques and principles of applying them public administration. Course content: Definitions of psychology, approaches to the study of psychology, the nature of psychology, specialties of psychology, applying psychology to public administration person perception and impression formation, understanding and attributing causes to others' behavior, accuracy of judgments, the problem of deception, juvenile delinquency, behavior modification and human aggression.

BPA 6316 Human resource management, CU = 3

This course provides a condensed version of human resource management. By the end of course, students should be conversant with the basic HRM procedures for improved organization performance. Course content: Definition and nature of HRM, importance of HR, evolution and development of HRM, purpose and objective of HRM, the philosophy of HRM, roles vs. of line managers and HR professionals. Personnel management vs. HRM. Environmental challenges of HR, job analysis, job description and job specification, methods of collecting job analysis, steps in job analysis, uses of job analysis information, job design, and techniques of job design. Definition of HR planning, importance of HR planning HR planning process, meaning of recruitment, features of recruitment, sources of recruitment, influences on recruitment, methods of recruitment. Definition of selection, significance of employee selection, selection criteria, selection process, environmental factors affecting selection process. Orientation [induction]; meaning of orientation, purpose of orientation, steps in induction program, socialization, placement. Definition of performance management, performance measurement criteria, approaches of measuring performance, performance appraisal (PA), purpose of performance appraisal, who appraises employee performance, performance appraisal process, performance appraisal methods, performance appraising problems and solutions, meaning of training and development, objective of training and development, process of training and development management development, career development, compensation. Importance of compensation, compensation policies, factors affecting compensation decision. Grievance procedure, disciplinary issues, collective bargaining. HRM maintenance, promotion transfer, demotion, discharge, resignation, lay off and retrenchment, retirement, leave and absenteeism.

BPA 6321 Regional planning and management, CU = 3

The course focuses on the basic needs of urbanization and on the key regional planning concepts and processes. By the end of the course, students should be conversant with the principles, procedures, and issues in regional planning and management and their solutions. Course content: Introduction and concepts of urbanization: An overview, theories of urban development. Urban planning: An overview, techniques for urban planning, urban land use planning, planning for city and regions. Urban management: development management: an overview, urban management and management of urban services, urban financial management, urban assets Management. Participatory urban development: Participatory development: an overview, citizen participation in urban development, Participatory tools and methods, public private partnership in urban development.

BPA 6322 Decentralization and local governance, CU = 3

This course covers features, functions and roles and responsibilities of local government. By the end of the course, students should demonstrate broad understanding of the theories, methods and principles of local governance and be able to operate effectively at the local government in any capacity. Course content: Significance of local government, roles and

responsibilities of the local government. Theories of local government; inter-relation between federal-state and local or central regions, and local governments. Meaning of decentralization forms of decentralization; types of decentralization; advantages and disadvantages. The structure of local government, forms of corruption, causes and effects of corruption; public accountability, importance of accountability, types and challenges of accountability. Finance (revenue): sources types of local government revenue; instrument of development, problems of development and expenditure in local government.

BPA 6323 Urban governance and management, CU = 3

This course examines governance from legal, political, social, and economic perspectives. By the end of the course, students should demonstrate broad understanding of the methodologies of urban governance and management, and capacity to function affectively as members and as management in an urban public unit. Course content: overview of urban governance and management: what urban development?, concept of urban governance, defining Governance, distinction between Governance and Government, understanding good governance, dimensions of good governance, importance of Good Governance. Type of good urban governance: political governance, economic governance, corporate governance and social governance. Urban and urbanization, history of urbanization an overview, stages of urban development, principles of urban governance, theories of urban development, urban development challenges, public private partnership, urban development planning reduction of urban tensions, structure of the government, approaches and strategies of good urban governance, governance issues & challenges in urban management, responsibilities and roles of urban managers.

BPA 6324 NGO management, CU = 3

This course presents critical overview of the major issues involved in NGO management, with emphases on organizations working in development arena. By the end of the course, students should be conversant with the theoretical and practical issues in NGO, and with the tools, fundraising strategies and approaches to relationship and managerial issues in all sized NGOs. Course content: Legal procedures for the establishment of NGOs, fundraising, leadership skills, human resources management. The framework the creating NGO structures and governance, managing personnel and programmers, attracting and accounting for financing, NGOs accountabilities and communication with stakeholders.

BPA 6325 Entrepreneurship Skills, CU = 3

This course focuses on the entrepreneurial skills associated with starting and running a new small business enterprise. By the end of the course, students should develop wide understanding of entrepreneurship with respect to its roles, functions and risks. Course content: Identifying business opportunities, conducting feasibility studies, developing the business plan, evaluating alternative ways of financing new ventures, identifying the appropriate legal form of organization. Purchasing an existing business, acquiring a franchise. History of entrepreneurship, role and functions/values of entrepreneurship, entrepreneurship tasks, risks and hazards, role of entrepreneurship in a national economy. The role of banks and financial institutions in enterprise creation, contribution of government agencies.

BPA 6326 Statistics for management II (Inferential statistics), CU = 3

This course introduces students to the application of inferential statistics in business managerial decision-making. By the end of this course, students should be able to select representative samples and through the use of hypotheses, understand populations from the sample. Course content: sampling and sampling distributions; basic definitions, the need for samples, designing and conducting a sampling study, bias and errors in sampling, non-sampling errors, types of samples- random and non-random samples. Sampling distributions; sampling distributions of the mean and proportion, sampling distribution of the difference between two means and two proportions. Statistical estimations; basic concepts, point estimators of the mean and proportion, interval estimators of the mean and proportion, interval estimation of the difference between two independent means (concept and formula), student's t-distribution. Hypothesis testing; basic concepts, steps in hypothesis testing, type I and type II errors (concepts), one tailed & two tailed hypothesis tests, hypothesis testing population mean, proportion, the difference between two means and two proportions. Chi-square distributions; areas of application, tests for independence between two variables, tests for the equality of several proportions, goodness-of fit tests (binomial, normal, Poisson). Analysis of variance; areas of application, comparison of the mean of more than two populations, variance test. Regression and correlation; linear correlation, the coefficient of correlation, rank correlation coefficient. Simple linear regression; curve fitting, the method of least square, r^2 . Application to business management.

BPA 6331 Student Internship, CU = 5

This course is intended to provide students with the practical read work experience in business administration (Accounting/Management) environment. Students are attained to the managers and accountants and work as full time employees for a period of not less than 8 weeks. While the planning is done in the university, execution is accomplished in field, under the direct supervision of a field supervisor, and the university supervisor. As a preparation for internship, students participate in industrial seminars, prior to the actual internship. Industrial internship seminar (field attachment seminar) is designed to train students on basic communication skills, and develop in them the important and necessary practical skills and abilities required in their field of public administration. The seminar will focus on overview of field attachment, importance of internship in public services, communication skills, written communication, (6c's), business letters, cover letter, cv, minute writing, report writing, principles of work place support and filling up the field attachment log book, notice of getting

internship opportunity at an organization, organizational structure, history and background of the internship firm, daily tabulated report, weekly summary report, change of attachment firm, university supervisor's visit, industry based supervisor's evaluation report, logbook report writing, log book report submission and deadlines.

BPA 6411 Public relations, CU = 3

This course covers the theories, principles and procedures of public relations. By the end of the course, students should demonstrate in wisdom understanding of the theories, and principles of effective PR practice. Course content: Foundations of public relations; of public relation publicity; generating publicity role of in informing, persuading and integrating people. Developing a public relations plan (using the mission to identify audience and develop a proper plan. Public relations communication tools; importance of press releases, press conference. Audiences in public relations; internal and external audience, their role and significance. Aspects of public relations; overview of employee relations, community relations. Legal/ethical implication of public relations; lobbying, ethics and conducts in public relations. Human side of public relations; personality types, perceptions, success in PR. Public relations merits and demerits; key considerations in PR expanse. Measuring the effectiveness of public relations; types of evaluations performance of PR function.

BPA 6412 Public budgeting and control, CU = 3

The course introduces students to fundamental functions of public sector budgets, relevant concepts and their descriptive properties. By the end of the course, students should be aware of the competing budget theories that explain the antecedents, processes, and resulting outcomes of public expenditure decisions, and of their implications to fiscal policy and practice. Course content: Overview of public sector budget functions, structures, and processes, history of public budgeting. Dynamics of federal, state and local, and intergovernmental budget decisions, role of politics, budgeting bureaucracy, economy, time horizons, reforms, organizational performance or fiscal health in budgeting control. Relationships of public expenditures political, organizational, and economic processes.

BPA 6413 Ethics, development and accountability, CU = 3

The course teaches ethical values in development and accountability. By the end of the course, students should have correct conceptualization of right and wrong, good/bad, proper/improper and of the theories and practices of development in the context of social justice, human rights and basic needs. Course content: the concept of ethics, its origins, nature, scope and concept of development. Characteristics of ethical development, obstacles to ethical development poverty: foreign aid corruption. Technology as a sustainable ethical development, challenges. Culture and ethical development, accountability of public offices; meaning of transparency.

BPA 6414 Leadership and conflict management, CU = 3

This course introduces students to the major theories of leadership and their application in personal and professional settings. By the end of the course, students should demonstrate broad understanding of the leadership and managerial styles and theories, and acquisition of the skills and techniques to manage conflicts to bring out its positive effect. Course content: Types of conflicts, role of emotional intelligence in conflict management, techniques for conflict resolution. Understanding leadership; leadership traits; engaging people 'strengths; philosophy and styles; attending to tasks and relationships; developing leadership skills; creating a vision; establishing a constructive climate; listening to out-group members; conflict resolution principles, managing the conflict process, handling conflict; addressing ethics in leadership and overcoming obstacles.

BPA 6415 Taxation, CU = 3

This course teaches theories and principles of income tax law as it applies to individuals, business entities, corporations, partnerships, estates, and trusts. By the end of the course, students should demonstrate broad and correct understanding of philosophy and theoretical framework of taxes and its applications. Course content: Nature of taxation; history of taxation in the world, history of taxation in Somaliland, meaning of taxation, objectives of taxation. Tax system; types of tax systems, proportional tax system. a progress tax system, regressive tax system, public revenue, tax revenue. Employment income tax determination of employment taxable income exemptions allowed, deductions allowed employment income tax rates. Rental income tax: determination of rental taxable income, expenses not deductible rental income, expenses deductible purposes, rental expenses. Business income tax. Sole proprietor income tax, partnership income tax corporation income tax, determination of business taxable income. Tax compliance, the IRS, and tax authorities, tax planning strategies and related limitations. Basic individual taxation; individual income tax overview, gross income and exclusions, individual deductions, individual income tax computation, tax credits. Business- and investment-related transactions; business income, deductions, and accounting methods, property acquisition and cost recovery, property dispositions. Business- and investment-related transactions; Business income, deductions, and accounting methods, property acquisition and cost recovery, property dispositions. Taxation of corporations: corporate operations, accounting for income taxes. Corporate taxation: non liquidating distributions. Multijurisdictional taxation and transfer taxes: state and local taxes, transfer taxes and wealth planning.

BPA 6416 Organizational behavior, CU = 3

This course focuses on orientation and the nature of human behaviour as an individual in a group and, in the organization. By the end of the course, students should be able to recognize, comprehend and evaluate the effect of behaviour on the individual and its impact on organizational performance. Course content: Introduction to organizational behaviour; importance of organizational behaviour, organization behavior, management, key elements of organizational behavior, people, structure, mechanists form of organization, organic form of organization. Jobs and tasks, technology. Challenge and opportunities for organizational behaviour; significant problems in management, responding to globalization, empowering people, coping with "temporariness", stimulating innovation and change emergence of the e-organization. Improving ethical behaviour. Person perception; factors influencing perception, characteristics of target, characteristics of situation, making judgment about others. Short cuts

in judging others and its application; frequently used short cuts in judging others, methods to overcome biases in perception. Attitude; components of attitudes, sources of attitudes, types of attitudes. Conflict process; types of conflict, conflict management techniques,. Leadership theory; trait theories, behaviour theories, situational or contingency theories, transformation leadership. Organizational change process; introduction, organizational forces for change, resistance to change, overcoming resistance to change, approaches to managing organization change.

BPA 6421 Demographics and population studies, CU = 3

This course introduces students to the major concepts of demography and population studies. By the end of this course, students should be able to explain basic concepts in demography and use demographic information to explain interconnections between physical geography and population distribution. Course content: Meaning, importance of demography, demography and other disciplines, sources and uses of demographic data. Trends in population growth, patterns in distribution, factors affecting population distribution, components of population dynamics, causes, consequences, measures, theories population projection, population composition, components of population dynamics (fertility, mortality, and migration) socio-economic, political, environmental and cultural changes.

BPA 6422 Fundamentals of project management, CU = 3

This course teaches the fundamentals of project planning and management. By the end of the course, the student should display a broad understanding of the theories, principles and practices of project analyses, and the capacity to design, implement, manage and evaluate a finance project. Course content: project and project stake holders: understanding project management, project manager, project team, project stakeholder. Project phases: the project life cycle, defining phase, planning phase, implementing phase, controlling phase, completing phase. Project scope: meaning of project scope, process, defining key issues, determining performance drivers, scope creep and scope change, avoiding scope creep. Project feasibility and appraisal: feasibility study, investment appraisal techniques, NPV, IRR, comparison of NPV and IRR. Sensitivity and capital rationing: risk and uncertainty, uncertainty and sensitivity analysis, risk and scenario analysis, capital rationing and profitability index. Project tools and techniques: determining the work breakdown structure, estimating timing and task duration, determining requirements - a resource checklist, sequencing work. Project budget and risk management: project budget, project risk management. Project monitoring, termination and reporting: project monitoring, reporting progress, project termination decision, and project report.

BPA 6423 Strategic managements, CU = 3

This course identifies and describes the various strategies a company can pursue to achieve superior performance. By the end of the course, students should be able to use appropriate analytical skills and techniques to identify and exploit available opportunities in the business environment. Course content; The nature of strategic management:-Concepts of strategic management, Key terms in strategic management, elements of strategic management, models of strategic Management, historical origins of strategic management, school of thought of strategic management, aims of strategic management: creating a competitive advantage, strategic Management in public sector and not for profit benefits of strategic management, intended and realized strategies, levels of formulation of strategy, process of strategy, levels of strategy, types of strategy, other types of strategy formulation, types of plan. strategic decision, corporate governance and BoDs, Concepts of mission statement, approaches of setting a mission, identity, theory of business, scientific and artistic perspectives on strategic management, school of strategy and stakeholder theory, planning school, resource school, positional school, stakeholder theory, external stakeholder, environmental analysis and scanning, concepts of environmental analysis, external analysis, internal scanning and SWOT analysis. Implementation strategies management issues, The nature of strategy implementation, contingency view, managing change, Lewin's Force field analysis

BPA 6424 International human rights law, CU = 3

This course covers the basic concepts of values and its linkage with human rights. By the end of the course, students should demonstrate clear understanding of the fundamental concepts of human rights and the capacity to interpret HRLs in the local context. Course content meaning of legal instrument, role of the Universal declaration of human rights. Human rights abuses; significance of values, concept of value relationship between value behavioral patterns of individuals in a society. Dignity, liberty, justice, equality, ethics, morals and human dignity. of human rights law, terminology of various legal instruments Overview, perspective of rights and duties, nature and concepts of duties, United Nations and Human Rights and International Human Rights and International Humanitarian Law.

BPA 6425 Governmental accounting, CU = 3

This course teaches the fundamentals of accounting for nonprofit and government organizations. By the end of the course, students should be conversant with the various types of governmental funds and the accounting products and branches for each fund. Course content: Governmental operating statement accounts: Budgetary accounting: operating revenues and expenses; government-wide financial statements, at the fund level, revenues use and other financing source expenditures use other financing uses, revenues and expenditures in the general fund. Accounting for governmental operating activities transaction and financial statement: Typical operating transactions for governmental activities journal entries at both the government-wide and fund levels, adjusting entries at year-end; pre-closing trial balance. Closing journal entries and year-end general fund financial statements. Accounting for inter fund and intra- and inter-activity transactions, account for transactions of a permanent fund. Exchange and no exchange transactions, accounting for general capital assets and capital projects: nature and characteristics of general capital assets, the purpose, and typical financing sources of a capital projects fund, financial statements for capital projects funds, accounting procedures for special assessment capital projects. Accounting for general long-term liabilities and debt service: general long-term liabilities, preparing note disclosures for general long-term debts. Statutory debt limits; debt margin and overlapping debt, purpose and types of debt service funds. Accounting for the business-type activities of state and local government: Characteristics of proprietary funds, internal service and enterprise funds, financial reporting requirements, reporting of internal service and enterprise funds in the government-wide and fund financial statements, accounting procedures journal entries and financial statements for an internal service fund.

BPA 6426 Theories and practices of federalism, CU = 3

This course teaches comparative federalism. By the end of this course, students should be aware of the different federalism of nations and states in diverse continents. Course content: Meaning of comparative federalism: Conceptual clarification, origins of federalism, and structure of federalism, institutions of federalism: Characteristics of federalism in states. Heterogeneity diversity: accommodation majority minority debate and identity politics devolution of powers principle of autonomy, representation marginalization and political power relations, and fiscal relations. Comparative issues in federalism: Constitutionalism, intra-governmental relations, decentralization, inter-governmental relations democracy.

BPA 6427 Senior essay in public administration, CU = 3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

5. BACHELOR OF ARTS IN ECONOMICS

1.1 Bachelor of Arts in Economics

1.1.1 Programme Background and Rationale

This programme is intended to produce qualified professionals (economists) in economic studies to serve the community through provision of services to public and private sectors. The programme is designed to respond to the country's growing demand for a self-sufficient economy. This programme will produce high level professionals in Economics who can contribute to the Somali community's effort to realize sustainable economic development and strong political position in the horn of Africa. The programme provides students with a complete basis for professional development and for further education in economics through courses and research work.

1.2 Programme Objective

1.2.1 General Objective

The main objective of this programme is to produce highly qualified manpower in the field of economics, with a concrete knowledge of economic theories, principle and models as applied to development issues, natural resources, and other socio-economic matters relating to Somaliland and to developing countries in particular, and the world in general.

1.2.2 Specific Objectives

By the end of the programme, students should be able to:

1. Demonstrate concrete understanding of the major economic theories, principles, and models and of their application in the study and practice of economics.
2. Demonstrate a detailed grasp of the methodologies of economists and the capacity to perform economic analysis of relevant economic policies at local and international level.
3. Display broad understanding of the evolution of economic thought and how this has impacted and continues to impact on the present and future practices of economics at all levels.
4. Display a complete and update knowledge of the dynamics of economics of the contemporary world.

1.3 Target Groups and Outcomes

1.3.1 Target Groups

This programme is designed for:

1. Students who have successfully completed SGCSE with at least grade C, and who intend or aspire to work as economists in the future or finance related fields.
2. Persons who already work in economics field but whose their basic training is not in economics, and who intended to transform into career economists.
3. Employees of the ministry of finance or persons who work in the finance related departments in private and public institutions and who intend to professionalize their employment.

1.3.2 Expected Programme Outcomes

Graduates of this programme shall be:

1. Economists, economic consultants and financial analysts for both public and private institutions and organizations.
2. Market researchers, managers and analysts of economic policies of the local and international levels.

3. Experts of budgets and budgeting for public and private enterprises, who can work as consultants and advisors on supply chain, prices and real estate analysts and technicians.
4. Employees in Ministry of Finance, and their senior advisors on economic issues in senior positions in the public and private sectors.

1.4 Programme Resources

1.4.1 Staff, Facilities and Equipment

The programme has adequate resources in terms of staff, teaching facilities, and time. The programme is managed by qualified staff with an expert in basically each course. There are adequate modern facilities and equipment for use in the programme. The main library has over 200 collections of relevant titles in economics. The Faculty of Economics and Political Science also runs a mini library and a book bank with relevant and specialized texts in economics. The faculty has adequate lecture halls and reading spaces that can accommodate all students at all times.

1.4.2 Funding

The programme of Bachelor of Arts in Economics is sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme of Bachelors of Arts in Economics. However, if and when, additional funds are available, they shall be dispensed according to the university financial policies.

1.5 Course List for Bachelor of Arts in Economics

The programme of Bachelor of Arts in Economics is fully covered with the following 46 courses. All courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre-calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
ECN 6121	Introduction to economics	3
ECN 6122	Statistics for economists I (Descriptive statistics)	3
ECN 6123	Introduction management	3
ECN 6124	Financial accounting I (Fundamentals of financial accounting)	3
ECN 6211	Microeconomics I (Principles of microeconomics)	3
ECN 6212	Macroeconomics I (Principles of microeconomics)	3
ECN 6213	Statistics for economists II (Probability and inferential statistics)	3
ECN 6214	Mathematical economics I (Introduction economic modeling)	3
ECN 6215	Introduction to political science	3

ECN 6216	Financial accounting II (Accounting system for merchandizing and internal control)	3
ECN 6221	Microeconomics II (Intermediate microeconomics)	3
ECN 6222	Macroeconomics II (Aggregate economics and the economy)	3
ECN 6223	Mathematical economics II (Optimization and partial differentiation)	3
ECN 6224	Introduction to marketing	3
ECN 6225	International economics I	3
ECN 6226	Sociology	3
ECN 6311	Industrial economics	3
ECN 6312	Agricultural economics	3
ECN 6313	Development economics I (Theory and practice)	3
ECN 6314	Commercial law	3
ECN 6315	Public finance	3
ECN 6316	Labor economics	3
ECN 6321	Introduction to computer application in Economics	3
ECN 6322	Development economics II (Global economy)	3
ECN 6323	Diplomacy, theory and practice	3
ECN 6324	International economics II	3
ECN 6325	Islamic Commercial Law	3
ECN 6326	History of economic thought	3
ECN 6411	Introduction to econometrics	3
ECN 6412	Research methods for economists	3
ECN 6413	Islamic banking and finance	3
ECN 6414	Natural recourse and environmental economics	3
ECN 6415	Project planning and analysis in economics	3
ECN 6416	Monetary economics	3
ECN 6421	Islamic economic theory	3
ECN 6422	Managerial economics	3
ECN 6423	Senior essay in economics	3
ECN 6424	International relations	3
ECN 6425	Somaliland economy	3

1.6 Regulations for Bachelor of Arts in Economics

1.6.1 General Regulations

General University regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

1.6.2 Admission Requirements

This Bachelor of Arts in Economics program is best suited for students with high analytical thinking to qualify for admission into the degree of Bachelors of Arts in Economics, an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University, and attained a GPA of at least 2.00.
3. Meet other conditions as spelt out by the faculty of economics and political science, and the department of economics, with approval of Senate.

1.6.3 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am 4.30 pm from Saturday to Thursday.
2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the Faculty of Science and department of Economics, and approved by Senate.

1.7 The Curriculum

1.7.1 Programme Duration

The programme shall run on a semester basis consisting of four semesters each lasting 17 weeks, or part-time basis as appropriately structured by the Faculty of Economics and Political Science and department of economics, and approved by Senate.

1.7.2 Programme Modalities

The programme shall be conducted by course work, examinations and project, based on credit units. The last two weeks of each semester of each academic year shall normally be used for end-of-semester examinations. Further,

1. A student shall take foundation/general courses in English, mathematics, science, Arabic, Islamic studies during the first one year in the freshmen. The freshman year also acts as a gateway to full admission into the bachelor of Economics programme.
2. By the end of junior year, a student may be required to attend at least 300 hours of internship in a real work environment.
3. A student shall come up with a well-written project in the area of economics during the senior year of study.

1.7.3 Curriculum Plan

The programme shall run on semester basis consisting of eight (8) semesters, each lasting 17 weeks in a period of four (4) academic years, whether on full time, part- time, or on sandwich, and online, as structured by the faculty of Economics and Political Science, and department of economics, and approved by the senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	30	0	45	0	75	3
ECN 6121	Introduction to economics	30	0	45	0	75	3
ECN 6122	Statistics for economists I (Descriptive statistics)	45	0	0	0	45	3
ECN 6123	Introduction management	45	0	0	0	45	3
ECN 6124	Financial accounting, I (Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN 6211	Microeconomics I (Principles of microeconomics)	45	0	0	0	45	3
ECN 6212	Macroeconomics I (Principles of macroeconomics)	45	0	0	0	45	3
ECN 6213	Statistics for Economists II (Probability and inferential statistics)	45	0	0	0	45	3
ECN 6214	Mathematical economics I (Introduction to economic modeling)	45	0	0	0	45	3
ECN 6215	Introduction to political science	45	0	0	0	45	3
ECN 6216	Financial accounting II (Accounting system for merchandizing and internal control)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN 6221	Microeconomics II (Intermediate microeconomics)	45	0	0	0	45	3

ECN 6222	Macroeconomics II (Aggregate economics and the economy)	45	0	0	0	45	3
ECN 6223	Mathematical Economics II (Optimization and partial differentiation)	45	0	0	0	45	3
ECN 6224	Introduction to marketing	45	0	0	0	45	3
ECN 6225	International Economics I	45	0	0	0	45	3
ECN 6226	Sociology	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN 6311	Industrial economics	45	0	0	0	45	3
ECN 6312	Agricultural economics	45	0	0	0	45	3
ECN 6313	Development economics I (Theory and principles)	45	0	0	0	45	3
ECN 6314	Commercial law	45	0	0	0	45	3
ECN 6315	Public finance	45	0	0	0	45	3
ECN 6316	Labor economics	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN 6321	Introduction to computer application in economics	45	0	0	0	45	3
ECN 6322	Developmental economics II (Global economy)	45	0	0	0	45	3
ECN6323	Diplomacy, theory and practice	45	0	0	0	45	3
ECN6324	International Economics II	45	0	0	0	45	3
ECN6325	Islamic Commercial law	45	0	0	0	45	3
ECN 6326	History of economic thought	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester III							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN 6331	Internship	0	0	0	300	300	5
Total		0	0	0	300	300	5
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN6411	Introduction to econometrics	45	0	0	0	45	3
ECN6412	Research methods for economists	45	0	0	0	45	3

ECN6413	Islamic banking and finance	45	0	0	0	45	3
ECN6414	Natural recourse and environmental economics	45	0	0	0	45	3
ECN6415	Project planning and analysis in economics	45	0	0	0	45	3
ECN6416	Monetary economics	45	0	0	0	45	3
Total		270	0	0	0	270	18
Senior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
ECN6421	Islamic economic theory	45	0	0	0	45	3
ECN6422	Managerial economics	45	0	0	0	45	3
ECN6423	Senior essay in economics	45	0	0	0	45	3
ECN6424	International relations	45	0	0	0	45	3
ECN6425	Somaliland economy	45	0	0	0	45	3
Total		225	0	0	0	225	18
Grand Total		2025	0	135	300	2460	143

1.8 Programme Assessment and Evaluation

1.8.1 University Examinations

1. The general rules and regulations governing Amoud University undergraduate examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.
3. For each course, the total mark shall be arrived at by adding the two aforementioned.

1.8.2 Progressive Assessment

1. Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term examinations.
2. A student is required to attend at least 75% of a respective course contact hours to be eligible to sit for the end-of-semester examinations.

1.8.3 Grading System

1. Each course in the Bachelor of Arts in Economics programme shall be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80 - 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

- All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows

CGPA	Evaluation
3.68 – 4.00	Excellent
3.33 – 3.67	Very Good
3.00 – 3.32	Good
2.00 – 2.99	Satisfactory
Below 1.00	Fail

1.9 Route to Award of Bachelor of Arts in Economics

1.9.1 Progression through the Programme

- A student shall get a Normal Progress (NP) status when (s)he has passed all the specified courses for the year and has obtained a CGPA of at least 2.00.
- A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s)he has failed a course or courses and/or the GPA falls below 2.0.
- A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade “D”, or failed some course/s, and CGPA is less than 1.50.

1.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if (s)he had failed it before.

1.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next year if his/her CGPA is less than 1.00; or if (s)he has failed at least 50% of the courses in the year. Such a student shall repeat the academic year.

1.9.4 Discontinuation

A student shall be discontinued from the programme if (s)he obtains a CGPA of less than 1.00 for two consecutive academic years, other factors notwithstanding.

1.10 Completion and Award of Bachelor of Arts in Economics

A student who has passed all courses with a GPA of at least 1.0, and has earned at least 53 credit units, and has no other outstanding issues with the University shall be awarded the degree of Bachelor of Arts in Economics so long as the CGPA is not less than two (2).

1.11 Course Descriptions for the Bachelor of Economics

FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning. Recognizing author’s purpose, ignoring unknown words. Making inferences, recognizing signal words. Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyze, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration, leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometaphase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114، CU = 3 الأهداف العامة لمادة اللغة العربية: اللغة العربية

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، استعمال الألفاظ والتراكيب إستمالاً سليماً، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً، التحدث السليم من الأخطاء النحوية واللغوية، الإعتزاز باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدارك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرآته وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعامة عن تطبيق الأمثلة والتطبيقات المفيدة والبلغة، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبه على أبواب الإشتقاق وإستعمال المعاني. مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات

الإسم ،علامات الفعل ، الحرف. الإعراب:تعريف الإعراب والبناء، أنواع الإعراب ،المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه ،المعربات بالحروف. الفاعل: تعريف الفاعل ،أقسام الفاعل: المبتدأ والخبر: تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، انواع مفعول به. القراءة: بر عمر بن الخطاب ، أبو عبيدة عامر بن الجراح ، قاض ذكي ، من حكم الامام علي رضي الله عنه ، الشخصية المسلمة، ماهي الوطنية ، الامثال والحكم العربية ، قصة حلم معن بن زائدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

FRM 6124, CU = 3 تعريف المادة: التربية الاسلامي,

اعداد المسلم إعداداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق التربية التي جاء بها الإسلام.. بعض ربط الإسلام بالحياة (2) . سلامة الفهم لكتاب الله ، وإتقان قراءته من حيث ضبط الحركات والسكانات ، وإخراج الحروف من مخارجها (1)الأهداف العامة: الواقعية لحل مشكلاتها، إذ أن الإسلام ليس مجرد دين يربط الإنسان بربه فحسب ، وإنما هو نظام الحياة الكامل، لتنظيم العلاقات بين الإنسان وأخيه الإنسان عصمة الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة المستوردة، فحينما يتبين لهم الطريق السليم لا يتركونه إلى (3) . في مختلف المجالات الحيوية أن يعرف الطالب أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع المجالات (4) . غيره ، إذ شتان بين توجيه الخالق وتوجيه المخلوق (5) . الدراسية دليل فهم واستيعاب ، أما في الدين فهي ليست مقياس تدين ، وإنما التدين الصادق هو السلوك الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم العقيدة الإسلامية التي (6)بعض الأهداف الخاصة: متابعة تحقيق الولاء لله وحده، وجعل الأعمال خالصةً لوجهه، ومستقيمة في كافة جوانبها على شرعه تستقيم بما نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية ، والثقافة التي تجعله تمكين الانتماء الحي لأمة الإسلام الحاملة لراية التوحيد ، وتحقيق الوفاء للأمة ، مما يوافق هذا السن (7).يعتز بالإسلام ، وقادر على الدعوة إليه، والدفاع عنه تعهد قدرات الطالب واستعداداته المختلفة التي تظهر في هذه الفترة ، وتوجيهها وفق ما بنا سبها وما تحققها (8) . من اتساع في الأفق ، وتطلع إلى العلياء

تنمية التفكير العلمي لدى الطالب ، وتعميق روح البحث والتجريب ، والتتبع المنهجي ، واستخدام المراجع (9). أهداف التربية الإسلامية في مفهومها العام . إتاحة الفرصة أمام الطالب القادر ، وإعداده لمواصلة الدراسة بمستوياتها المختلفة ، وفي جميع التخصصات (10) . ، والتعود على الطرق الدراسية السليمة تهيئة الطالب للعمل في ميادين الحياة بمستوى لائق ، وتحقيق الوعي الأسري لبناء أسرة إسلامية سليمة وإكسابه فضيلة المطالعة النافعة ، والرغبة في (11) تكوين الوعي الإيجابي لدى الطالب لمواجهة به الأفكار الهدامة (12). الازدياد من العلم النافع ، والعمل الصالح ، واستغلال أوقات الفراغ في وجه مفيد . والاتجاهات المصنفة

ECN 6121 Introduction to economics, CU = 3

This introductory course is intended to provide students with a background understanding of the theories, principles and concepts in economics. By the end of this course, students should be able to use economic way of thinking to analyze different phenomena at individual and societal levels. Course content: principles of economics: how people make decisions, how people interact, how the economy as a whole works. Limits, alternatives and choices: theories, principles and models of macroeconomics and microeconomics, individuals economizing problems, societies economizing problems production possibilities model, graphs and their meanings. Economic systems and their characteristics: circular flow model: demand, supply, market equilibrium: measuring domestic output and national income: assessing economy's performance, gross domestic product, the expenditure approach, the income approach, other national income approaches, and shortcomings of GDP.

ECN 6122 Statistics for economists I (Descriptive statistics), CU = 3

This is an introductory course to economic statistics with emphasis on descriptive statistics. By the end of the course the student should develop a demonstrable mastery of data organization and presentation techniques, and applications of measures of tendency and dispersion in economics. Course content: introduction to statistics: what is statistics? Types of statistics, population versus sample, basic terms in statistics, summation notations. Organizing and graphing data: organizing qualitative and quantitative data (frequency distribution table, construction frequency distribution curve), bar chart, pie chart, histogram, stem and leaf. Measures of central tendency: mean mode and median. Measures of variation: range, minimum, maximum, quartile deviation, mean deviation, standard deviation, variance, coefficient of variation, z - score. Measures of location: deciles, quartiles, percentiles. Measures of kurtosis and skewness: kurtosis, skewness and moments. Introduction to probability: probability basics, events, basic rules of probability, conditional probability, the multiplication rule, Bayes's rule, counting rules, combination, and permutations.

ECN 6123 Introduction to management, CU = 3

This course teaches principles and contemporary emerging issues in management. By the end of the course, students should demonstrate a wide understanding of organization's designs and management strategies, and capacity to manage an "economic" organization in an ethical manner. Course content: introduction history of management, importance of managers, managers and their works, functions of management, managers in the work place. Decision making: decision-making process, types of decision-making and decision-making conditions, decision-making styles, effective decision-making in today's world. Managing social responsibility and ethics: what is social responsibility? Green management and sustainability, managers and ethical behavior, encouraging ethical behavior. Planning work activities: the and why of planning, goals and plans, setting goals and developing plans, contemporary issues in planning. Managing strategy: strategic management, the strategic management process, corporate strategies, competitive strategies, current strategic management issues. Designing organizational structure: designing organizational structure, mechanistic and organic structures, contingency factors affecting structural choice, traditional organizational designs. Managing human resources: human resource management process, identifying and selecting competent employees, providing employees with needed skills and knowledge, retaining competent and high-performing employees, contemporary issues in managing human resources. Managing communication: the nature and function of communication, methods of interpersonal communication, effective interpersonal communication, organizational communication, information technology and communication, communication issues in today's organizations. Options for organizing business: sole proprietorship, partnership and corporations.

ECN 6124 Financial accounting I (Fundamentals of financial accounting), CU = 3

This course teaches fundamental principles and practices of accounting. by the end of the course, the student should be conversant with basic accounting concepts and principles, and be able to apply those principles to measure business income in an accounting cycle. Course content: introduction: what is accounting? Financial reporting, generally accepted accounting principles (GAAP), financial statement, use of financial statement by outsiders. Changes in financial positions: the role of accounting records, the ledger, the journal, the trial balance, the accounting cycle. Measuring business income and completing the accounting cycle: income, adjusting entries, financial statement, preparing of financial statements, closing the temporary equity of accounts and complete accounting cycle. Year end: adjusting: a closer look, preparing the statements.

ECN 6211 Microeconomics I (Principles of microeconomics), CU = 3

Microeconomics is the foundation for all economics. This course teaches economic decisions at micro/individual level. By the end of this course, the student should demonstrate a broad and deep understanding of the nature of markets and the forces that shape utility and choice at the individual levels as well as an understanding of the theories of production and cost, and their applications for profit maximization. Course content: The market: demand, law of demand, the demand schedule and demand curve, market demand, law of supply, the supply schedule and supply curve, market supply, determinants of supply, changes in supply and market equilibrium. Budget constraint: two goods are often enough, properties of the budget set, budget line changes. Utility and choice: cardinal utility, constructing a utility function, indifference curves from utility, perfect substitutes, perfect complements, optimal choice, consumer demand, perfect complements, neutrals and beds, normal and inferior goods, income offer curves and Engel curves. Demand curves: individual demand functions homogeneity, changes in income. Normal goods, inferior goods, substitution and income, income effects for inferior goods, individual demand curves, shifts in individual demand curves, market demand curves, and elasticity. Theory of production: production functions, marginal product and marginal product curve, average product, Iso-quant maps, return to scale. Costs: basic concepts of costs, cost minimization, cost-minimizing input choice, cost curves, average and marginal costs, marginal cost curves, average cost curves, long-run cost. Profit maximization: profits, the marginal revenue and marginal cost rule, short-run profit maximization, profit maximization in the long run, returns to scale. Uncertainty and strategy: uncertainty, probability and expected value, diminishing marginal utility, a graphical analysis of risk aversion, willingness to pay to avoid risk, methods for reducing risk and uncertainty.

ECN 6212 Macroeconomics I (Principles of macroeconomics), CU = 3

This course teaches aggregate economic phenomena, and the economy as a whole. by the end of the course students should demonstrate broad theoretical understanding of the science of macroeconomics, the basic metric of macroeconomics at various levels and of the monetary systems, as well as the capacity to apply the knowledge to influence capital accumulation, population growth and technological progress. Course content: the science of macroeconomics: what macroeconomists study, how economists think? Data in macroeconomics: measuring the value of economic activity, gross domestic product, measuring the cost of living, the consumer price index. Measuring national income account: determinants of total production of goods and services, national income distribution, supply and demand for goods and services into equilibrium. Monetary systems: money, the role of banks in the monetary system, central banks influence in the money supply. Inflation: causes, effects, and social costs. Unemployment: job loss, job finding, and the natural rate of unemployment, job search and frictional unemployment, real-wage rigidity and structural unemployment. Economic growth i: capital accumulation and population growth. Economic growth ii: technological progress in the Solow model.

ECN 6213 Statistics for economists II (Probability and inferential statistics), CU = 3

This course teaches on probability distributions and inferential statistics. By the end of the course, students should develop an understanding of the theory of probability and demonstrate its role in the study populations based on samples. Course content: Probability distribution: Random variables, probability distribution of a discrete random variable, mean of a discrete random variable, standard deviation of a discrete random variable, binomial probability distribution, hyper geometric probability distribution, poison probability distribution, normal distribution. Sampling distribution: Population and sampling

distributions, sampling errors and non-sampling errors, mean, standard deviation of sample mean, population and sample proportions. Estimation of the mean and proportion: Estimation: point and interval estimates, estimation of a population mean, estimation of a population proportion: large samples, sample size determination. Hypothesis testing about the mean and proportions: single population, two populations, single variance, two variances, more than two variances.

ECN 6214 Mathematics for economists I (Introduction to economic modeling), CU = 3

This course provides the foundation for future works in mathematical models and theories applied in economics. By the end of the course, students should be able to use quadratic equations, basic calculus and matrix algebra to develop models to depict contextual economic situations. Course content: graphs and functions: functions, inverse functions, graphs of linear functions, fitting linear functions, slope, budget constraints, non-linear functions, composite functions. Linear equations: simultaneous linear equation systems, solving simultaneous linear equations, graphical solution, equating to same variable, substitution, row operations, comparative statics and the reduced form of an economic model. Quadratic equations: solving quadratic equations, graphical solution, factorization, the quadratic formula, quadratic simultaneous equations and polynomials. Introduction to calculus: the differential calculus, rules for differentiation, marginal revenue and total revenue, marginal cost and total cost, profit maximization, point elasticity of demand. matrices algebra: introduction to matrices and vector, basic principles of matrix multiplication, matrix multiplication – the general case, the matrix inverse and the solution of simultaneous equations, determinants, minors, cofactors and the Laplace expansion, the transpose matrix, the cofactor matrix, the adjoint and the matrix inverse formula, application of the matrix inverse to the solution of linear simultaneous equations, Cramer's rule.

ECN 6215 Introduction to political science, CU = 3

This course teaches fundamental theories, ideologies and political systems in political science. By the end of the course, the student should demonstrate a broad understanding of the concepts in political science and associated theories and how they influence the functioning of government and governance systems and cultures. Course content: nature of political science: what is politics? is politics an art, a philosophy, or a science? Political systems, power, influence, authority, legitimacy, the state and the nation. Political theories: classic theories, institutional theories, group theory, systems theory and modernization theory. Political ideologies: what is political ideology? Types of ideologies, liberalism, conservatism, socialism, communism. Governments and regimes: monarchy, republic, unitary, federalism, presidential system, parliamentary system, democracy, authoritarianism and totalitarianism. Political culture and socialization: national character, political culture, the civic culture, political subcultures, political socialization: processes and agents. Political parties: origins of political parties, what political parties do? Somaliland political parties, type of political parties, political parties and electoral systems. Organs of modern governments: legislative, judiciary and executive. Islamic political system and social order: purpose of the Islamic state, fundamental rights, legislative, executive, equality of mankind, the institution of family, relatives and neighbors.

ECN 6216 Financial accounting II (Accounting system for merchandizing and internal control), CU = 3

This course introduces students to the fundamental concepts of accounting in the business world. By the end of the course, students should demonstrate broad understanding of the nature, principles and practices of merchandizing and accounting systems, and the capacity to apply such knowledge in the internal control of cash systems and costs of goods to

guarantee financial stability of an enterprise. Course content: Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of merchandising company. Accounting systems: determining information needs, cost of producing accounting information, basic functions of accounting information, who designs and install accounting system. Internal control and cash: components of internal control, case in point, guidelines for achieving strong internal control, role of business documents, and internal control in computer-based system. Internal control and cost of goods sold: flow of inventory costs, taking physical inventory, and evaluating the liquidity of inventory. Plant asset and depreciation: acquisition of plant asset, depreciation, disposal of plant and equipment, intangible asset, natural resources, plant transactions. Financial statement analysis and statement of cash flow: measurement of liquidity and credit risk, measurement of profitability and statement of cash flows.

ECN 6221 Microeconomics II (Intermediate microeconomics), CU = 3

This course teaches microeconomic theory sequence at intermediate level. By the end of the course, the student should demonstrate a thorough understanding of behavior of economic markets, and why markets fail and of the necessary economic theories/models to manage various markets. Course content: Types of markets: Perfect competition: pure competition in the short run, long run-in pure competition, consumer and producer surplus. Pure monopoly: introduction to pure monopoly, barriers to entry, monopoly demand, output, price determination and price discrimination. Monopolistic competition: monopolistic competition, price and output in monopolistic competition. Oligopoly: oligopoly behavior, three oligopoly models, oligopoly and advertising. Input markets: pricing in input markets, marginal productivity theory of input demand, labor supply and wages, equilibrium input price determination. Market failures: asymmetric information, adverse selection, externalities and public goods. General equilibrium and welfare economics: a simple general equilibrium model, general equilibrium, trading between two people, production and trading, efficiency and equity. Game theory: an overview of game theory, static games.

ECN 6222 Macroeconomics II (Aggregate economics and the economy), CU = 3

This course teaches aggregate economic phenomena and the economy as a whole. By the end of the course, students should demonstrate a wide understanding of the nature of aggregate demand models and their applications, and of the related models/theories and their application in the economy as a whole. Course content: Aggregate demand I- building the IS-LM model: The goods market and the IS curve, money market and LM curve. Aggregate demand II Applying the IS-LM model: fluctuations with the IS-LM model, IS-LM as a theory of aggregate demand, the great depression. The open economy, The Mundell Fleming model and the exchange rate regime: the Mundell-Fleming model, small open economy under floating exchange rates and fixed exchange rates, floating and fixed exchange. Aggregate supply and the short run tradeoffs between inflation and unemployment: The basic theory of aggregate supply, inflation, unemployment and the Philips curve. The theory of investment: business fixed investment, residential investment inventory investment.

ECN 6223 Mathematics for economists II (Optimization and partial differential equations), CU = 3

This course teaches optimization theories and partial differentiation in their application in economics. By the end of the course, students should demonstrate a clear and succinct comprehension of the principles and techniques of optimization, second order partial differential equations, definite integrals and linear programming, and the capacity to apply them in economic analysis. Course content: Unconstrained optimization: first order

conditions for maxima, second order condition for minima, profit maximization, comparative static effects of tax. Partial differentiation: partial differentiation, marginal products, applications of partial differentiation, second order partial differentiation, unconstrained optimization: functions with two variables, total differentials. Constrained optimization: constrained optimization, resource allocations, constrained optimization by substitution, lag range multipliers: constrained maximization and minimization lag range multiplier: second-order condition, constrained optimization with more than two variables, marginal revenue productivity theory of the demand for labor, Individual labor supply, definite integrals of marginal costs and marginal revenue functions, integration, consumer surplus. Dynamics and difference equations: dynamic economic analysis, the cobweb: iterative solutions, difference equation solutions, lagged Keynesian macroeconomic model. Linear programming: graphical method, the simplex model.

ECN 6224 Introduction to marketing, CU = 3

This course introduces the basic principles for analyzing and responding to changing market scenarios. By the end of the course, students should demonstrate a broad understanding of marketing and the capacity to perform an effective marketing analysis with respect to product service, brand and prices, design an effective marketing channel for retail and wholesale outlets based on the results of the analysis. Course content: Introduction to marketing: what is marketing, market place, customer needs, designing customer driven marketing strategy, changing marketing landscape. Analyzing marketing environment: microenvironment, macro environments. Marketing research: Products, services and brands: what is product? Product and service decisions, service marketing, brand strategy. Pricing and pricing strategy: what is a price, major pricing strategies, new product pricing strategy, product mix pricing strategy, price adjustment, and price changes. Marketing channels: nature and importance of marketing channels, channel behavior and organization, channel design decision, channel management decision. Retailing and wholesaling: retailing, wholesaling. Personal selling and sales promotion: personal selling, managing the sales force, personal selling process, sales promotion. Advertising and public relations: advertising, public relations.

ECN 6225 International economics I, CU = 3

This course introduces students to economic interactions of nations in the world. By the end of the course, the student should demonstrate a proper understanding of the nature, theories, models and principles international economics and capacity to apply these principles and theories/models to influence income distribution in developing countries. Course content. Concepts and definitions, the gains from trade, the pattern of trade, balance of payments, exchange rate determination, international policy coordination, the international capital market, international economics: trade and money, current international economic problems and challenges. international trade theories: mercantilism, absolute advantage, the concept of comparative advantage: a one-factor economy, production possibilities, relative prices and supply, trade in a one-factor world, determining the relative price after trade. Determining the relative wage in the multi good model. The specific factor and income distribution: the specific factors model, assumptions of the model, production possibilities, prices, wages, and labor allocation, international trade in the specific factors model, income distribution and the gains from trade. the standard theory of international trade: introduction, the production frontier with increasing costs, community indifference curves, equilibrium in isolation, a shift of the Rs curve, growth and the PPF, world relative supply and the terms of trade.

ECN 6226 Sociology, CU = 3

This course is all about systematic study of social behavior and human groups. It focuses on the influence of social relationships upon people's attitudes and behavior and on how societies are established and changed. This course provides students with both methodologies and knowledge of the study of critical social issues ranging in scope from family to global. This course surveys the major social, cultural, economic, political, and historical dynamics of pervasive and emerging social problems in our interconnected local, national, and global society. Together we will explore how and why certain social issues, processes, and outcomes are determined to be problematic for society; as well as why others are not seen or understood as problematic. Potential topics include socialization, deviance and crime, family, economic inequality, culture, gender, religion, and social movements. Students will come to understand the many ways in which people's lives, including their own, are shaped by the social world, and the many ways in which human behavior and interaction serve to reinforce or challenge and reshape or social world.

ECN 6311 Industrial economics, CU = 3

This course teaches the fundamentals of industrial organizations/industrial economics. By the end of the course, the student should display a thorough understanding of the scope, history and efficiency of industrial economics. They should be able to apply of industrial location and demand analysis. Course content: Scope of industrial economics and its history: meaning of industrial economics, elements and history of the field. Industrial efficiency: Concepts and measurement. Market concentration: Theoretical deductions, measurement concentration, concentration and the market performance of a firm. Industrial location analysis: Determinants and approaches to industrial location analysis. Demand analysis: Theory of demand, elasticity concept, individual firm demand, demand forecasting. Advertising debate: meaning of advertising, debates on advertising. Invention, innovation and diffusion: The process of innovation, stages of technological change, the theory of technological innovation, innovation and employment. Diversification, vertical integration and merger: Definitions, motives for diversification, vertical integration and merger. Industrial policy: Meaning of industry policy approaches to intervention, the debate on industrialization.

ECN 6312 Agricultural economics, CU = 3

This course teaches theories and principles of agricultural economics and their application to agriculture. By the end of the course, the student should display a wide knowledge and understanding of economic theories and principles of marketing, production, transformation, utilization and profits, and of their applications in agriculture and agricultural practices. Course content: introduction: concept of agricultural economics, nature of agricultural economics, scope and types of agricultural economics, and its relationship with other disciplines. Role of agriculture in economy: role of land in agriculture, land as a factor of production, non-agricultural uses of land, peculiarities of land. Marketing in agriculture: definition of marketing, significance of agricultural marketing, problems in marketing, marketing functions margin. Agricultural economic transformation: the attributes of traditional agriculture, allocative efficiency, zero marginal productivity, high returns to low capital, development of traditional agriculture, farmers as demanders of new factors. Crops for commercial purposes: seed production and cereals, horticulture, apiculture, cotton, sugarcane, fruits and vegetables. Resource utilization (land, water and power resources): land use pattern, soil conservation, river training, protection against floods, irrigation, power resources. Production with one variable input: the production function, fixed versus variable inputs and the length of run, the law of diminishing returns, and average physical product, MPP and the marginal product function, neoclassical production function, MPP and app for the neoclassical function. profit maximization with one variable input and one output: costs,

returns and profit on the output side: some basic definitions, simple profit maximization from the output side, duality of cost and production, inverse of a production function, linkages between cost and production functions, the supply function for the firm.

ECN 6313 Development economics I (Theories and principles), CU = 3

This course teaches the principles, practices and theories of development economics at intermediate level. By the end of the course, the student should dev a broad and detailed conceptualization of development and related theories and models, and the capacity to apply the theories and knowledge to eradicate poverty, and manage urbanization and the environment. Course content: Introduction: economics and development studies, meaning of development, Millennium Development Goals (MDGs), Sustainable Development Goals (SDGs). Comparative development: The developing world, basic indicators of development, and characteristics of developing world. Growth theories: Classical theories of economic development, development as growth and the linear-stages theories, structural-change models, the international-dependence revolution. Poverty, in equality and development: Measuring inequality, measuring absolute poverty, poverty and inequality, and social welfare, absolute poverty, economic characteristics of high-poverty groups. Fertility and population growth: Population growth, the demographic transition, causes of high fertility in developing countries, consequences of high fertility. Human capital (education and health): The central roles of education and health, investing in education and health, educational systems and development, health measurement and disease burden. Urbanization and rural-urban migration: urbanization, the role of cities, urban informal sector, migration and development. Environment and development: Environment, development, global warming and climate change, urban development and environment. Development planning: concepts and rationale, basic models.

ECN 6314 Commercial law, CU = 3

The course introduces students to the basics of commercial law. By the end of the course, the students should show broad mastery of the various types of laws that govern the business world and how a business can operate efficiently and effectively under such laws. Course content: Introduction to law: Concepts of law. Types of law. Islamic law versus conventional law, Sources of Islamic law, sources of conventional law. Types of courts. Legal and political systems of the world. Contract law: Definition of contract. Validity of contract. Types of contracts. Nature of contracts. Contract formation. Business organizations: Definition of sole proprietorship/partnership, and corporation. Formation of sole proprietorship/partnership, and corporation. Advantages and disadvantages of sole proprietorship/partnership, and corporation. Maritime law: Marine and maritime law.

ECN 6315 Public finance, CU = 3

This course teaches the fundamental concepts of public and practices of finance. By the end of the course, the student should to demonstrate broad conceptual and theoretical understanding and of the roles of individuals and government in public finance with respect to financing, taxation, budget and investment. Course content: Individuals and government: individuals, society, government, and political institutions, the allocation of resources between government and private use. Financing government expenditures: overview of government finance, purpose and consequences of government finance, principles of taxation. Taxation, prices, efficiency, and distribution of income: lump-sum taxes, the impact of taxes on market prices and efficiency, taxes, government expenditures, and the distribution of income. Budget balance and government debt: the federal budget balance, economic effects of the federal budget balance, government debt, borrowing by state and local governments, burden of the debt and national saving. The theory of income taxation: comprehensive

income: the Haig-Simons definition, a general tax on comprehensive income: economic effects of a flat-rate income tax, taxation of interest income and its effect on saving, market analysis of taxation on interest and investment income. Taxation of corporate income: The tax base: measuring business income, separate taxation of corporate income, the tax rate structure, and corporate taxation throughout the world: international comparisons, short-run impact of the corporate income tax, and long-run impact of the corporate income tax. Cost-benefit analysis and government investments: the budget process, economic analysis for the budget process: achieving the least-cost, cost-benefit analysis, and analysis of government investments: cost-benefit analysis.

ECN 6316 Labor economics, CU = 3

This course teaches economics of labor and labor markets. By the end of this course, the students should demonstrate a clear understanding of the differences and relationships between labor supply, and labor demand, and of the concepts of labor equilibrium, and mobility, they should be able to clearly centralize the roles of unions, human capital and wage structure in labor economics. Course content: overview of labor economics: Story of labor markets, actors in labor market. Labor supply: Measuring labor force, factor about labor supply, preference of workers, decision to work or not to work, labor supply curve, labor supply elasticity. Labor demand: production functions, employment decision in the short run and in long run, in the long run demand curve, elasticity of substitution, factor demand with many inputs. Labor market equilibrium: equilibrium in a single competitive market, competitive equilibrium across labor markets, policy implication: payroll tax and subsidies, the labor market impact of immigration, economic benefits from immigration. Human capital: education in labor market, schooling model, education and earnings, estimating the rate of return to schooling, post school human capital investment, on job training. The wage structure: earnings distribution, measuring in equality, inequality across generations. Labor mobility: geographic migration as a human capital investment, family migration, decision to immigrate, policy implication: intergenerational mobility of immigrants. Labor unions: unions, determinants of union membership, monopoly union, policy implications: unions and resource allocation, efficient bargaining, strikes.

ECN 6321 Introduction to computer application in economics, CU = 3

This course introduces the computer as an important tool in the study of economics. By the end of the course, the student should be able to use Microsoft word, power point and excel programs to prepare documents and the SPSS, EVIEWS and Gretl to perform basic statistical and econometric activities. Course content: overview of computer: Basics of computers, definition and function, parts of a computer, importance of computer for academic life. Microsoft word: overview of Microsoft office/ word, editing document, page formatting, text formatting, paragraph formatting, table of contents, referencing and citation. PowerPoint: Power point basics, creating and managing presentations, create and manage slide, inserting text, tables and pictures in slide, review and prepare and deliver presentations. Excel: overview of excel, working with tables on excel, formatting text in cells, perform calculations on data, managing work sheet data, statistics and econometric analysis. SPSS: overview of SPSS, SPSS statistics base. EvIEWS: overview of EvIEWS program, Basic statistics and econometrics activities on EvIEWS program. Gretl: overview of Gretl program, Basic statistics and econometrics activities on Gretl program.

ECN 6322 Development economics II (Global economy), CU = 3

This course introduces global economy phenomena of development. By the end of the course, the students should be able to apply economic principles and practices in environmental issues market stabilization finance and fiscal policies and of foreign financing for global economic development. Course content: The Environment and development: Global warming and climate change: scope, mitigation, and adaptation, economic models of environmental issues, and urban development and the environment. Development policymaking and the roles of market, state, and civil society: development planning: concepts and rationale, the development planning process: government failure and preferences for markets over planning, the market economy, the Washington consensus on the role of the state in development and its subsequent evolution. Balance of payments, debt, financial crises, and stabilization policies: International finance and investment: the balance of payments account, the issue of payments deficits, and accumulation of debt and emergence of the debt crisis in the 1980s, attempts at alleviation: macroeconomic instability, classic IMF stabilization policies, the global financial crisis and the developing countries. Foreign finance, investment, aid, controversies and opportunities: The international flow of financial resources, private foreign direct investment and the multinational corporation, the role and growth of remittances, and foreign aid. Finance and fiscal policy for development: The role of the financial system in economic development, the role of central banks and alternative arrangements, informal finance and the rise of microfinance, fiscal policy for development, state-owned enterprises and privatization, and public administration.

ECN 6323 Diplomacy, theory and practice, CU = 3

This course teaches theories and practice of contemporary diplomacy. By the end of the course, students should develop clear conceptualization of diplomacy theories and practices, and how the theories and principles apply in the operations of ministry of foreign affairs, embassies and international organizations. They should be able to provide practical analyses of a modern diplomat, in both home and abroad. Course content: conceptualization of diplomacy: definitions of diplomacy, dimension, and scope. History and practice of diplomacy: characteristics and qualities. Diplomacy in a changing world: diplomacy at United Nations, regional organizations. Diplomacy as negotiation and mediation: negotiation and diplomacy expanding the scope of diplomacy, challenging the processes of negotiation: mediation and multilateral diplomacy, facing the future of diplomatic negotiation: prevention. The ministry of foreign affairs and the national diplomatic system: diplomatic perspectives the MFA and the national diplomatic system (NDS), the emergence and evolution of the MFA. The MFA and the NDS in the twenty-first century. Public diplomacy: official and nongovernmental public diplomacy beyond the new public diplomacy: evolving concepts public diplomacy outside the west. Economic diplomacy, embassies, consulates and special missions.

ECN 6324 International Economic II, CU = 3

Factor Endowments and the Heckscher-Ohlin Theory: Introduction, Assumptions of the Theory, Factor Intensity, Factor Abundance, and the Shape of the production frontier, Factor Endowments and the Heckscher-Ohlin Theory, Factor-Price Equalization and Income Distribution. Economic Growth and International Trade: Introduction, Growth of Factors of Production, Growth and Trade: The Small-Country Case, Growth and Trade: The Large-Country Case Tariffs and export subsidies. The instruments of trade policy: basic tariff analysis: supply, demand, and trade in a single industry, effects of a tariff, measuring the

amount of protection. Costs and benefits of a tariff. Trade policies in developing countries: import-substituting industrialization, the infant industry argument, and trade liberalization. National income accounting and the balance of payments and monetary systems. Economic Integration: Customs Unions and Free Trade Areas: Introduction, Trade-Creating Customs Union and History of Attempts at Economic Integration

ECN 6325 Islamic commercial law, CU = 3

This course focuses Islamic commercial law in the contemporary business world. By the end of this course, students should have broad knowledge of Islamic commercial law and contracts. Course content: overview of Islamic commercial law, property and ownership in Islam, contract in Islamic law, classification of contracts under Islamic law, mechanism of contracts formation and disqualifications, conditions of parties, proxies and guardians, risk taking and Gharar, corporate law, business and commercial transactions, principal and agent; carriage by land and sea; merchant shipping; guarantee; marine, fire, life, and accident insurance; bills of exchange and partnership, hiring practices, manufacture and sales consumer goods.

ECN 6326 History of economic thought, CU = 3

This course teaches the development of economic thoughts through ancient times, medieval, and modern times. By the end of the course, the student should demonstrate a clear and adequate understanding of the major phases of economic thought, the major contributors and the postulates of each phase; and the relevance of the postulates to the practice of economics in the world today. Course content: Economic thoughts of ancient times: Greece, Rome and medieval periods. Mercantilism economics thought: major tenets of mercantilism, historical background of mercantilism, beneficiaries of mercantilism thinking, validity and usefulness of mercantilism thinking during their epoch, lasting contribution of mercantilism to the general economics, prominent mercantilist. Physiocratic: major tenets of physiocratics, historical background of physiocratics, beneficiaries of physiocratic thinking, validity and usefulness of physiocratic thinking during their epoch, lasting contribution of physiocratic to the general economics, prominent physiocratics. classical: major tenets of classical, historical background of classical, beneficiaries of classical thinking, validity and usefulness of classical thinking during their epoch, lasting contribution of classical to the general economics, and prominent classical. Socialism: historical background of socialism, types of socialists, commonalties of socialism, beneficiaries of socialism thinking, validity and usefulness of socialism thinking during their epoch, lasting contribution of socialism to the general economics, Marxian socialism. marginalism and neoclassical: major tenets of marginalism, historical background of marginalism, beneficiaries of marginalism thinking, validity and usefulness of marginalism thinking during their epoch, lasting contribution of marginalism to the general economics, and prominent marginalism: Keynesian: historical background of Keynesian, major tenets of Keynesian, beneficiaries of Keynesian thinking, validity and usefulness of Keynesian thinking during their epoch, lasting contribution of Keynesian to the general economics, the Keynesian system. Overview of Islamic economics: the nature of Islamic economics: definition of Islamic economics, sources of Islamic economics. Contribution of some Islamic economic scholars: Ibn khaldun

ECN 6411 Introduction to econometrics, CU = 3

This course exposes students to methodology, tools and basic econometric models. By end of course, students should demonstrate a broad understanding of nature, principles, and methodologies of econometrics and be able to carry out basic measurements, test and analysis of economic problems. Course content: Introduction to econometrics: What is econometrics?

Why a separate discipline? Methodologies of econometrics, types of econometrics, mathematical and statistical prerequisites, role of computer. Hypothesis Testing and Statistical Inference: What is Hypothesis Testing? The t-test, examples of t-tests, limitations of t-test, confidence intervals, chi-square distribution, a goodness-of-fit test, F distribution, one-way Analysis of Variance: Introduction to regression analysis: definitions of regression analysis, estimated regression equation, using regression to explain housing prices. Ordinary Least Squares: Estimating single-independent-variable models with OLS, estimating multivariate regression models with OLS, evaluating quality of a regression equation, describing overall fit of estimated model, R^2 . Classical Model: classical assumptions, sampling distribution of n , gauss-markov theorem and properties of OLS estimators, standard econometric notation.

ECN 6412 Research methods for economists, CU = 3

This is a general course in research methods. By the end of the course, student should be able to integrate economic theories and quantitative research skills in under taking economic research and writing economic research papers at the undergraduate level. Course content: Research Conceptualization: Defining research. Characteristics of economic research. Purpose of economic research. Types of economic research. Economic research Ethics. Informed consent in research. Privacy and confidentiality. Anonymity. Researcher's responsibility. Ethical issues in economic research designs. Ethical responsibility and social responsibility. Design and structure of economic research process: Research title. Research background: historical, theoretical, conceptual, and contextual perspectives. Research problem. Research objectives. Research questions. Research hypothesis. Conceptual framework. Literature review. Research methodology. Sampling: Concept of sampling. Terms related to sampling. Sampling techniques. Data collection Techniques: Classification of data. Primary vs. secondary data. Data collection methods in economic research. Questionnaire methods in economic research. Scholarly skills and academic writing: the title page, Spacing. Margins. Page numbers. Paragraphs. Alignment. In text citation. Basic formats. Capitalization, quotes, and italics/underlining. Short and long quotations. Using el al. Referencing. Journal articles. APA tables and figures.

ECN 6413 Islamic banking and finance, CU = 3

This course teaches the basic characteristics, nature, principles, structures and functions, and the financial resources of Islamic banking and finance. By the end of the course, students should demonstrate a clear and correct understanding of the logic of Musharakah, Mudarabah, Riba, Ijarah and related Islamic banking models, and the capacity to use each model in the banking and finance markets at all levels. course content: Musharakah: concept of Musharakah, basic rules of Musharakah, distribution of profit, ratio of profit sharing of loss, nature of capital, management of Musharakah, termination of Musharakah, termination of Musharakah without closing the business. Mudarabah: business of the Mudarabah, distribution of profit, termination of the Mudarabah, combination of Musharakah and Mudarabah. Musharakah and Mudarabah as modes of financing: project financing, some objections to Musharakah financing, risk of loss, diminishing Musharakah. Riba: what is Riba? Its types, understanding Riba in terms of principles of the Sharia (Quran and Sunnah), difference between trade and Riba? Impact analysis of the Riba and trade on the economy. Ijarah: basic rules of leasing, lease as a mode of financing, commencement of lease. Salam and Istisna: Salam, conditions of Salam, Salam as a mode of financing, basic rules of parallel Salam, Istisna', difference between Istisna' and Salam difference between Istisna' and Ijarah, time of delivery, Istisna' as a mode of financing. Islamic insurance: tactful: case for Islamic insurance, Islamic issues with conventional insurance, issues in conventional insurance, definition and concept of Takaful. Sharia'a law as applied by Takaful operators, principles of contract,

principles of liability, principle of utmost good faith, principles of Mirath and Wasayah, principles of Wakala (agency).

ECN 6414 Natural resource and environmental economics, CU = 3

This course teaches the fundamental economic principles and theories for the allocation of resources. By the end of the course, the student should have developed a clear understanding and a demonstrable appreciation of the principles of economic approach; and of the theories and logic of valuing the environment as well as the capacity to apply the knowledge to exploit natural resources for the economic development in sustainable manner. Course content: the economic approach: property rights, externalities as source of market failure, environmental problems and economics efficiency. Valuing the environment: why value the environment, valuation, types of values, classifying valuation methods, stated preference methods, revealed preference methods, valuing human life. Theory of optimal resource exploitation: taxonomy of natural resources, detecting and measuring resource scarcity, factors mitigating resource scarcity, non-renewable resources, theory of optimal depletion, energy resources, minerals, renewable resources, biological dimension of renewable resources, the of optimal use, fisheries, forest resources. Economics of pollution control: pollutant taxonomy, the efficient allocation of pollution, environmental policy instruments, taxation and optimal pollution, pollution and abatement costs, pollution control policies, trans-boundary environmental problems. Dynamic efficiency and sustainable development: two-period model, defining inter-temporal fairness, applying the sustainability criterion, implications for environmental policy.

ECN 6415 Project planning and analysis in economics, CU = 3

This course teaches the fundamentals of meaning of economic project. By the end of the course, the student should display a broad understanding of the theories, principle and practices of project analyses, and the capacity to design, implement, manage and evaluate an economic project. Course content: Project and project stake holders: understanding project management, project manager, project team, project stakeholder. Project phases: the project life cycle, defining phase, planning phase, implementing phase, controlling phase, and completing phase. Project scope: meaning of project scope, process of scope definition, defining key issues, determining performance drivers, scope creep and scope change, and avoiding scope creep. Project feasibility and appraisal: feasibility study, investment appraisal techniques, NPV, IRR, comparison of NPV and IRR. Project appraisal: sensitivity and capital rationing: risk and uncertainty, uncertainty and sensitivity analysis, risk and scenario analysis, capital rationing and profitability index. Project tools and techniques: determining the work breakdown structure, estimating timing and task duration, determining requirements - a resource checklist, sequencing work. Project budget and risk management: project budget, project risk management. Project monitoring, termination and reporting: project monitoring, reporting progress, project termination decision, and project report.

ECN 6416 Monetary economics, CU = 3

The course introduces monetary economics and discusses, to the effects of monetary variables on the macroeconomic system. By the end of the course, students should display a broad understanding of the nature and function of money, banks and financial institutions and their relationships monetary policy. Course content: Overview to monetary economics: fundamental of monetary economics, monetary economics addressing areas. Nature of money: definition of money, functions of money, types of money, and measuring money. Banking system: fundamentals of banking bank balance sheet bank management. Financial system: introduction financial system, functions of financial markets, structure of financial market and financial intermediaries. Theory of demand for money: introduction, theories of

demand for money classical and Keynes. Money supply: money supply process, money supply players, monetary base money multiplier. Money and inflation: meaning of inflation types of inflation views of inflation. Monetary Policy: Central bank monetary policy, conduct of monetary policy.

ECN 6421 Islamic economic theory, CU = 3

This course introduces students to the nature, methodologies and practices Islamic economics. By the end of the course, students should demonstrate a clear understanding of the nature and characteristics of Islamic economics and the associated approaches, methodologies and practices of Islamic economics in the contemporary economic context. Course content: An overview of Islamic economics: basic assumptions, economic organizations, role of money, consumer behavior, poverty, and fiscal management. Nature of Islamic economics: Definition of Islamic economics, sources of Islamic economics, approaches to Islamic economics. The methodologies of Islamic economics: Methodology of Islamic economics, Islamic approach to contemporary economic problems, and some related issues. Islamic economics in practice: Islamic banks, Zakah, insurance, Waqf and Al-hisbah.

ECN 6422 Managerial economics, CU = 3

This course teaches the fundamental theories of managerial economics in the business world. By the end of the course, the student should be able to perform market analysis and use the outcome to the make strategic decisions to enhance production, and maximize profit even in highly competitive markets. Course content: Managers, profits and markets: Economic way of thinking about business practices and strategy, measuring and maximizing economic profits, separation of ownership and control of firms, market structure and managerial decision-making. Managerial analysis of optimal decisions: Concepts and terminology, unconstrained optimization, constrained optimizations. Production and costs in the short run: General concepts in production and costs, production in the short run, short run cost of production. Production and costs in the long run: Production isoquants, isocost curves, optimization and cost, long run costs, forces affecting long run costs. Managerial decisions in competitive markets: Characteristics of perfect competition, demand facing a price taking firm, profit maximization in the short run, profit maximization in the long run, profit maximizing input usage. Managerial decisions for firms with market power: Measurement of market power, barriers of entry, profit maximization under monopoly, profit maximizing input usage, monopolistic competition. Strategic decision-making in oligopoly markets: rival simultaneous decision-making, sequential decision-making strategy, cooperation in repeated strategic decisions, strategic entry deterrence.

ECN 6423 Senior essay in economics, CU = 3

This is a research project. The students should identify a problem and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines.

ECN 6424 International relations, CU = 3

This course teaches international issues in world politics with a focus in international relations. By the end of the course, the student should display broad conceptual and theoretical understanding of power and foreign policy and of the nature and consequences of international conflicts, as well as a deep comprehension of the nature of international

organizations in trade, environment and international development. Course content: Globalization of international relations: the study of IR actors and influences, global geography, and the evolving international system. Power politics: Realism power, the international system, alliances, and strategy. Alternatives to power politics: the waning of war, liberal theories, social theories, and gender theories. Foreign policy: making foreign policy, decision-making, and domestic politics. International conflict: the wars of the world, conflict of ideas, and conflict of interest. International organizations, law, and human rights: roles of international organizations, the United Nations, international law, laws and sovereignty, and human rights. International trade: theories of trade, trade regimes, and economic globalization. Environment and population: interdependence and environment, managing the environment, natural resources population. The north-south gap: the state of the south, theories of accumulation, and imperialism. International development: experiences, lessons, north-south capital flows and foreign assistance

ECN 6426 Somaliland economy, CU = 3

The course introduces students to the basic forms, sectors and politics of economy of Somaliland. By the end of the course, the student should be able to demonstrate how and the extent of each sector contributes to the economy of Somaliland. Course content: an overview of Somaliland: agricultural (crop production and livestock rearing), allied sector of Somaliland economy, industrial sector (small industries), service sector (banking and remittance, telecommunication, and transportation), construction, marine resources, water and mineral resources, trade and commerce, private investment, budget and macroeconomic fiscal and monetary policies.

6. BACHELOR OF ARTS IN ISLAMIC BANKING AND FINANCE

2.1 Bachelor of Arts in Islamic Banking and Finance

2.1.1 Programme Background and Rationale

The growing demand for banking and finance services in Somaliland now require highly effective, efficient and transparent financial sector. The conventional banks and their traditional financial modalities cannot meet the basic conditions and requirements of a Muslim society. The conventional banking sector's principles and their overall methodologies and goals do not wholly conform to the fundamental Islamic principles in many ways. For example, usuries and interest-bearing transactions which are the backbone of income in the conventional banking model are prohibited in the Islamic faith. While the fundamental agenda of conventional banking system is profit, the Islamic banking model promoted service. Islamic banking and financing in the light of Islamic Shariah is an alternative to the conventional banking model. This programme is designed to respond to the growing demand for qualified professionals in the areas of Islamic banking and finance to serve the country through provision of banking services within Islamic principles. The programme responds to the country's growing demand for highly qualified and trained professionals in banking and finance in the light of Islamic Shariah. Somaliland people are legally Muslims and the banking and finance sectors should reflect Islamic laws. This is the surest way to increase the banked population and improve the contribution of banking services to the national economy. This programme will produce high level professionals in Islamic banking who can contribute to the realization of effective, efficient, and reliable Islamic banking sector in the horn of Africa and beyond. The program provides a complete basis for professional development and for further education in Islamic banking and finance through well designated practical courses and research work.

2.2 Programme Objectives

2.2.1 General Objective

The overall objective of this bachelor of Arts in Islamic banking and finance programme is to produce highly qualified manpower in the field of Islamic banking and finance, with a concrete knowledge of financing theories, principles and models as applied to development issues, and other socio-economic matters relating to Somaliland and to developing countries in particular, and the world in general, but in the context of Islamic principles. They should be able to serve professionally in the banking and finance sector with the background and foresight of Islamic principles.

2.2.2 Specific Objectives

By the end of the programme, students should:

1. Demonstrate concrete understanding of the fundamental Islamic finance and banking theories, principles, and models, and of their application in the study and practice of banking and finance.
2. Demonstrate a detailed grasp of the methodologies of Islamic finance, and the capacity to perform financial analysis in the light of Islamic banking and finance at local and international level.
3. Display broad understanding of the evolution of Islamic banking and finance and of its impact on banking and finance systems at all level, now and in the future.
4. Display a complete and up to date knowledge of the dynamics of banking and finance sectors in the contemporary world with respect to Islamic principles.

2.3 Target Groups and Outcomes

2.3.1 Target Groups

The programme is designed for:

1. Students who have successfully completed SGCSE with at least grade “C”, and who intend or aspire to work as bankers in the future or in finance related fields espousing Islamic principles.
2. Persons who are already working in the banking and finance fields but whose basic training is not in Islamic banking and finance, and who intended to transform into career Islamic bankers and practical practitioner.
3. Employees of the ministry of finance or persons who work in the finance related departments in private or public institutions and who intend to professionalize their employment, by applying to Islamic banking principles.
4. Banking and financial institutions who intend to blend their conventional banking and financial practices with Islamic models to better serve the Muslim community.

2.3.2 Expected Programme Outcomes

Graduates of this programme shall be:

1. Bankers, financial consultants and financial analysts for public and private institutions and organizations that are oriented towards Islamic banking principles.
2. Market researchers, managers and analysts of banking and finance policies of the local and international institutions, espousing Islamic principles and practices.
3. Experts of Islamic banking, finance and investment for public and private enterprises, who can work as consultants, advisors, analysts and technicians in Islamic banking and finance institutions.
4. Employees in Ministry of Finance, and senior advisors on finance issues as senior managers of public and private Islamic financial institution.

2.4 Programme Resources

2.4.1 Staff, Facilities and Equipment

The faculty of economic and political science, and the department of Islamic banking and finance have adequate staff, teaching facilities, equipment and time to offer this programme. The programme is managed by highly qualified staff who are experts in Islamic banking. There are adequate modern facilities and equipment for use in the programme. The main library has adequate collection of relevant titles in finance and banking. The faculty also runs a mini library and a book bank with relevant and specialized texts in Islamic banking and finance. The faculty has adequate lecture halls and reading spaces that can accommodate all students at all times.

2.4.2 Funding

The programme of bachelors of Arts in Islamic banking and finance is sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for students enrolled in the programme. However, if and when, additional funds are available, they shall be dispensed according to the existing university financial policies.

2.5 Course List for Bachelor of Arts in Islamic Banking and Finance

The programme for the Bachelor of Arts in Islamic Banking and Finance shall be fully covered in the following 46 courses. All courses are compulsory.

Course Code	Course Title	CU
FRM 6111	Introduction to reading	3
FRM 6112	Introduction to writing	3
FRM 6113	Introduction to biology	3
FRM 6114	Arabic language	3
FRM 6115	Pre-calculus	3
FRM 6121	English academic reading	3
FRM 6122	Islamic studies	3
IBF 6121	Introduction to economics	3
IBF 6122	Statistics for economists I (Descriptive statistics)	3
IBF 6123	Introduction management	3
IBF 6124	Financial accounting I (Fundamentals of financial accounting)	3
IBF 6211	Microeconomics I	3
IBF 6212	Macroeconomics	3
IBF 6213	Foundations of Islamic economics	3
IBF 6214	Statistics II (Probability and inferential statistics)	3
IBF 6215	Financial accounting II (Accounting system for merchandizing and internal control)	
IBF 6216	Fiqh Al mu amat I (١) فقها المعاملات	3
IBF 6221	Islamic banking and finance	3
IBF 6222	Introduction to business	3
IBF 6223	Microeconomics II	3
IBF 6224	IBF 6224 AL-AQIDA العقيد	3
IBF 6225	Fiqh Al mu amat II (٢) فقها المعاملات	3
IBF 6226	Sociology	3
IBF 6311	Mathematics of finance	3
IBF 6311	Financial management	3
IBF 6312	Marketing	3
IBF 6314	Financial statement analysis	3
IBF 6315	Islamic commercial law and contracts	3
IBF 6316	Zakat accounting	3
IBF 6321	Entrepreneurship	3
IBF 6322	Takaful (Islamic insurance)	3

IBF 6323	Islamic bank management	3
IBF 6324	Computer use in banking and finance	3
IBF 6325	Business law	3
IBF 6326	Money and banking	3
IBF6331	Internship	5
IBF 6411	International finance	3
IBF 6412	Investment analysis	3
IBF 6413	Risk management in Islamic financial institution	3
IBF 6414	Accounting information systems	3
IBF 6415	Research methods in banking and finance	3
IBF 6416	Project planning and analysis	3
IBF 6421	Islamic capital markets	3
IBF 6422	Public finance	3
IBF 6423	Senior essay in Islamic banking and finance	3
IBF 6424	Managerial economics	3
IBF 6425	Accounting packages for banking and finance	3

2.6 Regulations for Bachelor of Arts in Islamic Banking and Finance

2.6.1 General Regulations

General University regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration on pre-scribed forms.

2.6.2 Admission Requirements

This bachelors of Arts in Islamic banking and finance programme is best suited for students with high analytical thinking. To qualify for admission into the degree of bachelors of Arts in Islamic banking and finance, an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "C", or its equivalent from a recognized examination body.
2. Successfully complete a one-year freshman programme at Amoud University, and attain a GPA of at least 2.00.
3. Meet other conditions as spelt out by the faculty of economics political science and the department of Islamic banking and finance, with approval of Senate.

2.6.3 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am 4.30 pm from Saturday to Thursday.

2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the faculty of economics and political science and department of IBF, and approved by Senate.

2.7 The Curriculum

2.7.1 Programme Duration

The programme shall run on a semester basis consisting of four semesters each lasting 17 weeks, or part-time basis as appropriately structured by the Faculty of Economics and Political Science, and the department of Islamic banking and finance, and approved by Senate.

2.7.2 Programme Modalities

The programme shall be conducted through course work, examinations and project, based on credit units. The last two weeks of each semester of each academic year shall normally be used for end-of-semester examinations. Further,

1. A student shall take foundation/general courses in English, mathematics, science, Arabic, Islamic studies during the freshmen year. The freshman year also acts as a gateway to full admission into the Bachelor of Arts in Islamic banking and finance programme.
2. By the end of junior year, a student may be required to attend at least 300 hours of internship in a real banking and finance work environment.
3. A student shall come up with a well-written project in the area of Islamic banking and finance during the senior year of study.

2.7.3 Curriculum Plan

The programme shall run on a semester basis consisting of eight (8) semesters, each lasting 17 weeks in a period of four (4) academic years, whether on full time, part-time, or on sandwich, online, or any other mode as structured by the faculty of Economics and Political Science, and the department of IBF and approved by the senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6111	Introduction to reading	45	0	0	0	45	3
FRM 6112	Introduction to writing	45	0	0	0	45	3
FRM 6113	Introduction to biology	30	0	45	0	75	3
FRM 6114	Arabic language	45	0	0	0	45	3
FRM 6115	Pre-calculus	45	0	0	0	45	3
Total		210	0	45	0	255	15
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
FRM 6121	English academic reading	45	0	0	0	45	3
FRM 6122	Islamic studies	30	0	45	0	75	3
IBF 6121	Introduction to economics	30	0	45	0	75	3
IBF 6122	Statistics for economists I (Descriptive statistics)	45	0	0	0	45	3
IBF 6123	Introduction management	45	0	0	0	45	3
IBF 6124	Financial accounting, I (Fundamentals of financial accounting)	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6211	Microeconomic I	45	0	0	0	45	3
IBF 6212	Macroeconomics	45	0	0	0	45	3
IBF 6213	Foundation of Islamic economics	45	0	0	0	45	3
IBF 6214	Statistics II (Probability inferential statistics)	45	0	0	0	45	3
IBF 6215	Financial accounting II (Accounting system for merchandizing and internal control)	45	0	0	0	45	3
IBF 6216	Fiqh Al mu amalat I (١) فقه المعاملات	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6221	Islamic banking and finance	45	0	0	0	45	3
IBF 6222	Introduction to business	45	0	0	0	45	3
IBF 6223	Microeconomics II	45	0	0	0	45	3
IBF 6224	IBF 6224 AL-AQIDA العقيد	45	0	0	0	45	3
IBF 6225	Fiqh Al mu amalat II (٢) فقه المعاملات	45	0	0	0	45	3

IBF 6226	Sociology	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6311	Mathematics of finance	45	0	0	0	45	3
IBF 6312	Financial management	45	0	0	0	45	3
IBF 6313	Marketing	45	0	0	0	45	3
IBF 6314	Financial statement analysis	45	0	0	0	45	3
IBF 6315	Islamic commercial law and contracts	45	0	0	0	45	3
IBF 6316	Zakat accounting	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6321	Entrepreneurship	45	0	0	0	45	3
IBF 6322	Takaful (Islamic insurance)	45	0	0	0	45	3
IBF 6323	Islamic bank management	45	0	0	0	45	3
IBF 6324	Computer use in banking and finance	45	0	0	0	45	3
IBF 6325	Business law	45	0	0	0	45	3
IBF 6326	Money and banking	45	0	0	0	45	3
Total		270	0	0	0	270	18
Junior semester III							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6331	Internship	0	0	0	300	300	5
Total		0	0	0	300	300	5
Senior semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
IBF 6411	International finance	45	0	0	0	45	3
IBF 6412	Investment analysis	45	0	0	0	45	3
IBF 6413	Risk management in Islamic financial institutions	45	0	0	0	45	3
IBF 6414	Accounting information systems	45	0	0	0	45	3
IBF 6415	Research methods in banking and finance	45	0	0	0	45	3
IBF 6416	Project planning and analysis	45	0	0	0	45	3
Total		270	0	0	0	270	18

Senior semester II		LH	TH	PH	FH	CH	CU
Course Code	Course Title						
IBF 6421	Islamic capital markets	45	0	0	0	45	3
IBF 6422	Public finance	45	0	0	0	45	3
IBF 6423	Senior essay in Islamic banking and finance	45	0	0	0	45	3
IBF 6424	Managerial economics	45	0	0	0	45	3
IBF 6425	Accounting packages for banking and finance	45	0	0	0	45	3
Total		225	0	0	0	225	15
Grand Total		2025	0	135	300	2460	143

2.8 Programme Assessment and Evaluation

2.8.1 University Examinations

1. The general rules and regulations governing Amoud University undergraduate examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.
3. For each course, the total mark shall be arrived at by adding the two aforementioned.

2.8.2 Progressive Assessment

1. Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term examinations.
2. A student is required to attend at least 75% of a respective course contact hours to be eligible to sit for the end-of-semester examinations.

2.8.3 Grading System

1. Each course in the Bachelors of Arts in Islamic banking and finance programmes shall be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80 - 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

2. All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows

CGPA	Evaluation

3.68 – 4.00	Excellent
3.33 – 3.67	Very Good
3.00 – 3.32	Good
2.00 – 2.99	Satisfactory
Below 1.00	Fail

2.9 Route to Award of Bachelors of Arts in Islamic banking and finance

2.9.1 Progression through the Programme

1. A student shall get a Normal Progress (NP) status when (s)he has passed all the specified courses for the year and has obtained a CGPA of at least 2.00.
2. A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s)he has failed a course or courses and/or the GPA falls below 2.0.
3. A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade “D”, or failed some course/s, and CGPA is less than 1.50.

2.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if (s)he had failed it before.

2.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next year if his/her CGPA is less than 1.00; or if (s)he has failed at least 50% of the courses in the year. Such a student shall repeat the academic year.

2.9.4 Discontinuation

A student shall be discontinued from the programme if (s)he obtains a CGPA of less than 1.00 for two consecutive academic years, other factors notwithstanding.

2.10 Completion and Award of Bachelors of Arts in Islamic Banking and Finance

A student who has passed all courses with a GPA of at least 1.0, and has earned at least 138 credit units, and has no other outstanding issues with the University shall be awarded the degree of Bachelors of Arts in Economics so long as the CGPA is not less than two (2).

2.11 Course Descriptions for the Bachelors of Arts in Islamic Banking and Finance

FRM 6111 Introduction to reading, CU = 3

This course introduces students to the basic skills of reading. By the end of the course, students should have well developed skills of skimming and scanning. Course content: Passages and vocabularies, identifying main idea and details, previewing and predicting. Recognizing reference words: getting meaning from the context, skimming for the main idea. Scanning. Recognizing author’s purpose, ignoring unknown words. Making inferences, recognizing signal words. Summarizing technique of reading.

FRM 6112 Introduction to writing, CU = 3

This course is intended to help students develop skills of organizing ideas, orderly writing process and revising written text. By the end of the course, the student should be able to construct correct sentences with parallelism, nouns, adverbs, adjectives and participles in a correct paragraph structure. Course content: Clauses: independent clauses, dependent clauses kinds of sentences; simple sentences, compound sentences, complex sentences, compound-complex sentences. Sentence problems, sentence fragments, choppy sentences, run-on sentences and comma splices, stringy sentences. Parallelism: parallelism with coordinators, parallelism with correlatives (paired) conjunctions. Noun clauses: "that" clauses, sentences beginning with "it", verb tenses in "that" clauses, if/whether clauses, question clauses, editing, writing. Adverb clauses: kinds of adverb clauses, punctuation of adverb clauses, time clauses, place clauses, distance, frequency, manner clauses, reason clauses, result clauses, purpose clauses, contrast clauses, direct opposition clauses, concession (Unexpected result) clauses, conditional clauses. Adjective clauses: relative pronouns and adverbs, position of adjective clauses, verb agreement in adjective clauses, kind of adjective clauses, relative pronouns as subjects, relative pronouns as objects, possessive adjective clause, relative pronouns as objects of prepositions, relative pronouns in phrases of quantity and quality, adjective clauses of time and place. Participle phrases: participles, participial phrases, reduced adjective clauses, position and punctuation of participial phrases, general forming participial phrases, perfect form participial phrases, participial phrases and writing style, reduced adverb clauses. Paragraph structure: the three parts of a paragraph, the topic sentence, position of topic sentences, the two parts of a topic sentence (topic and the main idea) supporting sentences, the concluding sentence, review, writing practice.

FRM 6113 Introduction to biology, CU = 3

This course should enable students develop ability to analyze, evaluate and synthesize scientific information and master the basic principles and concepts of biology. By the end of the course, the student should be able to demonstrate a broad understanding of the biology and biological molecules, and of the nature and functions of food and nutrition. The student should demonstrate a good understanding of the theory, structure and functions of animal and plant cells and of different parts of a plant, and the major phases of cell division. Course content: meaning of biology, disciplines of biology, characteristics of living organisms, levels of organization, scientific methods, diversity of life. Biological molecules: carbohydrates, proteins, lipids, nucleic acids. Food and Nutrition: components of food, features of food, functions of food, nutrition and nutrients, sources and functions of nutrients. Cell structure and function: cell theory, prokaryotic vs. eukaryotic, animal cell vs. plant cell, cell organelles and their functions. Bioenergetics: metabolism, energy and its types, thermodynamics, metabolic pathways, glycolysis, citric acid cycle, oxidative phosphorylation, enzymes. Plant structure and function: plant organs, shoot system vs. root system and their functions, plant tissues, leaf margins, transport of water and nutrients, factors affecting rate of transpiration, leaf function, photosynthesis, transport of glucose, plant hormones, plant nutrient uptake, symbiosis. Cell division: major phases of cell cycle, mitotic phases (prophase, prometaphase, metaphase, anaphase, telophase), definition of cytokinesis, meiosis I, meiosis II, Prokaryotic cell division. Ecology: biotic factor and a biotic factor, autotrophic, heterotrophic, producers, consumers, energy flow in ecosystem, trophic level, Ecological Pyramids, cycles of matter.

FRM 6114 Arabic language, CU = 3

قراءة القرآن الكريم قراءة صحيحة وعدم اللحن فيه، إستعمال الألفاظ والتراكيب إستمالاً سليماً، كتابة التعبير السليم وتمييز الخطأ من الصواب، ضبط أواخر الكلمات ضبطاً صحيحاً ، التحدث السليم من الأخطاء النحوية واللغوية، الإعتراز باللغة العربية والمحافظة عليها، تركيب الكلمات تركيباً صحيحاً في جمل تؤدي معنى. أهداف الخاصة لمادة اللغة العربية: تعويد الطالب على الأساليب العربية وعلى إدراك الخطأ فيما يقرأ ويسمع وتجنب ذلك في حديثه وقرائنه وكتابته، مساعدة الطالب على فهم ما يقرأ ويسمع فهماً دقيقاً، زيادة المعلومات الخاصة والعمامة عن تطبيق الامثلة والتطبيقات المفيدة والبليلة، إعطاء الطالب وسيلة أساسية من وسائل زيادة ثروته اللغوية بتدريبيه على أبواب الإشتقاق وإستعمال المعاني. مفردات مقرر مادة: قسم الأول: القواعد الكلام: تعريف الكلام، علامات الإسم، علامات الفعل، الحرف. الإعراب: تعريف الإعراب والبناء، أنواع الإعراب، المعربات وأقسامها، المعربات بالحركات، الأصل ما يعرب بالحركات وما خرج منه، المعربات بالحروف. الفاعل: تعريف الفاعل، أقسام الفاعل: المبتدأ والخبر: تعريف المبتدأ والخبر، أنواع المبتدأ، أنواع الخبر. المفعول به: تعريف مفعول به، انواع مفعول به. القراءة: ير عمر بن الخطاب، أبوا عيبة عامر بن الجراح،

قاضي نكي ، من حكم الامام علي رضي الله عنه ، الشخصية المسلمة، ماهي الوطنية ، الامثال والحكم العربية ، قصة حلم معن بن زئدة

FRM 6115 Pre-calculus

This is an introductory course to algebra and calculus. By the end of the course, the student should be able to construct relational graphs for various functions as well as perform basic order computations with in equalities, programming, complex numbers, matrices, exponential and logarithmic functions, and conic sections. The course content: **Relations, types of functions and their graphs:** relation and functions, domain, range, vertical line test, linear function, composite functions, inverse of functions. **System of inequality and linear programming:** solving inequalities, graphing inequalities, solving absolute value of inequalities, graphing absolute value of inequalities, linear system, linear system of inequality, linear programming. **Complex numbers:** imaginary numbers, properties of imaginary numbers, complex numbers, adding complex numbers, subtracting complex numbers, multiplying complex numbers, rationalizing, complex conjugate, rectangular coordinates, polar coordinates. **Matrices:** adding matrices, subtracting matrices, scalar product matrix, multiplying matrices, determinants, inverse of matrix, transpose of matrix. **Exponential and logarithmic functions:** solving exponential functions, graphing exponential functions, solving logarithmic functions, graphing exponential functions. **Conic sections:** circles, center of the circle, equations of the circle, graphing the circle, parabolas, solving equations of the parabolas, focus, Directrix, graphing parabolas.

FRM 6121 English academic reading, CU = 3

This course introduces students to referencing, scanning and skimming as skills for learning language structures and vocabulary common to all professions. By the end of the course, students should be able to adopt and apply the right skills before, during and after reading a text, and summarize a text using a correct language. Course content: Reading process: before reading, global text approach, noting text subjects, knowing subject knowledge, text organization prediction. During reading, what to look for, important ideas and supporting materials, organizing patterns, meaning of words from the context. Summarizing text, analyzing notes purpose, inferences, applying information and message. Language of a text (vocabulary, synthetic patterns, discuss marks, presentation, simple to complex, general to specific).

FRM 6122, CU = 3 تعريف المادة: التربية الاسلامي.

اعداد المسلم إعدداً كاملاً من جميع النواحي في جميع مراحل نموه للحياة الدنيا والآخرة في ضوء مبادئ والقيم وطرق التربية التي جاء بها الإسلام. بعض ربط الإسلام بالحياة (2). سلامة الفهم لكتاب الله ، وإتقان قراءته من حيث ضبط الحركات والسكانات ، وإخراج الحروف من مخارجها (1) الأهداف العامة: الواقعية لحل مشكلاتها، إذ أن الإسلام ليس مجرد دين يربط الإنسان بربه فحسب ، وإنما هو نظام الحياة الكامل، لتنظيم العلاقات بين الإنسان وأخيه الإنسان عصمة الأبناء من الانزلاق في المبادئ الوافدة والأفكار الدخيلة المستوردة، فحينما يتبين لهم الطريق السليم لا يتركونه إلى (3). في مختلف المجالات الحيوية أن يعرف الطالب أن الغاية من تدريس الدين ليست مجرد درجة، وأن الدرجة في جميع المجالات (4). غيره ، إذ شتان بين توجيه الخالق وتوجيه المخلوق (5). الدراسية دليل فهم واستيعاب ، أما في الدين فهي ليست مقياس تدين ، وإنما التدين الصادق هو السلوك الفاضل المدرك لمعاني الإسلام في واقع الحياة دعم العقيدة الإسلامية التي (6) بعض الأهداف الخاصة: متابعة تحقيق الولاء لله وحده، وجعل الأعمال خالصةً لوجهه، ومستقيمة في كافة جوانبها على شرعه تستقيم بما نظرة الطالب إلى الكون وما فيه من عجائب صنع الله في خلقه من إنسان وحيوان ونبات وجماد وتزويده بالمفاهيم الإسلامية ، والثقافة التي تجعله تمكن الانتماء الحي لأمة الإسلام الحاملة لراية التوحيد ، وتحقيق الوفاء للأمة ، مما يوافق هذا السن (7). يعتز بالإسلام ، وقادر على الدعوة إليه، والدفاع عنه تعهد قدرات الطالب واستعداداته المختلفة التي تظهر في هذه الفترة ، وتوجيهها وفق ما بنا سبها وما تحققها (8) . من اتساع في الأفق ، وتطلع إلى العلياء تنمية التفكير العلمي لدى الطالب ، وتعميق روح البحث والتجريب ، والتشبع المنهجي ، واستخدام المراجع (9) . أهداف التربية الإسلامية في مفهومها العام

.إتاحة الفرصة أمام الطالب القادر ، وإعداده لمواصلة الدراسة بمستوياتها المختلفة ، وفي جميع التخصصات (10) .، والتعود على الطرق الدراسية السليمة
تهيئة الطالب للعمل في ميادين الحياة بمستوى لائق ، وتحقيق الوعي الأسري لبناء أسرة إسلامية سليمة وإكسابه فضيلة المطالعة النافعة ، والرغبة في (11)
تكوين الوعي الإيجابي لدى الطالب لمواجهة الأفكار الهدامة (12).الازدياد من العلم النافع، والعمل الصالح ، واستغلال أوقات الفراغ في وجه مفيد
والاتجاهات المضللة.

IBF 6121 Introduction to economics, CU = 3

This introductory course is intended to provide students with a background understanding of the theories, principles and concepts in economics. By the end of this course, students should be able to use economic way of thinking to analyze different phenomena at individual and societal levels. Course content: principles of economics: how people make decisions, how people interact, how the economy as a whole works. Limits, alternatives and choices: theories, principles and models of macroeconomics and microeconomics, individuals economizing problems, societies economizing problems production possibilities model, graphs and their meanings. Economic systems and their characteristics: circular flow model: demand, supply, market equilibrium: measuring domestic output and national income: assessing economy's performance, gross domestic product, the expenditure approach, the income approach, other national income approaches, and shortcomings of GDP.

IBF 6122 Statistics for Finance I (Descriptive statistics), CU = 3

This is an introductory course to economic statistics with emphasis on descriptive statistics. By the end of the course the student should develop a demonstrable mastery of data organization and presentation techniques, and applications of measures of tendency and dispersion in economics. Course content: introduction to statistics: what is statistics? Types of statistics, population versus sample, basic terms in statistics, summation notations. Organizing and graphing data: organizing qualitative and quantitative data (frequency distribution table, construction frequency distribution curve), bar chart, pie chart, histogram, stem and leaf. Measures of central tendency: mean mode and median. Measures of variation: range, minimum, maximum, quartile deviation, mean deviation, standard deviation, variance, coefficient of variation, z - score. Measures of location: deciles, quartiles, percentiles. Measures of kurtosis and skewness: kurtosis, skewness and moments. Introduction to probability: probability basics, events, basic rules of probability, conditional probability, the multiplication rule, Bayes's rule, counting rules, combination, and permutations.

IBF 6123 Introduction to management, CU = 3

This course teaches principles and contemporary emerging issues in management. By the end of the course, students should demonstrate a wide understanding of organization's designs and management strategies, and capacity to manage an "economic" organization in an ethical manner. Course content: introduction history of management, importance of managers, managers and their works, functions of management, managers in the work place. Decision making: decision-making process, types of decision-making and decision-making conditions, decision-making styles, effective decision-making in today's world. Managing social responsibility and ethics: what is social responsibility? Green management and sustainability, managers and ethical behavior, encouraging ethical behavior. Planning work activities: the and why of planning, goals and plans, setting goals and developing plans, contemporary issues in planning. Managing strategy: strategic management, the strategic management process, corporate strategies, competitive strategies, current strategic management issues. Designing organizational structure: designing organizational structure, mechanistic and organic structures, contingency factors affecting structural choice, traditional organizational designs. Managing human resources: human resource management process, identifying and selecting competent employees, providing employees with needed skills and knowledge, retaining competent and high-performing employees, contemporary issues in managing human resources. Managing communication: the nature and function of communication, methods of interpersonal communication, effective interpersonal communication, organizational communication, information technology and communication, communication issues in today's organizations. Options for organizing business: sole proprietorship, partnership and corporations.

IBF 6124 Financial accounting I (Fundamentals of financial accounting), CU = 3

This course teaches fundamental principles and practices of accounting. by the end of the course, the student should be conversant with basic accounting concepts and principles, and be able to apply those principles to measure business income in an accounting cycle. Course content: introduction: what is accounting? Financial reporting, generally accepted accounting principles (GAAP), financial statement, use of financial statement by outsiders. Changes in financial positions: the role of accounting records, the ledger, the journal, the trial balance, the accounting cycle. Measuring business income and completing the accounting cycle: income, adjusting entries, financial statement, preparing of financial statements, closing the temporary equity of accounts and complete accounting cycle. Year end: adjusting: a closer look, preparing the statements.

IBF 6211 Microeconomics I (Principles of microeconomics), CU = 3

Microeconomics is the foundation for all economics. This course teaches economic decisions at micro/individual level. By the end of this course, the student should demonstrate a broad and deep understanding of the nature of markets and the forces that shape utility and choice at the individual levels as well as an understanding of the theories of production and cost, and their applications for profit maximization. Course content: The market: demand, law of demand, the demand schedule and demand curve, market demand, law of supply, the supply schedule and supply curve, market supply, determinants of supply, changes in supply and market equilibrium. Budget constraint: two goods are often enough, properties of the budget set, budget line changes. Utility and choice: cardinal utility, constructing a utility function, indifference curves from utility, perfect substitutes, perfect complements, optimal choice, consumer demand, perfect complements, neutrals and beds, normal and inferior goods, income offer curves and Engel curves. Demand curves: individual demand functions homogeneity, changes in income. Normal goods, inferior goods, substitution and income, income effects for inferior goods, individual demand curves, shifts in individual demand curves, market demand curves, and elasticity. Theory of production: production functions, marginal product and marginal product curve, average product, Iso-quant maps, return to scale. Costs: basic concepts of costs, cost minimization, cost-minimizing input choice, cost curves, average and marginal costs, marginal cost curves, average cost curves, long-run cost. Profit maximization: profits, the marginal revenue and marginal cost rule, short-run profit maximization, profit maximization in the long run, returns to scale. Uncertainty and strategy: uncertainty, probability and expected value, diminishing marginal utility, a graphical analysis of risk aversion, willingness to pay to avoid risk, methods for reducing risk and uncertainty.

IBF 6212 Macroeconomics (Principles of macroeconomics), CU = 3

This course teaches aggregate economic phenomena, and the economy as a whole. by the end of the course students should demonstrate broad theoretical understanding of the science of macroeconomics, the basic metric of macroeconomics at various levels and of the monetary systems, as well as the capacity to apply the knowledge to influence capital accumulation, population growth and technological progress. Course content: the science of macroeconomics: what macroeconomists study, how economists think? Data in macroeconomics: measuring the value of economic activity, gross domestic product, measuring the cost of living, the consumer price index. Measuring national income account: determinants of total production of goods and services, national income distribution, supply and demand for goods and services into equilibrium. Monetary systems: money, the role of banks in the monetary system, central banks influence in the money supply. Inflation: causes, effects, and social costs. Unemployment: job loss, job finding, and the natural rate of unemployment, job search and frictional unemployment, real-wage rigidity and structural unemployment. Economic growth i: capital accumulation and population growth. Economic growth ii: technological progress in the Solow model.

IBF 6213 Foundation of Islamic economics, CU = 3

This course introduces students to the nature, methodologies and practices Islamic economics. By the end of the course, students should demonstrate a broad understanding of the nature and characteristics of Islamic economics and of the associated approaches, methodologies and practices in the contemporary economic context. Course content: Overview of Islamic economics: basic assumptions, economic organizations, role of money, consumer behavior, poverty, fiscal management. Nature of Islamic economics: Definition of Islamic economics, sources of Islamic economics, approaches to Islamic economics. Methodologies of Islamic

economics: Islamic approach to contemporary economic problems. Islamic economics in practice: Islamic banks, Zakah, insurance, waqf and Al-hisbah.

IBF 6214 Statistics for banking and finance II (Probability and inferential statistics), CU = 3

This course focuses on probability distributions and inferential statistics and their applications in banking and finance. By the end of the course, students should show an understanding of the theory of probability and its role in the study populations based on samples and its applications in banking and finance. Course content: Probability distribution: Random variables, probability distribution of a discrete random variable, mean of a discrete random variable, standard deviation of a discrete random variable, binomial probability distribution, hyper geometric probability distribution, poison probability distribution, normal distribution. Sampling distribution: Population and sampling distributions, sampling errors, non-sampling errors, mean, standard deviation of sample mean, population and sample proportions. Estimation of the mean and proportion: point and interval estimates, estimation of a population mean, estimation of a population proportion: large samples, sample size determination. Hypothesis testing about the mean and proportions: single population, two populations, single variance, two variances, more than two variances.

IBF 6215 Financial accounting II (Accounting system for merchandizing and internal control), CU = 3

This course introduces students to the fundamental concepts of accounting in the business world. By the end of the course, students should demonstrate broad understanding of the nature, principles and practices of merchandizing and accounting systems, and the capacity to apply such knowledge in the internal control of cash systems and costs of goods to guarantee financial stability of an enterprise. Course content: Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of merchandising company. Accounting systems: determining information needs, cost of producing accounting information, basic functions of accounting information, who designs and install accounting system. Internal control and cash: components of internal control, case in point, guidelines for achieving strong internal control, role of business documents, internal control in computer-based system. Internal control and cost of goods sold: flow of inventory costs, taking physical inventory, evaluating the liquidity of inventory. Plant asset and depreciation: acquisition of plant asset, depreciation, disposal of plant and equipment, intangible asset, natural resources, plant transactions. Financial statement analysis and statement of cash flow: measurement of liquidity and credit risk, measurement of profitability and statement of cash flows.

IBF 6216 Fiqh Al mu amalat I(١) فقه المعاملات، CU = 3

يتناول الطالب في تدريس هذه املادة فيتعريف بالالتزاماتوالتعريف بالفقهالسامي وفي التعريف بالعقد والتعريف بالمعاملات ، وحكم العقود من حيث معناها العام والخاص وتعريف البيوعوحكمه مشروعيته وما ينقذ بهوشروطهوالبيوع الملتزمة عنها ، وتعريف الخيار وأقسامهوشروطهوتعريف الإقالة و حكمها وتعريف الرباوحكمة تحريمها وأنواعها ، وتعريف القرضوتعريف الحجر وأنواعهمعنى الحوالتو الحكمه من مشروعيتهوالضمان والكفالة والرهن ، وتعريف الصلح وفائدته ال اجتماعية ومعنى الوكالة ومبطلاتها ومعنى الشركة و حكمها وأنواعها ومعنى امساقاةوالمزارعةوالمغارزةوحكمه إحياء املاوات وحكمة إحيائها ، وتعريف الجعالة و حكمها وتعريف اللقطة وأنواع الملتقط ومعنى السبق وأنواع امسابقة وفائدتهوتعريف الوديعتوضمانهاوعدمضمانهاومعنى الجار فوشروطهاومعنى الغصب و حكمه وضمانهوتعريفالشفعةو حكمه مشروعتهاومبطلاتها.

IBF 6221 Islamic banking and finance, CU = 3

This course teaches the basic characteristics, nature, principles, structures and functions, and the financial resources of Islamic banking and finance. By the end of the course, students should demonstrate clear and correct understanding of the logic of Musharakah, Mudarabah, Riba, Ijarah and related Islamic banking models, and the capacity to use each model in the banking and finance markets. Course content: Musharakah: Concept of Musharakah, basic rules of Musharakah, distribution of profit, ratio of profit sharing of loss, nature of capital, management of Musharakah, termination of Musharakah, termination of Musharakah without closing the business. Mudarabah: Business of the Mudarabah, distribution of profit, Termination of the Mudarabah, combination of Musharakah and Mudarabah. Musharakah and Mudarabah as modes of financing: Project financing, objections to Musharakah financing, Risk of loss, diminishing Musharakah. Riba: What is Riba? Its types, understanding Riba in terms of principles of the Sharia (Quran & Sunnah), difference between trade and Riba? Impact analysis of the Riba and trade on the economy. Ijarah: Basic rules of leasing, lease as a mode of financing, Commencement of lease. Salam and Istisna: Salam, conditions of Salam, Salam as a mode of financing, basic rules of parallel Salam, Istisna', difference between Istisna' and Salam; difference between Istisna' and Ijarah, time of delivery, Istisna' as a mode of financing. Islamic insurance: tactful: Case for Islamic insurance, Islamic issues with conventional insurance, Issues in conventional insurance, definition and concept of Takaful. Sharia'a law as applied by Takaful operator's principles of contract principles of liability.

IBF 6222 Introduction to business, CU = 3

This course introduces the principles and practices of contemporary business. By the end of this course students should demonstrate broad understanding of the fundamental concepts of business. Course content: Foundations of business: success in a free market system, economic forces affecting business, the role of government. International business: dynamics of international business, business global corporation. Ethical and social responsibilities of a business foundation of social responsibility, business and the environment, business and consumers, business and workers, business and investors. Forms of business enterprise, categorizing companies by industry sector. Organizing for business: defining organization structure, designing the formal organization, understanding the informal organization. Marketing and consumer behavior: marketing fundamentals, strategic marketing planning, buying behavior, market research, product and pricing decisions. Products: the basis of commerce, product development, product life cycle, Product mix and line decisions. Promotion: the promotional mix.

IBF 6223 Microeconomics II (Intermediate microeconomics), CU = 3

This course teaches microeconomic theory sequence at intermediate level. By the end of the course, the student should demonstrate a thorough understanding of behavior of economic markets, and why markets fail and of the necessary economic theories/models to manage various markets. Course content: Types of markets: Perfect competition: pure competition in the short run, long run-in pure competition, consumer and producer surplus. Pure monopoly: introduction to pure monopoly, barriers to entry, monopoly demand, output, price determination and price discrimination. Monopolistic competition: monopolistic competition, price and output in monopolistic competition. Oligopoly: oligopoly behavior, three oligopoly models, oligopoly and advertising. Input markets: pricing in input markets, marginal productivity theory of input demand, labor supply and wages, equilibrium input price determination. Market failures: asymmetric information, adverse selection, externalities and public goods. General equilibrium and welfare economics: a simple general equilibrium

model, general equilibrium, trading between two people, production and trading, efficiency and equity. Game theory: an overview of game theory, static games.

IBF 6224 AL-AQIDA العقيدة

الوحدة الأولى: معنن العقيدة ، تعريف الإيمان، أدل الأركان الإيمان، أدل زيادة الإيمان، أسباب زيادة الإيمان ، أسباب نقصان الإيمان .
الوحدة الثانية: تعريف العبادة، شروط العبادة، تحقيق العبادة .**الوحدة الثالث:** الإيمان املائكة، كيفية الإيمان املائكة أسامء املائكةأعامل املائكة، مثرات الإيمان املائكة.**الوحدة الرابعة:** الإيمان ابلكتب، حقيقة الإيمان كتب ، حكم الإيمان ابكتب حاجة الناس للكتب، و احلمكة من إنزالها ، كيفية الإيمان ابكتب، قبول أخبار الكتب السابقة، الكتب الساموية البت ورد ذكرها في القرآن الكريم والسنة .**الوحدة اخلامسة:** الإيمان بالرسل، حقيقة النبوة، الحلمكة من ارسال الرسل، وطائف الرسل عليه السلام دين :مجمع الأنبياء، الرسل برش لا يعلمون الغيب، عصمة الرسل، عدد الأنبياء والرسل وأفضلهم، آيات الأنبياء عليه السلام (المعجزات الإيمان بنبوة محمد صلى الله عليه وسلم .**الوحدة السادسة:** الإيمان باليوم الآخر، صفة الإيمان باليوم الآخر، فتنة ذاب القرب، عذاب القرب و نعيمه ، النفخ في الصور، البعث .الحرش والحساب والجزاء الحوض، الشفاعة، الصراط، القنطر، الجنة و النار ثمرات الإيمان باليوم الآخر .**الوحدة السابعة:** الإيمان بالقدر، تعريف القدر وأمهيته، الإيمان به :مراتب القدر، أقسام القدر، عقيدة السف في القدر أفعال العباد، الجمع بني خلق الله، وفعل العباد، الواجب على العبد في القدر، الرضاء بالقضاء والقدر، الهداية نوعان ، لإدارة في ، كتاب الله نوعان، أسبابا تورق القدر، إحتجاج بالقدر، ألا خذ بأسباب، حكم من أنكر القدر، ثمرات الإيمان بالقدر

IBF 6225 Fiqh Al mu amalat II(٢) فقه المعاملات، CU = 3

يتناول الطالب في تدريس هذه المادة ، أنواع الفقه الشرعي الإسلامي المسمى فقه المعاملات ، وهو الذي يتناول معاملات الناس بعضهم وأنواع البيوع ، منها 2مع بعض في شتى صور التبادل والتعامل ، وخطر المال الحرام وذم عبيد المال ، وحكم الشريعة في التجارة بيع المقايضة وبيع المال بالمال وهو الصرف وبيع الأشياء بالنقود والدرهم ، وبيع السلم وشروط صحته وبيوع المنهية التي حرمها الإسلام ، وأن المعاملات أساسها العدالة ، وحكم شراء المسروق والمغصوب ، وحكم البيع بالغين الفاحش ، وبيع المرابحة والوضيعة والتولية ، وبيع بالتقسيط والمسامحة في البيع والشراء ، وحكم الحتكار والتسعير والصرف شروطه ، والربا وأنواعها وأضرارها على المجتمع وربا البنوك في زماننا والوراق النقدية والسهم والسندات والحوالت البنكية.

IBF 6226 Sociology

This course is all about systematic study of social behavior and human groups. It focuses on the influence of social relationships upon people's attitudes and behavior and on how societies are established and changed. This course provides students with both methodologies and knowledge of the study of critical social issues ranging in scope from family to global. this course surveys the major social, cultural, economic, political, and historical dynamics of pervasive and emerging social problems in our interconnected local, national, and global society. Together we will explore how and why certain social issues, processes, and outcomes are determined to be problematic for society; as well as why others are not seen or understood as problematic. Potential topics include socialization, deviance and crime, family, economic inequality, culture, gender, religion, and social movements. Students will come to understand the many ways in which people's lives, including their own, are shaped by the social world, and the many ways in which human behavior and interaction serve to reinforce or challenge and reshape or social world.

IBF 6311 Mathematics of finance, CU = 3

This course introduces the basic mathematics for personal and business financial decisions. By the end of the course, students should demonstrate a broad understanding and effective applications of arithmetic, algebra, and ratio-proportion and graphing in Islamic economics. The course content: Mathematical review: Number system, ratio, rate, proportion, decimals, fractions and percentages, Mathematics of finance: Profit, discount, markup, commission,

simple interest, compound interest, appreciation, depreciation, inflation. Systems of Equations and Inequalities: equations of one variable, equations of two variables, graphing, inequalities of one variable; inequalities of two variables, Linear programming, optimization and functional modeling; Business Calculus: differentiation, rules of differentiation, and anti-derivatives; applications of calculus to business and economics: Increasing and decreasing functions, concavity and points of inflection, curve sketching, optimization problems and Marginal analysis.

IBF 6312 Financial management, CU = 3

This course teaches foundational financial management concepts. By the end of the course, students should understand how corporations make important investment and financing decisions. Course content: Overview: financial management, goals of financial management, function of financial management, agency problems, resolution of agency problem. Capital budgeting: types of investment, types of projects, techniques of evaluating projects, capital budgeting under risk and uncertainty. Cost of capital: meaning, significance, determination of specific cost of capital, weighted average cost of capital. Leverage: meaning, types, calculation of various leverage, EPS-EBIT analysis, selection of capital structure. Risk and return: meaning, types, measurement of risk and return, calculation of individual security and portfolio, Markowitz portfolio theory, assumptions, CAPM, assumption, security market line (SML), capital market line (CML), characteristics line (CL). Capital structure: meaning, optimum capital structure, valuation of firm under net income (NI) approach, net operating (NOI) approach, M-hypothesis, tax and capital structure, bankruptcy cost and capital structure analysis. Dividend theory and policy: meaning, form of dividends, types of dividend policy, factors affecting, dividends policy, Waters model, Gordon model, M.M hypothesis, dividend and real-life analysis. Stocks and their valuation: stocks, valuation, share, shareholder. Preferred stock valuation, common stock valuation.

IBF 6313 Marketing, CU = 3

This course teaches the principles for analyzing and responding to changing market scenarios. By the end of the course, students should demonstrate adequate understanding of marketing concepts and the capacity to perform effective marketing analysis with respect to product service, brand and prices, and design effective marketing channel for retail and wholesale outlets based on the results of the analysis. Course content: Overview of marketing: what is marketing, market place, customer needs, designing customer driven marketing strategy, changing marketing landscape. Analyzing marketing environment: microenvironment, macro environments. Marketing research: Products, services and brands: what is a product? Product and service decisions, service marketing, brand strategy. Pricing and pricing strategies: what is a price, major pricing strategies, new product pricing strategy, product mix pricing strategies, price adjustment, price changes. Marketing channels: nature and importance of marketing channels, channel behavior and organization, channel design decision, channel management decision. Retailing and wholesaling: retailing, wholesaling. Personal selling and sales promotion: personal selling, managing the sales force, personal selling process, sales promotion. Advertising and public relations.

IBF 6314 Financial statement analysis, CU = 3

This course teaches analysis and interpretations of financial statements. By the end of the course, students should be able to prepare, analyze and interpret financial statements of

businesses by generating reasonably accurate (or at least logically consistent) forecasts of a perfect future financial performance, including revenues, earnings, asset balances and free cash flows. Course content: Financial statement analysis: an introduction, scope of financial statement analysis, major financial statement and other information sources, financial statement analysis framework. Understanding the Income statement: introduction, components and format, revenue recognition, expense recognition, nonrecurring items and non-operating items, earnings per share, analysis of the income statement, comprehensive income. Understanding the Balance sheet: introduction, components and format, measurement bases of assets and liabilities, equity, uses and analysis of the balance sheet. Financial analysis techniques: introduction, the financial analysis process, analysis tools and techniques, common ratios used in financial analysis, equity analysis, credit analysis, model building and forecasting. Financial statement analysis applications: introduction, evaluating past financial performance, projecting future financial performance, assessing credit risk, screening for potential equity investment, analyst adjustment to reported financials. Long-term liabilities and leases: introduction, bonds payable, debt with equity features, leases, other types of off-balance-sheet financing.

IBF 6315 Islamic commercial law and contracts, CU = 3

This course focuses Islamic commercial law in the contemporary business world. By the end of this course, students should have broad knowledge of Islamic commercial law and contracts. Course content: overview of Islamic commercial law, property and ownership in Islam, contract in Islamic law, classification of contracts under Islamic law, mechanism of contracts formation and disqualifications, conditions of parties, proxies and guardians, risk taking and Gharar, corporate law, business and commercial transactions, principal and agent; carriage by land and sea; merchant shipping; guarantee; marine, fire, life, and accident insurance; bills of exchange and partnership, hiring practices, manufacture and sales consumer goods.

IBF 6316 Zakat Accounting, CU = 3

This course introduces the basic principles of Zakat and its determination. By the end of the course, students should be knowledgeable in Zakat calculation. Course content: Identification of Zakat, basic principles and practices, Zakat deduction, Zakat calculation: Accounting rules and equations, executive measures for calculating alms Zakat distribution, Zakat resources disclosure, zakatul fitri

IBF 6321 Entrepreneurship, CU = 3

This course teaches concepts in entrepreneurship with the aim of building on entrepreneurial mind-set in the students. By the end of the course, students should display entrepreneurial intentions, the capacity to generate, exploit new entries, create and plan new business idea. Course content: Entrepreneurial intentions and corporate entrepreneurship: the Intention to act entrepreneurially, entrepreneur background and characteristics, role models and support systems, managerial vs entrepreneurial decision-making, leadership characteristics of corporate entrepreneurs, problems and successful efforts. Entrepreneurial strategy, new entry, generation of a new entry opportunity, decision to exploit or not to exploit the new entry, entry strategy for new entry exploitation, risk reduction strategies for new entry exploitation, imitation strategies. Creativity and the business idea: Sources of new ideas, methods of generating ideas, creative problem solving, innovation and e-commerce, business start-up. Identifying and analyzing domestic and international opportunities: Information sources, the nature of international entrepreneurship, international vs. domestic entrepreneurship, entrepreneurial entry strategies, barriers to international trade. The business plan: business plan, scope and value of a business plan, presenting the plan and

writing the business plan. The marketing plan: Industry and competitor analysis, marketing research for the new venture, characteristics of a marketing plan, marketing mix. The organizational plan: developing the management team, legal forms of business, cost of starting a business, capital requirements, distribution of profits and losses. The financial plan: Operating and capital budgets, pro forma cash flow, pro forma balance sheet, break-even analysis, pro forma sources, application of funds.

IBF 6322 Takaful (Islamic insurance), CU = 3

This course focuses on Islamic based insurance (Takaful) principles and concepts. By the end of the course, the student should appreciate Takaful as an alternative to conventional insurance mode. Course content: risk and its types, insurance and its origin, Islamic insurance (Takaful), Shariah overview- principles of Islamic insurance (Takaful) vs. conventional insurance, Takaful unique features, Takaful investment and products, objections to conventional insurance, methods of Takaful, techniques of Takaful, models of Takaful, theories of Takaful.

IBF 6323 Islamic bank management, CU = 3

This course teaches the procedures, principles and practices of corporate Islamic banking management. By the end of this course, students should demonstrate professional skills in managing Islamic banks. Course content: introduction to Islamic bank management, Islamic strategy planning, Islamic corporate governance, Islamic leadership and strategy implementation, Islamic accounting and finance management, quality and customer care management in Islamic banking, human capital management in Islamic banking, research and development.

IBF 6324 Computer use in banking and finance, CU = 3

This course teaches use of computer applications in Islamic banking and finance. By the end of the course, students should be able to use computer and relevant software efficiently in the practice of Islamic banking and finance. Course content: introduction to computer; number bases; hardware; mother boards, CPU, memory, storage and peripheral devices, software and networks overview, system bus, fault diagnosis, input and output devices, multimedia devices, low level languages (assembly language); files types and organization, upgrading computers, operating systems, preventive maintenance, batch files, safe operation of a computer, operating a gui operating system, labs: computer components and their evolution, computer internal memory, monitor, microprocessor; powering and shutting down of the computer; overview to windows OS; creating folders and files, modifying and saving files; word processing; spreadsheets; databases; overview to presentations; overview to the internet, basic banking software.

IBF 6325 Business law, CU = 3

The course teaches the basics of business law. By the end of the course, students should show mastery of the various types of laws that govern the business world and how a business can operate efficiently and effectively under such laws. Course content: Introduction to law: Concepts of law. Types of law, Islamic law vs. conventional law, sources of conventional law. Types of courts. Legal and political systems of the world. Contract law: Definition of contract. Validity of contract. Types of contracts. Nature of contracts. Contract formation. Business organizations: Definition of sole proprietorship/partnership, and corporation. Formation of

sole proprietorship/partnership, and corporation. Advantages and disadvantages of sole proprietorship/partnership, and corporation. Maritime law: Marine and maritime law.

IBF 6326 Money and banking, CU = 3

This course teaches concepts of money and banking from Islamic perspective. By the end of the course, students should develop an understanding of the principles and practices of money management in all systems and at all levels of banking. Course content: Economics of financial intermediaries: The role of financial intermediaries, pool saving, diversifying risks, providing liquidity, moral hazard. Depository institution: Banks and bank management: The balance sheet of commercial banks, sources of funds, bank capital and profitability, interest rate risk, trade risk and other risks. Financial industry structure: Globalization of banking, the future of banks, insurance companies, pension funds, security firm and non-depository institutions. Regulating the financial system: Government safety net, the sources and consequence of runs, panics, and crises, disclosure requirements, restriction on competition. Central banks in the world today: how the bank originated and its role today, the primary objective of a central bank, the need for accountability and transparency. The structure of central banks. The central bank balance sheet and the money supply process: The structure of federal system, EU Central bank, the monetary base, importance of disclosure, open market operations, foreign exchange interventions, deposit expansion multiplier. Monetary policy: stabilizing the domestic economy and money growth, money demand, and monetary policy: Discount lending, the lender of the last resort, crises management, the quantity of theory and velocity of money, demand for money, velocity and equation of exchange.

IBF 6327 Internship, CU = 5

This course is field course. Internship is a form of experiential education that integrates knowledge and theory learned in the classroom, with practical application and skill development in a professional, work setting. It is a professional learning experience that offers meaningful, practical work related to a student's field of study or career interest; and gives a student the opportunity for career exploration and development, and to learn new skills. Students in the banking and finance programme should proceed for internship for a period of not less than 8 weeks, and accumulate at least 300 hours. The program is designed to enable students learn how to work under minimal supervision, being treated as members of the staff and therefore expected to perform a wide variety of tasks. Interns work closely with designated staff to develop and execute projects that will advance the organization's agenda. This allows interns to broaden their professional skills and experiences. The projects are based on the organization.

IBF 6411 International finance, CU = 3

This course presents the unique problems and opportunities presented by international finance. By the end of this course, students should be able to analyze a wide range of issues in international finance and determine their practical applications and influence in the local context. Course content: the balance of payments, foreign exchange rates, foreign exchange markets, foreign exchange rate determination, international party conditions, foreign exchange risk, exposure, and international capital flows.

IBF 6412 Investment analysis, CU = 3

This course focuses on the theory financial of markets and investment management and application of portfolio theory. By the end of this course, students should be able to carry out a professional analysis of investment and make valid management decisions following analyses. Course content: Investment environment and investment, investment funds, mutual funds, ETFs, hedge funds, benefits and costs of fund investing, management process, Quantitative methods of investment analysis, trading and markets, exchanges, markets and limited orders, short selling and margins, equity valuation and analysis, Fixed income/bond analysis and valuation, psychological aspects in investment decision-making using derivatives as investments.

IBF 6413 Risk management in Islamic financial institutions, CU = 3

This course focuses on risk management in Islamic financial institutions. By the end of this course, students should be able to analyze the risks and uncertainties present in a management situation in the light of Islamic Sharia. Course content: review of risk management, structure and nature of banking and financial market, definition and types of risks, measurement and management of risks, regulation and supervision of risk in Islamic financial institutions; global perspective, methods of risk management from Islamic perspective, managing Sharia risks.

IBF 6414 Accounting information systems, CU = 3

This course teaches the structure of accounting information systems and their implications and use in modern business. By the end of the course, the student should be conversant with the concept of AIS and be able to use AIS effectively in all aspects of management in an Islamic financial institution. Course content: Accounting Information Systems: An overview, meaning of system, data, and information. Functions of an AIS, role of the AIS in the value chain, AIS and corporate strategy. Overview of business processes: information needs and business activities, interaction with external and internal parties, business cycles. Transaction processing: data processing cycle, role of the AIS. The revenue cycle: sales and cash collections: revenue cycle business activities. Control: objectives, threats, and procedures, general control issues, revenue cycle information needs. The expenditure cycle: expenditure cycle business activities, ordering goods, supplies, and services. Control: objectives, and procedures, crime time, general control issues. The production cycle: production cycle activities, types of cost accounting systems, quality control. General ledger and reporting system: general ledger and reporting system activities. XBRL: revolutionizing the reporting process, objectives, threat and procedures. Computer fraud and security: meaning of fraud and security, types of fraud, the fraud process, who commits fraud and why, computer fraud classifications.

IBF 6415 Research methods in banking and finance, CU = 3

This is a general course in research methods. By the end of the course, student should be able to integrate financing theories and quantitative research skills in undertaking finance research and writing finance research reports at the undergraduate level. Course content: research conceptualization: defining research. Characteristics of finance research. Purpose of finance research. Types of research, research ethics, informed consent in research. privacy and confidentiality, anonymity, researcher's responsibility. Ethical issues in banking and finance research designs. Ethical responsibility and social responsibility. Design and structure of economic research process: research title, research background: historical, theoretical, conceptual, and contextual perspectives, research problem, research objectives, research questions, research hypothesis, conceptual framework, literature review, research methodology, sampling, concept of sampling, terms related to sampling, sampling techniques. Data collection techniques: classification of data, primary vs. secondary data, data collection methods, questionnaire methods. Scholarly skills and academic writing: the title page, spacing. Margins. Page numbers. Paragraphs. Alignment. In text citation. Basic formats. Capitalization, quotes, and italics/underlining. Short and long quotations. Using et al. referencing. Journal articles. APA tables and figures.

IBF 6416 Project planning and analysis, CU = 3

This course teaches the fundamentals of planning of finance and banking project. By the end of the course, the student should display a broad understanding of the theories, principles and practices of project analyses, and the capacity to design, implement, manage and evaluate a finance project. Course content: project and project stake holders: understanding project management, project manager, project team, project stakeholder. Project phases: the project life cycle, defining phase, planning phase, implementing phase, controlling phase, completing phase. Project scope: meaning of project scope, process, defining key issues, determining performance drivers, scope creep and scope change, avoiding scope creep. Project feasibility and appraisal: feasibility study, investment appraisal techniques, NPV, IRR, comparison of NPV and IRR. Sensitivity and capital rationing: risk and uncertainty, uncertainty and sensitivity analysis, risk and scenario analysis, capital rationing and profitability index. Project tools and techniques: determining the work breakdown structure, estimating timing and task duration, determining requirements - a resource checklist, sequencing work. Project budget and risk management: project budget, project risk management. Project monitoring,

termination and reporting: project monitoring, reporting progress, project termination decision, and project report.

IBF 6421 Islamic capital markets, CU = 3

This course teaches the structure of Islamic capital markets. By the end of this course, students should have a clear understanding of the Islamic capital markets, and Shariah related issues. Course content: Islamic capital markets: overview, growth and development. Shariah framework for Islamic capital markets, Shariah contracts relating to the Islamic capital market, regulatory framework for the Islamic capital markets, governance framework for Islamic capital market, risk management in the Islamic capital market, components of Islamic capital market. Shariah compliant stock, Islamic fund management. Challenges and future of Islamic capital markets.

IBF 6422 Public finance, CU = 3

This course teaches the fundamental concepts and practices of public finance. By the end of the course, the student should to acquire clear conceptualization of the roles of individuals and government in public finance with respect to financing, taxation, budget and investment. Course content: Individuals and government: individuals, society, government, political institutions, allocation of resources between government and private use. Financing government expenditures: overview of government finance, purpose and consequences of government finance, principles of taxation. Taxation, prices, efficiency. Distribution of income: lump-sum taxes, the impact of taxes on market prices and efficiency, taxes, government expenditures, distribution of income. Budget balance and government debt: the federal budget balance, economic effects of the federal budget balance, government debt, borrowing by state and local governments, burden of the debt and national saving. Theory of income taxation: comprehensive income: the Haig-Simons definition, a general tax on comprehensive income: economic effects of a flat-rate income tax, taxation of interest income effect on saving, market analysis of taxation on interest and investment income. Taxation of corporate income: The tax base: measuring business income, separate taxation of corporate income, the tax rate structure, corporate taxation throughout the world: International comparisons, short-run impact of the corporate income tax, long-run impact of the corporate income tax. Cost-benefit analysis and government investments: the budget process, economic analysis for the budget process: achieving the least-cost, cost-benefit analysis, analysis of government investments: cost-benefit analysis.

IBF 6423 Senior essay in banking and finance, CU = 3

This is a research project. The students should identify a problem in the area of banking and finance and correctly define it, and develop a clear method for solving the problem. The student should execute the method to obtain the solution and document the outcome of the process in a report. In this process, the student will work under close supervision and guidance of a university supervisor. The student and the supervisor will work strictly under the university guidelines, the project must dwell heavily on Islamic banking and finance.

IBF 6424 Managerial economics, CU = 3

This course teaches theories, practices and principles of managerial economics in the business world. By the end of the course, the student should be able to perform market analysis and use the outcome to make strategic decisions to enhance production, and maximize profit even in highly competitive markets. Course content: Managers, profits and markets: Economic way

of thinking about business practices and strategy, measuring and maximizing economic profits, separation of ownership and control of firms, market structure and managerial decision-making. Managerial analysis of optimal decisions: Concepts and terminology, unconstrained optimization, constrained optimizations. Production and costs in the short run: General concepts in production and costs, production in the short run, short run cost of production. Production and costs in the long run: Production isoquants, isocost curves, optimization and cost, long run costs, forces affecting long run costs. Managerial decisions in competitive markets: Characteristics of perfect competition, demand facing a price taking firm, profit maximization in the short run, profit maximization in the long run, profit maximizing input usage. Managerial decisions for firms with market power: Measurement of market power, barriers of entry, profit maximization under monopoly, profit maximizing input usage, monopolistic competition. Strategic decision-making in oligopoly markets: rival simultaneous decision-making, sequential decision-making strategy, cooperation in repeated strategic decisions, strategic entry deterrence.

IBF 6425 Accounting packages for banking and finance, CU = 3

This course teaches the general ledger accounting on personal computers. By the end of the course, the student should be able to use QuickBooks and other extant accounting software packages. Course content: manual accounting vs. computerized accounting, importance of accounting, accounting activities business, Book-keeping and accounting, chart of accounts, and limitation of computerized accounting. Excel and how to install setup: prepare balance sheet in excel, prepare income statement in excel, data consolidation, excel formula minus, plus, divide and multiply, QuickBooks installation and setup. Getting started in QuickBooks: Setting up a new Quick Booksfile, creating a new company file, understanding the home page, menu, icon bars. Creating new accounts, working with subaccounts, editing and merging accounts, deleting and inactivating accounts, accounting basics and working with the chart of accounts. Setting up items (inventory), working with different item types, inventory vs. non-inventory parts, creating items and sub items, editing, deleting and inactivating items. Customer transactions and jobs: estimates, invoices, customer payments, vendor transactions: purchase orders, bills, pay bills. Standard costing and performance measure: Using standard costing control costs. Setting standards, perfection and practical standards. Compute and interpret the direct-material price and quantity variances, direct-labor rate, efficiency variances. Banks and financial reports: check register, entering income and expense information in the register, using write checks vs. bills/pay bills feature, bank reconciliation, profit and loss, balance sheet, accounts receivable and accounts payable reports. Setting up payroll.

7. DIPLOMA IN PROJECT MANAGEMENT

5.1 Diploma in Project Management

5.1.1 Programme Background and Rationale

This diploma programme in project management is particularly useful for practicing professionals who manage, plan, and execute different types of projects. Amoud University is aware that not all persons who intend to study in project management would aspire to spend four years on the programme. Further, while the degree level project management programme is conceptual, the need for hands-on practical oriented professional need not be overstated. Conceptualization has to be implemented in concrete terms to bring out the

desired outcomes. Therefore this diploma programme is more contextual and more operational. It is intended to instill hands-on skills in the critical areas of project procurement, project resource management, project quality management, and managing multiple projects; and methodologies, frameworks and technologies designed to support the project manager. Thus diploma in project management is also intended as a preparation for degree level. But as an end in itself, it enables its graduates to plan, set clear goals and realistic objectives, and schedule specific stages to achieve the project goals; with effective budgeting, time frames, and resource estimates.

5.2 Programme Objectives

5.2.1 General Objective

The overall objective of this programme is to produce quality middle level manpower with improved knowledge planning, design and implementation of development projects, and with high technical skills of identification and management of project that contribute to realization of the desired outcomes from activities systematically arranged to meet identified needs in all areas of development.

5.2.2 Specific Objectives

By the end of the programme, students should be able to:

1. Carry out needs assessment, identify the needs and design suitable projects to satisfy such needs.
2. Correctly use project planning and management tools to plan, implement and manage a project.
3. Appraise and evaluate projects and compile appraisal and evaluation report that specify practicable recommendations from the evaluation.
4. Develop project plans and write project proposal capable of winning attention of respective authorities.

5.3 Target Groups and Outcomes

5.3.1 Target Groups

This programme is particularly intended for:

1. Certificate graduates in project management and related fields who wish to gain specialized qualifications in project management methods and techniques.
2. Managers of projects in the private and public sector, as well as aspiring managers who wish to acquire modern and improved skills in the development and administration of projects, and a wider understanding for successful development and effective management of projects.
3. Persons who want to maximize their time and increase their return on investment through professional use of project management techniques.
4. Qualified GCSE graduates who aspire to become managers of projects in particular.

5.3.2 Expected Programme Outcomes

Graduates of this diploma programme should be:

1. Competent planners and implementers of intermediate projects of all types and for all kinds of clients, both in the local and internal contexts.
2. Employees of public and private institutions in charge of implementation and evaluation of projects of those institutions.
3. Project procurement, project risk assessment and management officers for all types of projects for local and international organizations, both public and private.

5.4 Programme Resources

5.4.1 Staff, Facilities and Equipment

The faculty of business and public administration, and the department of project management have adequate teaching facilities, and other resource necessary to effectively and efficiently deliver this programme. The faculty and the department have adequately qualified staff but, the department shall also engage staff from other academic units in the university and elsewhere, as of guest speakers, part-time lecturers and visiting lecturers. The main library has adequate collection of relevant titles in project management.

5.4.2 Funding

The programme of diploma in project management shall be sustained largely by funds from tuition fees and other relevant levies. The student must show proof of ability to pay tuition fees on time before being enrolled into the programme. There are no special funding arrangements for the students enrolled in the programme. However, if and when, additional funds are available, they shall be dispensed according to the university financial policies.

5.5 Course List for Diploma in Project Management

The programme for the diploma in project management shall be fully covered with the following 24 courses. All courses are compulsory.

Course Code	Course title	CU
DPM 5111	Introduction to management	3
DPM 5112	Fundamentals of project management	3
DPM 5113	Mathematical methods	3
DPM 5114	introduction to business	3
DPM 5115	Communications skills I (Fundamental of business communication)	3
DPM 5116	Effective business communication	3
DPM 5121	Project planning and control	3
DPM 5122	Communication skills II (Principles of interpersonal communication)	3
DPM 5123	Macro-economics	3
DPM 5124	Project procurement management	3
DPM 5125	project Human resource management	3
DPM 5126	project Financial accounting	3
DPM 5211	Project monitoring and evaluation	3
DPM 5212	Project negotiation and change management	3
DPM 5213	Project proposal and report writing	3
DPM 5214	Strategic management	3
DPM 5215	Business law	3
DPM 5216	Project risk management	3
DPM 5221	Advanced writing	3
DPM5222	Project stakeholder management	3
DPM 5223	Management information systems	3
DPM 5224	Introduction to Sociology	3
DPM 5225	Research methods	3
DPM 5226	Organizational behavior	3

5.6 Regulations for Diploma of Business Management in Project Management

5.6.1 General Regulations

General University regulations and guidelines for undergraduate programmes shall apply with regard to application, registration, teaching, learning, examinations, research and graduation. A student is required to sign a memorandum of understanding during the registration process on pre-scribed forms.

5.6.2 Admission Requirements

This diploma of business administration in project management programme is best suited for students with high analytical thinking ability. To qualify for admission into the programme of diploma in project management, an applicant shall:

1. Hold a Somaliland GCSE of at least Grade "D", or its equivalent from a recognized examination body.
2. Meet other conditions as spelt out by the faculty of business administration and the department of project management, with approval of Senate.

5.6.2 Enrolment Types

There shall be three (3) categories of enrolments as follows:

1. Full-Time Day face-to-face enrolled students who shall attend classes between 7.30 am and 4.30 pm from Saturday to Thursday.
2. Full-Time Evening face-to-face enrolled students who shall attend classes between 4.00 pm and 10.00 pm from Saturday to Thursday.
3. Sandwich, part-time, and other modes enrolled students who shall attend classes during specific periods as specified by the Faculty of business and public administration and department of project management, and approved by Senate.

5.7 The Curriculum

5.7.1 Programme Duration

The programme shall run on a semester basis consisting of four (4) semesters each lasting 17 weeks, or other modes as appropriately structured by the faculty of business and public administration and department of project management, and approved by Senate.

5.7.2 Programme Modalities

The programme shall be conducted by course work, and examinations based on credit units. The last two weeks of each semester of each academic year shall normally be used for end of semester examinations.

5.7.3 Curriculum Plan

The programme shall run on a semester basis consisting of four (4) semesters each lasting 17 weeks in a period of two (2) academic years on full time; or on part time as structured by the Faculty of business and public administration, and the department project management, and approved by Senate.

Freshman semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
DPM 5111	Introduction to management	45	0	0	0	45	3
DPM 5112	Fundamental of project management	45	0	0	0	45	3
DPM 5113	Mathematical methods	45	0	0	0	45	3
DPM 5114	Introduction to business	45	0	0	0	45	3
DPM 5115	Communications skills I (Introduction of business communication)	45	0	0	0	45	3
BPM 5116	Effective business communication	45	0	0	0	45	3
Total		270	0	0	0	270	18
Freshman semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
DPM 5121	Project planning and controlling	45	0	0	0	45	3
DPM 5122	Communication skills II (principle of interpersonal communication)	45	0	0	0	45	3
DPM 5123	Micro-economics	45	0	0	0	45	3
DPM 5124	Project procurement management	45	0	0	0	45	3
DPM 5125	Project Human resource management	45	0	0	0	45	3
DPM 5126	Project Financial accounting	45	0	0	0	45	3
Total		270	0	0	0	270	18
Sophomore semester I							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
DPM 5211	Project monitoring and evaluation	45	0	0	0	45	3
DPM 5212	Project negotiation and change management	45	0	0	0	45	3
DPM 5213	Project proposal and report writing	30	30	0	0	60	3
DPM 5214	Strategic management	45	0	0	0	45	3
DPM 5215	Business law	45	0	0	0	45	3
DPM 5216	Project risk management	45	0	0	0	45	3
Total		255	30	0	0	285	18
Sophomore semester II							
Course Code	Course Title	LH	TH	PH	FH	CH	CU
DPM5221	Advanced business writing	45	0	0	0	45	3
DPM5222	Project stakeholder management	45	0	0	0	45	3
DPM5223	Management information system	45	0	0	0	45	3
DPM5224	Introduction to Sociology	45	0	0	0	45	3
DPM5225	Research methods	45	0	0	0	45	3
DPM5226	Organizational behavior	45	0	0	0	45	3
Total		270	0	0	0	270	18
Grand Total		1005	30	0	0	1005	72

5.8 Programme Assessment and Evaluation

5.8.1 University Examinations

1. The general rules and regulations governing Amoud University examinations shall apply.
2. Examinations shall be conducted at the end of every semester. The end-of-semester examinations shall constitute 60% and coursework based on progressive assessment shall constitute 40%.

- For each course, the total mark shall be arrived at by adding the two aforementioned.

5.8.2 Progressive Assessment

- Students are progressively assessed through a series of tasks that include timed tests, take home essays, tutorials, practical work, seminar presentations, proposal hearings, viva voce and research manuscripts, and mid-term and final examinations.
- A student is required to attend at least 75% of a respective course in order to qualify to sit for the end of semester examination.

5.8.3 Grading System

- Each course in the bachelor of public administration programme will be graded out of a maximum of 100 marks and assigned appropriate letter grade and grade point as follows:

Percentage Score	Letter Grade	Grade Point (GP)
90 - 100	A	4
80- 89	B	3
65 - 79	C	2
50 - 64	D	1
Less than 50	Fail	0

- All scores, letter grades and grade points shall be converted to grade point average (GPA) and Cumulative Grade Point Average (CGPA), and interpreted as follows:

CGPA	Evaluation
3.68 - 4.00	Excellent
3.33 - 3.67	Very Good
3.00 - 3.32	Good
2.00 - 2.99	Satisfactory
Below 5.00	Fail

5.9 Route to Award of Diploma in Project Management

5.9.1 Progression through the Programme

- A student shall get the Normal Progress (NP) status when (s) he has passed all the specified courses and has obtained a GPA of at least 2.00.
- A student shall automatically be placed on first level Probationary Progress (PP) and advised when (s)he has failed a course or courses and/or the GPA falls below 2.0.
- A student shall be put on second level Probationary Progression (PP) if (s)he has passed all courses with at least grade "D", or failed some course/s, and CGPA is less than 5.50.

5.9.2 Re-Taking a Course

A student shall re-take a course when it is offered again in order to pass it if (s)he had failed it before.

5.9.3 Repeating Academic Year

A student shall not be allowed to proceed to the next level if his/her CGPA is less than 5.00; or if (s) he has failed at least 50% of the courses in the academic year. Such a student shall repeat the academic year.

5.9.4 Discontinuation

A student shall be discontinued from the programme if (s)he obtains a CGPA of less than 5.00 for two consecutive academic years, other factors not withstanding.

5.10 Completion and Award of Diploma in Project Management

A student who has passed all courses with a GPA of at least 1.0, and has earned at least 72 credit units, and has no other outstanding issues with the University shall be awarded the Diploma in Project Management so long as the CGPA is not less than two (2).

5.11 Course Descriptions for the Diploma in Project Management

DPM 5111 Introduction to management, CU = 3

This course provides an overview of the management functions and its role in organizations and society. By the end of the course, students should demonstrate mastery of the analytical, managerial and technical skills for improving organization performance. Course content: Management overview; definition and nature of management, significance of management, management as a profession? Management functions, managers and level of management, management skills, and managerial roles. Development of management thought: Contributors to management thought, historical forces shaping management, approaches to study of management thought. Manager's environment; External environmental factors, macro environmental factors, task environmental factors, internal environmental factors. Planning and decision-making; Definition and nature of planning, importance of planning, organizational objectives, the planning process. Decision making; Nature of decision-making, decision-making process, types of decision-making, decision-making under different conditions, making plans effective, barriers to planning, organizing, controlling, leading and decision-making in business organization. Managing and being managed, management theory what managers do and how they do it. Change and external environments, corporate success. Theories of management.

DPM 5112 Fundamentals of project management, CU = 3

This course provides an overview of professional project management and covers then ten knowledge areas and the five process groups of modern project management. By the end of this course, students should be knowledgeable of the range of project management methodologies, tools, techniques and the process that constitute the best practices. Course content: Overview of project management, project management cycle. Project scope management: plan scope management, collect requirements, defining the scope, creating work break down structure, validating the scope, controlling the scope. Project time management: planning schedule management activities, developing schedule, controlling schedule. Project cost management: planning cost management, estimating costs, controlling costs. Project quality management: planning quality management, performing quality assurance and controlling quality. Project human resource management: planning human resource management. Project communications management: planning communications management, managing communications, controlling communications. Project risk management: planning risk management, identifying risks, qualitative risk analysis, quantitative risk analysis, controlling risks. Project procurement management: planning, conducting, controlling and closing procurement management. Project stakeholder management: plan, managing and control of stakeholders.

DPM 5113 Mathematical methods, CU = 3

This course covers the mathematical basis for personal and business financial decisions. By the end of the course, students should be able to use arithmetic ratios, algebra and graphs to make management decisions in business. Course content: Number system, ratio, rate, proportion, decimals, fractions and percentages. Mathematics of finance; profit, discount, mark-up, commission, simple interest, compound interest, appreciation, depreciation, inflation; Systems of Equations and Inequalities: Equations of one variable, equations of two variables, graphing, inequalities of one variable, inequalities of two variables; linear programming, optimization and functional modelling. Business calculus: differentiation, rules of differentiation, anti-derivatives; applications of calculus to business and economics: Increasing and decreasing functions, concavity and points of inflection, curve sketching, optimization problems, marginal analysis.

DPM 5114 Introduction to business, CU = 3

This course covers the facets of the private enterprise system and of the businesses that operate within its framework. By the end of the course, students should acquire broad understanding of the business arena and of the operating principles needed in any business enterprise. Course content: Business products, services and brands: what is a product? Product and

service decisions, service marketing, brand strategy. Pricing and pricing strategy: what is a price, major pricing strategies, new product pricing strategies, product mix pricing strategy, price adjustment, price changes. Marketing channels: nature and importance of marketing channels, channel behavior and organization, channel design decision, and channel management decision. Retailing and wholesaling: Personal selling, sales promotion: managing the sales force, personal selling process. Advertising, public relations.

DPM 5115 Communications skills I (Fundamentals of Business Communication), CU = 3

This course focuses on the various rhetorical modes necessary for effective business communication. By the end of course, students should be to communicate effectively, orally and in writing. Course content: Importance of communication in today's workplace; communication matters, communicating as a professional, the communication process, ethical communication, communicating in diversity, using technology in business communication. Business writing styles; adapting to the audience, composing message, using technology to compose and shape the message; avoiding pitfalls to sentence length, passive voice, specific words, concrete words, repetition, impersonal style. Longer business messages; understanding and planning reports and proposals, writing and completing reports and proposals, developing oral and online presentations. Business memos; heading, purpose, body, conclusion, closing, carbon copy "cc", common types of memos. Business correspondence; E-mails; When and how to write an e-mail, etiquettes of e-mailing. Personal business documents; employee request, congratulations and appreciation. Persuasive messages; persuasive requests for action, persuasive presentation of ideas, persuasive claims and requests for adjustments.

DPM 5116 Effective business communication, CU = 3

The business communication skills course is designed to meet the needs of organizations seeking to optimize their ability to communicate professionally within their internal and the broader external environment. By the end of this course, students should acquire the language and communications skills necessary to ensure that they relay messages and ideas effectively. Course content: effective writing, planning for effective communication, letter writing, report writing: effective business letters. Office skills: the concept of the office; importance and functions of a modern office; the office manager: functions and responsibilities; office location and layout factors and consideration; the office environment; ventilation, illumination.

DPM 5121 Project planning and controlling, CU = 3

This course teaches the planning and controlling techniques for project success. By the end of the course, students should be able to use project tools and framework to keep a project on track and ensure that the project is performing in a manner that will lead to success. Course content: Project planning and controlling: Overview of planning and controlling: meaning of planning, planning process, elements of planning in project controls. Strategy planning: meaning of strategy, types of strategies, strategic process, levels of strategies in project controls. Planning project and scope: define planning, scope of planning, and requirements of planning. Planning of project schedule management: project schedule, activity planning, tools and techniques of planning by using network diagrams and gaunt charts. Planning of project resources, cost, and procurement: resource distributions plans, cost and management. Planning quality and risk management: meaning of quality, quality planning and tools of quality measurements. Planning for communication and stakeholder management, managing execution of project work, monitoring and controlling the project work, monitoring and controlling the project scope, schedule, and resources.

DPM 5122 Communication skills II(principle of interpersonal communication), CU = 3

This course teaches the principles of effective interpersonal communication. By the end of course, the student should be able to communicate affectively not only in writing, but also relate well with others, both individually and in group. Course content: self-concept, perception, listening, verbal and nonverbal communication, emotions, interpersonal relationships and conflict resolution. Organization, development, delivery and purpose of various types of speeches. Nature, dynamics and the process of communication in a project. Types and forms of communication, nature of communication in project, planning for communication, written communication, verbal communication, listening skills.

DPM 5123 Macro-economics, CU = 3

This course teaches contemporary issues in macro-economic development. By the end of the course, students should be able represent macro-economic concepts graphically and through mathematical equations. Course content: overview of economics. Economic goods and services. Four economic resources, basic economic questions, basic kinds of economic systems. Measuring a nation's income; gross domestic product (GDP), GDP vs. GNP, real vs nominal GDP, GDP deflator. Business cycle, unemployment and inflation; meaning of business cycle, phases of business cycle, causes of business cycle, definition of unemployment, measuring unemployment, types and solutions of unemployment, meaning of inflation. Types of inflation, consequences of inflation, beneficiaries of inflation. Government and the economy: public goods and services, role of government, levels of Gov't spending, reasons of increasing Gov't spending. Tax, purpose of taxation "four Rs. Principles of taxation, classification of taxes. Fiscal policy, budget deficit and national debt; the origin of fiscal policy, objectives of the fiscal policy, automatic fiscal stabilizers, discretionary fiscal policy, fiscal policy and central budget. Money and banking: what is money, functions of money, characteristics of money, types of money, development of banks and banking, commercial banks. Central bank and monetary policy: The bank of Somaliland, departments of the bank, operations of the bank, Somaliland currency, monetary policy, aims of monetary policy

DPM 5124 Project procurement management, CU = 3

This course teaches a systematic approach to procurement management. By the end of the course, students should be able to plan, conduct and control project procurement from the perspective of both buyers and sellers. Course content: Meaning of project procurement management, project manager as a seller and as a buyer, procurement delegation authority "PDA", centralized Vs. decentralized procurement, planning for project procurement, scope of procurement: Defining project scope, make or buy analysis, matching procurement requirement with market availability, and the impact of procurement. Corporate teaming arrangement: What is corporate teaming agreement/alliance/arrangements, teaming agreement, partnership, partner, and joint venture; models for teaming agreement and law implications for teaming agreement. Project procurement risks: Risk identification, risk assessment, and risk management and planning. Selection of contract types: Cost contract, cost sharing contract, time and contract. The procurement plan: Definition of scope, deciding what to procure, scheduling, deciding when to procure, budgeting, risk assessment, contract award and close. Legal aspects of project procurement: An overview of contract law, request for proposal, planning for evaluation. Solicitation of seller proposal: Qualifier seller lists, bidder conferences, sole sourcing versus single sourcing, responding to seller's questions solicitation, lesson-end activities. Source selection and contract award terms: Ethics in procurement, price analysis, cost analysis independent cost estimate, issues for negotiation, forming. Procurement teams, contract award. Close-out conditions: Termination of the contractual relationship, settlement of seller claims, project close-out checklist.

DPM 5125 Project Human resource management, CU = 3

This course provides a condensed version of human resource management. By the end of course, students should be well conversant with the basic HRM practices for improved organization performance. Course content: Definition and nature of HRM, importance of HR, evolution and development of HRM, purpose and objective of HRM, the philosophy of HRM, roles of line managers and HR professionals, personnel management Vs HRM, environmental challenges of HRM, job analysis, job description and job specification, methods of collecting job analysis data, steps in job analysis, uses of job analysis information, job design, techniques of job design. Definition of HR planning, importance of HR planning. HR planning process, meaning of recruitment, features of recruitment, sources of recruitment, influences on recruitment, methods of recruitment. Definition of selection, significance of employee selection, selection criteria, selection process, environmental factors affecting selection process. Orientation/ induction meaning of orientation, purpose of orientation, steps in induction program, socialization, placement. Definition of performance management, performance measurement criteria , approaches to measuring performance, performance appraisal (PA),purpose of performance appraisal, who appraises employee performance, performance appraisal process, performance appraisal methods, performance appraising, problems and solutions, Meaning of training and development, objective of training and development, process of training needs assessment and development needs, management development, career development. Compensation: Importance of compensation, compensation policies, factors affecting compensation decision. Grievance procedure: Disciplinary issues, collective bargaining. HR maintenance, promotion transfer, demotion, discharge, resignation, lay off and retrenchment, retirement, leave and absenteeism.

DPM 5126 Project Financial accounting, CU = 3

This course introduces measuring and reporting issues related to assets and liabilities and preparing financial statements. By the end of course, students should be able to use accounting information as a tool for evaluating financial performance, interpreting financial structure and solving managerial problems. Course content: What is accounting, financial reporting, Generally Accepted Accounting Principle (GAAP), forms of business organization, financial statement, effects on business transaction, use of financial statement by outsiders, careers in accounting. Recording change in financial position: the ledger, the journal, the accounting cycle, journal-ledger and accounting equation. Measuring business income and completion of the accounting cycle: What is net income, adjusting entries, preparing a set of financial statements, closing the temporary accounts, Year end: the "busy season", adjusting entries, types of adjusting entries, preparing the statement. Accounting for merchandising activities: merchandising companies, perpetual inventory system, periodic inventory system, evaluating the performance of a merchandising company, transaction relating to sales. Accounting system, internal control and audits: Financial assets: Cash, short term investment, account receivable.

DPM 5211 Project monitoring and evaluation, CU = 3

This course presents the principle and framework of M&E, and its role in project management. By the end of the course, students should be familiar with the basic theories, principle and practices of M&E: and be able to plan, design and implement on M&E plan, and take effective management decision based on the M&E result. Course content: Key M&E concepts and theories. What is the monitoring? What is evaluation? Relationship between project/program life-cycle, M&E system, monitoring classification; results monitoring, financial monitoring, context monitoring, beneficiary monitoring, organization monitoring, compliance monitoring; Evaluation classification: summative evaluation, formative evaluation, mid-term evaluation and final evaluation. Analytical approaches and tools for M&E plan, ethical issues in M&E system, impact of M&E system in organizational performance.

DPM 5212 Project negotiation and change management, CU = 3

This course lays the foundation that everything about a project is negotiable. By the end of the course, students should be able to effectively negotiate budgets, resources, timeliness, and

scope with stakeholders, customers and team members. Course content: Defining negotiation, elements of negotiation, process of negotiation, approaches to negotiation, methods and techniques of negotiation, negotiating budgets, resources, timelines and scope with project stakeholders, customers and team members. Human behavior and the frameworks, tools and techniques for effective negotiation. Planning and executing negotiations with project stakeholders. The process of change management, implementation of change management. The tools and techniques of change management; control of change, applying creative solutions to complex situations.

DPM 5213 Project proposal & Report writing, CU = 3

This course equips students with knowledge, skills and attitudes to enable them to understand the role of a project proposal in finding funding and the activities related to each stage. By the end of course, students should have acquired the fundamental skills, methodologies and structure of good project proposal. Course content: Overview of basic project report writing, overview of project proposal and report, elements of a project proposal, preparing a project proposal, getting started, proposal planning, the proposal outline, potential funders, resources, proposal narrative, needs analysis, project description, budget and cost, organization information, executive summary, annexure, past-proposal writing. Project report, key elements of a project report, finding conclusion and recommendations. Types of writing: Narrative paragraph, descriptive paragraph, process paragraph, classification paragraph, coherence vs. cohesion. Overview project proposal writing. Techniques of writing project proposals, managing a funded project, Templates and Formats of Project Proposals

DPM 5214 Strategic management, CU = 3

This course identifies and describes the various strategies a project can pursue to achieve superior performance. By the end of the course, students should be able to use appropriate analytical skills and techniques to identify and exploit available opportunities in the business environment. Course content: Overview of strategic management; meaning of strategies, who is involved in strategic management? Strategic management responsibilities of project managers, benefits of strategic management. Environmental analysis; meaning of organizational behavior, advantages of environmental analysis. Establishing project direction: mission and objectives; what is project mission? Why project mission? What information appears in mission statements, definitions of business objectives? Strategy formulation; meaning of strategy formulation: critical questions analysis, Swot analysis, formulating organizational strategies, diversification. Strategy implementation; meaning of implementation, analyzing strategic change, levels of strategic change, analyzing project organizational structure. Strategic control: Project control and strategic control, definition of control. General characteristics of the control process, application of strategic control, purpose of strategic control.

DPM 5215 Business law, CU = 3

This course teaches the fundamental laws that apply to all business areas. By the end of the course, students should be able to classify, synthesize and apply basic legal frameworks to all business operations. Course content: Legal fundamentals: Overview of law, business law versus business ethics, categories of law, systems of law, sources of law, constitution, legislation and courts, court system, litigation process, administrative tribunals. Contract law: entering into a contract; elements of a valid contract, privities of contract, assignment of contractual rights, the requirement of writing, interpreting a contract, contractual defects, discharge of contract, breach of contract. Law of insurance: Law of tort: managing the tort law, general principles of tort law, intentional torts, negligence torts, torts from business operations. Forms of business organizations: agency relationship, legal forms of business, corporate law, formation and operation of Multinational Corporation, corporate merger and acquisition. Bankruptcy law, business ethics and corporate social responsibility: Law of employment, landlord and tenants, personal property and bailment. Negotiable Instrument: creation and transfer of negotiable instrument, holder in due course and liability, check and

digital banking. Debtor-creditor relationship: credit, secured transaction and surety agreement, bankruptcy and reorganization. Property rights: real property, personal property, intellectual property; copyright, trademark, patents, industrial designs, remedies for infringement of intellectual property rights.

DPM 5216 Project risk management, CU = 3

This course teaches the importance of risk management and the need for project managers to think ahead in this regard. By the end of the course, students should be able to assess, monitor and apply the right tools and techniques to manage project risks. Course content: Overview, practice standard for project risk management, project risk management definition, role of risk management in project management, good risk management practice: Success factors for project risk management. Risk events and risk conditions, why manage risks? Stakeholder risk attitudes, consequence of failure for manage risks. Establishing and planning risk management: purpose and objectives of the plan; risk management process, critical success factors for the plan tools and techniques for the plan; Qualitative risk analysis; perform quantitative risk analysis, planning risk responses, monitor and controlling risks, integrating risk, risk management and wider project management.

DPM 5221 Advanced business writing, CU = 3

This course is designed to build the writing skills of students to have a good solid background of English language writing skills. By the end of the course, student should able to buildup good structured sentences, and write different writing works. Course content: sentence level writing, parallel sentences, choppy sentences, Grammar Revision: Revising simple past and present/past perfect, Writing Process Description earners should also recognize process writing and the steps to follow. Essay Writing, Processes and Developments: Steps to follow when writing an essay, development of an essay Expository Writing: Definition of expository writing. Types of expository writing Narrative Writing essay writing: Definition of narrative writing, types of narrative writing, argumentative essay, descriptive essay, and persuasive

DPM 5222 Project stakeholders management, CU = 3

This course teaches how to relate and participate with different types of stakeholders to attain project success. By the end the course, students should be able to apply the right theories, principles, and practices to ensure effective and efficient participation of stakeholders in a project. Course content: Stakeholder management overview, who is a stakeholder, balancing approach, the project management institute. Categorizing stakeholders: benefits of categorizing, dimensions of categorization, stakeholder engagement assessment matrix, and stakeholder management plan. Prioritizing stakeholders: power and interest, power and influence, power and knowledge, custom matrices, the stakeholders register. Stakeholder groups: project team members, team stakeholders, the extended project management team, the watch-outs. Executive stakeholders: Who they are, watch-outs. Other stakeholders: External stakeholders, stakeholders subject to change, phantom stakeholders. Stakeholders' communication and conflict: Stakeholder communication plan, stakeholder communication channels. Managing difficult stakeholder: Categorizing difficult stakeholders, proceeding without the executive sponsor, positive attitude.

DPM 5223 Management information systems, CU = 3

This course presents information as an organizational resource for decision-making and management. By the end of the course, students should develop a scientific appreciation of information as an organizational resource and the capacity to use information to make important administrative and management decisions. Course content: Introduction to MIS; definition and importance of MIS; subsystems of MIS, contemporary approaches to MIS, evolution and characteristics of the information age, means of information technology. The career side of information technology. Foundational concepts in MIS; business and management functions, data, information, knowledge and wisdom, the information needs and sources for managers, a framework for information systems, business systems; e-business. Information technology; hardware: computing, storing and communicating,

programs: in charge of the hardware, people: the most important element, procedures: the way it goes, information: the reasons for using information technology, communication technologies, database management. Common business applications of information technology; financial information systems, marketing information systems, manufacturing and production information systems, human resource information systems, managerial decision, support systems, transaction processing system.

DPM 5224 Introduction to sociology, CU = 3

This course teaches basic concepts of sociology. By the end of the course, students should demonstrate broad understanding of how simple, everyday human actions and interactions can change the world. Course content: What Is Sociology? The History of sociology, theoretical perspectives, why study sociology? Sociological research: approaches to sociological research, research methods ethical concerns. Culture: what is culture? Elements of culture, pop culture, subculture, and cultural change theoretical perspectives on culture. Society and Social Interaction: types of societies, theoretical perspectives on society, social constructions of reality. Socialization: theories of self-development why socialization matters, agents of socialization, socialization across the life. Groups and Organization: types of groups, group size and structure, formal organizations. Deviance, Crime, and Social Control: deviance and control: theoretical perspectives on deviance, crime and the law. Social Stratification: what is social stratification? social stratification and mobility global stratification and inequality, theoretical perspectives on social stratification, global inequality, global stratification and classification, theoretical perspectives on global stratification, race and ethnicity, racial, ethnic, and minority groups, stereotypes, prejudice, and discrimination, theories of race and intergroup relationships, race and ethnicity. Marriage and Family: What is marriage? What is a family? Variations in family life, challenges families face. Religion: The Sociological Approach to Religion, World Religions. Education: education around the world, theoretical perspectives on education, issues in education. Government and Politics: power and authority .forms of government, theoretical perspectives on government and power. Social Movements and Social Change: Collective Behavior, Social Movements, Social Change.

DPM 5225 Business research methodologies, CU = 3

This course introduces students to the general terms, principles, theories and practices of business research. By the end of the course, students should able to plan, design, and carry out business research, and communicate the findings of the research to the larger audience in an appropriate academic language. Course content: meaning and purpose of business research. Research vs. other methods of gaining knowledge: experiential, consensus, authority, reasoning, trial and error. Challenges of business research. Types of business research: basic, applied, action research. Ethical issues in business research: informed consent, privacy and confidentiality, anonymity, researchers' responsibility. Business research process: Research objectives, questions, hypotheses, the conceptual framework. Introduction to sampling: simple, stratified, systematic, cluster, purposive, accidental, snowball, quota. Quality in business research: validity vs. reliability. Definitions of face, content, theoretical and construct validities. Reliability: Test-retest, parallel forms, split half reliability. Research designs in business: quantitative vs. qualitative. Experimental designs: true pretest posttest design. Definition and features of export facto, Survey: cross-sectional and longitudinal. Case study. Ethnography. Data collection. Definition and application of questionnaire, interview, observation and document analysis. Choosing a data collection method. Advantages and disadvantages of each data collection method. Research proposal and report writing in business (the Amoud manual). Writing a research title. Types of academic documents. Document formatting. In text citations: one, two, three or more authors. Referencing. Tables and figures in academic business document.

DPM 5226 Organizational behavior (OB), CU = 3

The course focuses on orientation and nature of human behaviour as an individual, in a group and, in the organization. By the end of the course, students should be able to recognize,

comprehend and evaluate people and their behaviour and its impact on organizational performance. Course content: Introduction to organizational behaviour; importance of organizational behaviour, concept of organization, management, and key elements of organizational behaviour. People, structure, mechanistic form of organization, organic forms of organization. Jobs and tasks, technology. Theories of OB, managing OB, individual behavior in organization, diversity, attitudes, job satisfaction, emotions, moods, personality, value perception, decision-making. Group behavior communication, leadership, power, policies, and negotiations. Challenge and opportunities for OB; significant problems of OB in management, responding to globalization, empowering people, coping with "temporariness", stimulating innovation and change emergence of the e-organization. Improving ethical behavior. Person perception: Perception, factors influencing perception, characteristics of target, characteristics of situation, making judgment about others. Short cuts in judging others and its application; frequently used short cuts in judging others, methods to overcome misperception. Attitude; Components of attitudes, sources of attitudes, types of attitude. Conflict process: Types of conflict, conflict management techniques. Organizational change process, forces for change, resistance to change, overcoming resistance to change, approaches to managing organization change.