

MINIMUM STANDARDS FOR COURSE OF

STUDY IN

**BACHELOR OF BACHELOR OF SCIENCE
ACCOUNTING AND FINANCE**

Programme structure

Contact Hours (CH) and Credit Units (CU) are used, where one (1) lecture hour is equivalent to 2 practical hours and 1 credit unit is equivalent to 15 hours.

Year 1					
Semester 1					
	COURSE DESCRIPTION			CH	CU
	Fundamentals of Accounting 1			60	4
	Quantitative Methods I			60	4
	Business Law			60	4
	Principles of Management			60	4
	Economic Theory			60	4
	Semester Load = 20 CU				
Year I					
Semester II					
	Fundamentals of Accounting II			60	4
	Quantitative Methods II			60	4
	Business Communication Skills			45	3
	Managerial Economics			45	3
	Information Technology I			45	3
	Semester Load = 17 CU				
Year II					
Semester I					
	Intermediate Accounting I			45	3
	Company Law			45	3
	Financial Management			45	3
	Production & Operations Management			60	4
	Information Technology II			60	4
	Organisational Behaviour			45	3
	Semester Load = 20 CU				
Year II					
Semester II					
	Intermediate Accounting II			45	3
	Cost Accounting			60	4
	Tax Theory			30	2
	Entrepreneurship			60	4
	Human Resource Management			60	4
	Research Methods			45	3
	Semester Load = 20 CU				

Year III					
Semester I					
	Advanced Accounting			60	4
	Management Accounting			60	4
	Advanced Financial Management			60	4
	Internal Auditing			45	3
	Business ethics			45	3
Semester Load = 18CU					
Year III					
Semester II					
	External Auditing			60	4
	Tax Management			60	4
	Computerised Accounting			60	4
	Strategic Management			60	4
	One Elective, either International Accounting			60	4
	Or Public Sector Accounting			60	4
Semester Load = 20 CU					
	Research Report			75	5

Graduation Programme Load: = 120 CU

Course Name: FUNDAMENTALS OF ACCOUNTING

Course Level: 1 (Semester 1)

Credit Units: 4 **Credit Hours:** 60

Brief course description

The course explores the principles, techniques, and methods that accountants follow when preparing financial records. Topics covered include; introduction to accounting, recording accounting information, accounting for cash, year end adjustments, final accounts, worksheet, and control accounts.

Course Objectives

On completion of this course students should be:

- Familiar with the meaning of accounting, the various accounting concepts, principles and conventions; International Financial Reporting Standards (IFRS)/International Accounting Standards (IAS);
- Able to distinguish (broadly) the various forms of business associations;
- Able to identify and prepare the various accounting records;
- Aware of the various financial statements that are included in a published set of accounts and have developed an understanding of how these statements are prepared; and
- Able to demonstrate the ability to interpret financial information arising from virtually any organisation particularly sole proprietorship forms;

Course outline

Introduction to accounting (6 hrs)

- Definitions – Accounting, bookkeeping
- The accounting cycle
- Accounting terminologies, principles, concepts, and conventions
- Accounting equation and the balance sheet
- The double entry system and effect of transaction on the balance sheet

Recording accounting information (14 hrs)

- Source documents (receipts, vouchers, invoices, credit and debit notes...)
- Books of original entry (general journal, sales journal, purchases journal, sales returns journal, purchases journal, asset schedule...)
- The ledger (general, sales, purchases, returns...)
- The trial balance
- Types of errors disclosed and not disclosed by the trial balance
- Correction of errors and use of suspense accounts.

Accounting for cash (8 hrs)

- Internal controls over cash
- The cash book
- The petty cash book
- Bank reconciliation statements

Year end adjustments (10 hrs)

- The need for year end adjustments
- Accruals and prepayments
- Bad debts and their provision

- Depreciation and provision for depreciation
- Asset acquisition and disposal

The final accounts (8 hrs)

- Capital and revenue expenditure
- Receipts and payments
- Income statement (Trading, profit and loss account)
- Balance sheet

Work sheet (ten column) work sheet (8hrs)

- Adjusted trial balance
- Income statement
- Balance sheet

Control accounts or self balance ledgers (6hrs)

- The need for control accounts
- Preparation of control accounts and their integration in the general accounting system

Teaching methods

Lectures and Tutorials (group discussions, case studies, and debates).

Assessment Methodology:

End of semester Exam 60%
 Continuous assessment 40%

- 1. Course Name: QUANTITATIVE METHODS I**
- 2. Course Level: 1 (Semester 1)**
- 3. Credit Units: 4**

Brief description

This course introduces students to a number of quantitative models proven effective in solving certain classes of managerial problems. The course examines quantitative tools used to model various representative sample problems encountered in the conduct of business. The tools to be studied include descriptive statistical tools, linear functions, network programming and analysis, inventory control models, indices, matrices and correlation and regression models.

Course Objectives

On completion of this course students should be able to:

- Explain the role of quantitative methods in business decision making;
- Demonstrate the ability to apply quantitative decision making to the analysis of managerial problems; and
- Apply critical thinking and quantitative reasoning to different decision situations.

Course outline

Introduction (4hrs)

- Quantitative data collection
- Quantitative data presentation
- Quantitative information and uses

Descriptive statistical measures of location (8hrs)

- Definitions
- Main aspects of describing data
- Basic statistical concepts
- Measures (mean, mode, median)

Measures of dispersion (8hrs)

- Variance
- Standard deviation
- Application to business situations (e.g measuring risk)

Index numbers (10 hrs)

- Uses of Index Numbers
- Problems encountered in the construction of Index numbers
- Description and computation of Index Numbers

Time series (8 hrs)

- Description of time series
- Movements in time series
- Estimation of trend line
- Linear functions

Correlation and regression

(10 Hrs)

- Scatter graph, fitting simple linear regression equation
- Spearman rank correlation
- Pearson product moment correlation coefficients
- Application in risk management

Decision analysis

(12hrs)

- Decision analysis models and their applicability
- Sensitivity analysis
- Matrices and their applications.

Delivery methodology

Lectures, Tutorials (case studies, and simulations).

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: BUSINESS LAW

Course Level: 1 (Semester 1)

Credit Units:

Brief course description

This course exposes students to legal issues and processes in various commercial disciplines. These include: the law of Contract, the law of Torts, the law of Partnerships, the law of insurance, the law of Sales and Agency, the law of Bankruptcy, Bailment law, Hire Purchase law, the law of Negotiable Instruments, the law of Arbitration, Guarantee and Indemnity.

Course objectives:

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

- Explain the importance of the various components of business law;
- Identify different instances that attract obligations and liability in business arrangements; and
- Discuss legal issues arising from different business situations

Course outline

Introduction (4 hrs)

- Nature and sources of law;
- Structure of courts in Uganda;

The law of contract; (12 hrs)

- Preliminaries in contract formation
- Formation of contract - offer and acceptance

- Consideration
- Disclosure in Contractual Negotiations
- Terms and Representations
- Misrepresentation
- Mistake in Offer and Acceptance
- Common Mistakes
- Breach of Contract
- Remedies for breach of contract
- The law of agency; **(8hrs)**
- Sale of goods; **(10 hrs)**
- Hire purchase; **(4 hrs)**
- Insurance; **(6 hrs)**
- Bankruptcy; **(4 hrs)**
- Negotiable instruments and bills of exchange; **(6 hrs)**
- Employment contract; **(6 hrs)**

Delivery methodology

Lectures, tutorials (case studies, group discussions).

Assessment

End of semester Exam 60%
 Continuous assessment 40%

Course Name: PRINCIPLES OF MANAGEMENT

Course Level: 1 (Semester 1)

Credit Units: 4 Credit Hours: 60

Brief course description

The course introduces students to various management concepts, ideas, theories and techniques of dealing with and solving managerial problems in various working scenarios. Topics covered include: introduction to management theory and practice, the evolution of management theory and practice, managers and the business environment, functions of management and introduction corporate social responsibility.

Course objectives:

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

- Define concepts, theories and principles of management and how to apply them to practical situations;
- Discuss the various approaches to management and the how managers can effectively manage the turbulent business environment to achieve the desired results;
- Make plans and decisions in response to the conflicting and flexible demands of the environment;
- Demonstrate the ability to organise and control operations in the business world and know the social responsibility of organisations; and
- Integrate the management theory with practical case issues in areas of change and international management.

Course outline

Introduction to management theory and practice (6hrs)

- Meaning of Management
- Reasons for studying management
- The role of management
- Types and skills of managers

The evolution of the management theory and practice (12hrs)

- Early contributions to management
- Scientific management
- Operational management theory
- Behavioural scientists
- Criticisms of classicists
- Modern management thought

Managers and the business environment (6hrs)

- Internal & external environment
- How environments affect organisations
- Managerial ethics and social responsibility

The planning function (4hrs)

- Nature, importance, steps
- Process
- Enterprise purpose and objectives

Organising (6hrs)

- Formal and Informal organisation
- Process
- Departmentalisation
- Criticisms
- Effective organising

Controlling (4hrs)

- Nature, purpose
- Techniques and standards

Leading (4 hrs)

- Difference between leaders and managers
- Characteristics of an effective leader

Motivating (4 hrs)

- Meaning of motivation
- Importance of motivation

Staffing function (4 hrs)

- Attracting an effective workforce
- Developing an effective workforce
- Maintaining an effective workforce

Introduction to Corporate Social Responsibility (10 hrs)

- Reasons for business ethics and corporate responsibility
- Corporate responsibility theories

Delivery methodology

Lectures, Tutorials (case studies, group discussions, debate, DVs, and role-plays).

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: ECONOMIC THEORY**Course Level:** 1 (Semester 1)**Credit Units:** 4 Credit Hours: 60**Brief description**

This course examines various theories, concepts, and tools of analysis and their relevance to business decision-making at micro and macro levels. It examines consumers rational behaviour, the concept of utility, the law of demand and supply, production theory, national income and measurement, budget and public policy, consumption and investment functions, and Keynesian employment model.

Course objectives:

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

- Define the various economic concepts and theories;
- Analyse the basic forces behind forces of demand and supply;
- Illustrate the linkage between consumer behaviour and production dynamics;
- Discuss the macro level forces affecting production and exchange of economic goods in an economy.

Course outline**Introduction (4hrs)**

- Meaning, importance and limitations of Microeconomics
- Basic economic principles
- Rationality of choices
- Scope and methods of economic analysis

Market exchange – demand and supply (6hrs)

- Supply and demand law
- Elasticity of demand and supply
- Price determination
- The short-run and long-run supply curves

The production theory and cost (6hrs)

- Production function
- Law of production
- Marginal rate of technical substitution
- Costs and revenues

Market structure (8hrs)

- Perfect competition
- Monopoly
- Monopolistic competition
- Oligopoly

National income and measurement (6hrs)

- Concept of national income
- Methods of estimating national income
- Importance and challenges of estimating national income

Monetary and fiscal policy (10hrs)

- Meaning, objective and content of monetary policy
- Exchange rate stability and control of business cycles
- Role of monetary policy in a developing economy
- The concept of sound and functional finance
- Role of fiscal policy in developing countries

Inflation and deflation

(4 hrs)

- Features of inflation economy
- Pull vs. cost-push inflation
- The Keynesian concept of inflationary gap
- Inflation and economic development

Keynesian theory of employment

(6hrs)

- The principle of effective demand
- Analysis of the level of effective demand
- Determination of GNP and employment

Consumer and investment functions

(10hrs)

- The consumption function
- Saving function
- Meaning of investment function
- Theory of multiplier

Delivery methodology

Lectures and tutorials (group discussions, case study)

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: FUNDAMENTALS OF ACCOUNTING II

Course Level: 1 (Semester 11)

Credit Units: 4 Credit Hours: 60

Brief description

The course builds on the knowledge acquired in Fundamental Accounting I. It explores issues of Manufacturing Accounts; Preparation of Financial Statements from incomplete records; Consignment Accounts; Joint Venture Accounts; and Partnership Accounts

Course objectives:

Upon completion of this course the students should be able to:

- Describe and record the flow of costs through the accounts of a manufacturing firm;
- Prepare a statement of cost of goods manufactured and financial statements of a manufacturing firm;
- Prepare financial statements from incomplete records;
- Prepare financial statements of consignments and joint ventures (IAS 31); and
- Identify and list the major characteristics of a partnership and prepare financial statements of partnerships.

Course outline

Introduction

(2hrs)

- Key accounting terminologies
- Relevant accounting framework and standards

Incomplete records

(10 hrs)

- Causes of incomplete records
- Preparing financial statements from incomplete records

Manufacturing accounts

(14hrs)

- Accounting cycle of a manufacturing organization
- Cost of goods manufactured
- Financial statements of a manufacturing firm and their interpretation

Consignment accounts

(8hrs)

- Principles of consignment accounts
- Recording transactions in consignment accounts
- Preparation of consignment statements

Joint ventures

(10hrs)

- Principles of joint venture accounting
- Recording transactions in joint venture accounts
- Preparation of joint venture statements

Partnership accounting

(18 hrs)

- Characteristics of a partnership
- Nature of accounting implications and of the partnership form of organizations

- Journal entries for formation of a partnership
- Admission and withdrawal of a partner
- Distribution of income or loss
- Unlimited liability in a partnership

Delivery methodology

Lectures and tutorials (group discussions, case studies)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: QUANTITATIVE METHODS II

Course Level: 1 (Semester 11)

Credit Units: 4

Brief description

This course develops on what was covered in Quantitative methods I. It builds student's analytical skills in decision making. Areas covered include: Allocation models; linear programming model; Transportation model; Game theory; Queuing theory; and Calculus.

Course objectives:

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

- Develop different techniques of analysing and solving existing problems in business management
- Apply the different quantitative models to various decision situations.

Course outline

Allocation models (10 hrs)

- Portfolio analysis models
- Covariance models
- Covariance matrix

Linear programming (10 hrs)

- Linear programming theory
- Simplex method
- Integer programming

Transportation model (10 hrs)

- Theory and assumptions of the model
- Duality and modified simplex method
- Application to organisational situations

Queuing theory (10 hrs)

- Understanding the theory and its assumptions
- Learning curves
- Application to decision making situations

Game theory (8hrs)

- Prisoner's dilemma
- Repeated games
- Game matrix

Calculus (12 hrs)

- Fundamental theorem of calculus
- Integral
- Application to organisation situations

Delivery methodology

Lectures and tutorials (simulation exercises, group games, case studies)

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: COMMUNICATION SKILLS

Course Level: 1 (Semester 11)

Credit Units: 3

Brief course description

This course provides students with communication competence. The content includes: the communication process, interpersonal communication, verbal and non-verbal communication, written communication, meetings, and telephone techniques.

Course objectives:

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

- Prepare and present appropriate reports that can enhance management efficiency;
- Write acceptable business letters;
- Appreciate the significance of non-verbal communication;
- Conduct effective meetings; and
- Communicate effectively on the phone.

Course Content

Introduction

(4hrs)

- Understanding communication
- The communication process
- Importance and challenges of communication

Interpersonal communication

(4hrs)

- Johari window
- Transaction analysis

Verbal and written communication

(6 hrs)

- When to use verbal and or written communication
- Effective verbal communication
- Effective written communication

Non-verbal communication

(6hrs)

- Theory on non-verbal communication
- Non-verbal communication techniques
- Personal presentation

Business letter

(7hrs)

- Requirements of a business letter
- Examples of effective and non-effective business letters
- Writing effective business letters

Meetings

(6 hrs)

- Developing the agenda
- Holding effective meetings
- Taking and developing minutes

Mail shot package and report writing

(6 hrs)

- Creating a Mail shot Package
- Attributes of a good report
- Report writing

Presentations and telephone communication techniques

(6hrs)

- Effective presentations (speaking skills)
- Telephone communication techniques

Delivery methodology

Lectures and tutorials (communication exercises, role plays, case studies, tests)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: MANAGERIAL ECONOMICS

Course Level: 1 (Semester 11)

Credit Units: 3 Credit Hours: 45

Brief course description

This course builds on the knowledge acquired in economic theory course. It exposes students to the application of economic models, theories and techniques to different managerial situations. Topics covered include: purpose of managerial economics, demand and supply interactions and business decisions, relevance of elasticity to business decisions, theory of optimization and its application, competitive environment and market structure, money, banking and capital markets and international trade.

Course objectives

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

- Assess the relevance of demand and supply interactions;
- Apply the elasticity concept to business decisions;
- Analyse the competitive environment based on market structure;
- Explain the role of money, banking and capital markets in managing businesses; and
- Describe international trade and economic policy.

Course content

Introduction

(4hrs)

- Scope and purpose on managerial economics
- Managerial economics and business decision making

Supply, demand and elasticity

(8hrs)

- Demand and supply interactions and business decisions
- Elasticity concept and managerial decision making,
- Forecasting demand using qualitative and quantitative methods
- Market segmentation, advertising and branding

Production economics and cost analysis

(8hrs)

- Application of theory of optimisation of output and factor combinations
- Growth of the firm and decision to invest
- Estimating cost functions and degree to operating levels

Competitive environment and market structure

(12 hrs)

- Nature and implications of market structures
- Pricing and output decisions under various market structures
- Price discrimination
- Alternatives to profit maximisation
- Public goods and externalities

Money and Banking

(6hrs)

- Money and its evolution

- The quantity theory of money
- Money demand and supply
- The role of financial intermediation
- Credit creation

International trade and economic policy

(7hrs)

- Globalization economic environment
- Basic concepts of Global Trade and Investment
- The World Trade Organization; Regional economic groupings

Delivery methodology

Lectures and tutorials (case studies and group discussions)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: INFORMATION TECHNOLOGY I

Course Level: 1 (Semester 11)

Credit Units: 3

Brief course description

This course is designed to give students an appreciation of basic computer knowledge and application through lectures and laboratory sessions. Topics covered include: introduction to computing, individuals and machines, computer hardware basics, computer software, systems design and implementation, and data processing and management.

Course objectives:

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

- Explain how a computer works;
- Describe various computer communication systems; and
- Use Internet as a resource for information

Course Content

Introduction (6 hrs)

- History of computing
- Generation and classification of computers
- An introduction to information technology

Individuals and machines (4 hrs)

- The global information economy
- Digital versus analog data transmission
- And networks Information technology tools and their societal impact

Computer hardware basics (7 hrs)

- How a computer represents and codes;
- Input media and devices;
- Output media and devices;

Computer software (12 hrs)

- Primary and secondary storage,
- Operating systems, their functions;
- Computer communication systems,
- Internet and intranet;

System design and implementation (8 hrs)

- System design
- Systems implementation

Data Processing and Management (8 hrs)

- Data processing and management
- Managing the development of a data processing systems

Delivery methodology

Lectures and tutorials (computer lab exercises, discussions)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: INTERMEDIATE ACCOUNTING I

Course Level: 11 (Semester 1)

Credit Units: 3

Brief course description

The course builds on the accounting concepts and principles already explored in the first year. Topics covered include; review of appropriate accounting frame work, partnership dissolution and liquidation, Departmental Accounts; Royalty Accounts; Insurance Claims Accounts; Hire Purchase Accounts, Container Accounts; Branch Accounts; Investment Accounts, accounting for leases.

Course objectives:

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

- Explain the principles and concepts that govern the preparation of departmental, royalty, insurance claims, hire purchase, container, branch investment and lease accounts; and
- Prepare and interpret departmental, royalty, insurance claims, hire purchase, container, branch investment, and lease accounts

Course Content

Partnership (6hrs)

- Retirement of partnership,
- Dissolution of partnerships (including piecemeal realization of assets)

Departmental Accounts (4hrs)

- Understanding departmentalization
- Preparing departmental accounts

Royalty Accounts; (4hrs)

- Definition of royalty
- The royalty agreements
- Royalty accounts and their purposes

Insurance Claims Accounts (4hrs)

- Definition of insurance claims accounts
- Accounting entries for insurance claims accounts

Hire Purchase Accounts (4hrs)

- Definition of hire purchase transactions
- Distinguishing hire purchase transactions from ordinary sales
- Accounting treatment for hire purchase transactions

Contract Accounts (IAS11) (4 hrs)

- Disclosure requirement
- Long term contracts
- Contract costs, revenues, assets and liabilities

Branch Accounts; (7hrs)

- Definition and types of branches
- Accounting entries for branch accounts
- Principle of markup
- Reconciling current accounts
- Final accounts for organizations with branches

Investment Accounts

(6 hrs)

- Definition and nature of investment
- Preparation of investment accounts

Accounting for leases (IAS 17).

(10hrs)

- Definition of lease accounts
- Disclosure requirements
- Accounting entries for leases
- Account for sale and lease back transactions

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
 Continuous assessment 40%

Course Name: COMPANY LAW

Course Level: 11 (Semester 1)

Credit Units: 3 Credit Hours: 45

Brief course description

This course explores company legal provisions, obligations and rights on company registration, membership, share capital, administration and management enshrined in the Companies Act (CAP 110 – LOU 2000 Edn).

Course objectives:

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

- Explain the nature of a company;
- Discuss the legal documentation required of companies; and
- Explain legal obligations and rights of companies.

Course Content

Introduction (6hrs)

- Attributes of a company
- Types of companies
- Key concepts

Company registration (9hrs)

- Register of companies
- Memorandum of association;
- Articles of association; Registration;
- Provisions with respect to names of companies;

Company membership (9hrs)

- Legal provisions on membership
- Private companies
- Public companies

Legal provisions on share capital (12hrs)

- Prospectus
- Application
- Allotment
- Contract
- Reduction of share capital

Management and administration of Companies (9hrs)

- Meetings
- Financial reports
- Special provisions as to debentures
- Winding up
- Companies incorporated outside Uganda
- Legal proceedings

Delivery methodology

Lectures and tutorials (case study analysis, group discussions and presentations)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: FINANCIAL MANAGEMENT

Course Level: 11 (Semester 11)

Credit Units: 3

Brief course description

This is an introductory course to financial management intended to demonstrate the basic tools of finance and how they can be used in managing the scarce financial resources. This course explores the objectives, role, and environment of financial management, tools of financial management decision making process, portfolio management, valuation of shares and bonds, investment and risk analysis and credit policy and current asset management.

Course Objectives

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

- Explain how to put scarce financial resources to maximum use and to make decisions that enhance cash flow;
- Identify and evaluate investment decisions;
- Apply sound financial principles in management of finances; and
- Make informed financial decisions with a view to create wealth.

Course Content

Introduction

(8 hrs)

- Overview of Financial Management;
- The environment of Financial Management;
- Fundamental Objectives of Financial Management;
- The role of the Financial Manager;
- Time value of money (Discounting and compounding)
- Concept of profitability and liquidity

Investment decisions

(8 hrs)

- Factors affecting investment decisions
- Using the spreadsheets to solve ‘time value’ of money problems;
- Investment decisions techniques (Pay back period, NPV, IRR...)

Measuring risk and return

(8hrs)

- Portfolio management including two-asset portfolio risk and return;
- Multiple-share portfolio risk and return;
- The efficient market hypothesis:

Working capital management;

(8 hrs)

- Cash management (cash budgeting)
- Debtors’ management (credit policy and managing difficult debtors)
- Inventory management (level of investment)

Sources of long term finance

(7hrs)

- Capital structure
- Leasing
- Dividends

Financial Statement Analysis

(6hrs)

- Valuations of shares and bonds;
- Determining cost of capital;

Delivery methodology

Lectures and tutorials (case studies, role plays, group discussions and presentations)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: PRODUCTION AND OPERATIONS MANAGEMENT

Course Level: 11 (Semester 1)

Credit Units: 4

Brief description

This course examines the responsibilities of production and operations management, and its role within the enterprise. It focuses on production systems, capacity, quality, inventory, and facilities management; and production planning

Course objectives:

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

- Explain the responsibilities of production and operations management;
- Analyse and evaluate the different production systems using tools like linear programming, critical path analysis, decision theory and game theory; and
- Discuss capacity, quality, inventory, and facilities management.

Course Content

Introduction

(8hrs)

- Nature of operations management
- Responsibilities of production and operations management
- Strategic issues and the relationships between production/ operations management,
- Product and service operational environments

The planning and controlling strategy

(8hrs)

- Idea for new product / service strategy
- Product / service evaluation
- POM control systems

The transformation process and design

(10 hrs)

- Input-process and output interface
- Concept of process analysis and choice
- Job, batch and flow of operations

Project management

(8hrs)

- Approaches to project management
- Critical path analysis

Capacity and facilities management

(10hrs)

- Capacity planning, scheduling, and loading
- Factors affecting facilities layout and location
- Ethical considerations

Quality management

(8 hrs)

- Quality controls throughout the transformation process
- Total quality management
- Service guarantees

Inventory management**(8 hrs)**

- Materials management
- Inventory management tools e. g Economic Order Quantity

Delivery methodology

Lectures and tutorials (case study analysis and presentations, group discussions)

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: INFORMATION TECHNOLOGY II

Course Level: 11 (Semester 1)

Credit Units: 4

Brief description

The course builds on the competences acquired from Information Technology 1. It covers the following: creating, editing and formatting documents and database objects; designing and formatting worksheets and workbooks; and designing and organizing presentations; and using internet and email.

Course Objectives

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

- Create, edit and format documents;
- Design and format worksheets and workbooks;
- Design databases;
- Design and organise presentations; and
- Demonstrate advanced use of internet and email.

Course Content

Create, edit and format documents;	(8hrs)
Design, create, modify and format worksheets and workbooks;	(14hrs)
Design databases and create, edit and modify database objects;	(16hrs)
Design, create, enhance, organize and view presentations;	(10hrs)
Use the Internet to navigate the Web using URL and Hyperlinks, to create and delete bookmarks, to compose, view, send, receive, and print e-mail messages.	(12 hrs)

Delivery methodology

Lectures and tutorials (computer lab exercises, discussions)

Assessment

End of semester Exam	60%
Continuous assessment	40%

Course Name: ORGANISATIONAL BEHAVIOUR

Course Level: 11 (Semester 1)

Credit Units: 3 Credit Hours: 45

Brief course description

This is a course on human behaviour in the work place. Topics covered include: introduction to organizational behaviour, individual processes and organizational psychology, group behaviour, motivation, power and politics, stress, conflict, organisatioanal structure and culture.

Course Objectives

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

- Explain the major business environmental challenges and the paradigm shift facing today's management;
- Differentiate organisations based on nature of activities and structure;
- Discuss perceptual and personality development and socialisation, and motivational theories;
- Critically examine the macro perspective of organisational behaviour; and
- Develop and apply interpersonal skills.

Course Content

Introduction to Organisational Behaviour (3hrs)

- Meaning of organisational behaviour
- Evolution of the organisational behaviour discipline
- The application of organizational behaviour
- Individual differences ability and intelligence

Individual processes and organisational psychology (8hrs)

- Perception
- Personality
- Learning
- Managerial implications

Group behaviour (9hrs)

- Intra group phenomena - norms, roles, stages of group development
- Transaction analysis
- Types of groups and their impact on employee performance

Motivation and employee behaviour (6hrs)

- Changing employee behaviour through consequences
- Enhancing employee motivation
- Content and process theories

Power, politics and influence (3hrs)

- Distinction between power and authority
- Political tactics
- Managerial implications

Occupational stress (6hrs)

- Nature
- Causes
- Consequences and moderators of stress on work settings
- Techniques for alleviating stress

Conflict in the work place (3 hrs)

- Nature
- Causes
- Resolution

Organisations; Structure and design (4hrs)

- Meaning and nature and types of organisations
- Causes of organisational structure
- Types of structures (bureaucratic, matrix, project, functional, project, networked)
- Bureaucracy and its alternatives
- Social technical systems
- Contingency approaches

Organisational culture (3hrs)

- Nature of organisational culture and its role and significance in the management of change.
- Types of organisational culture

Delivery methodology

Lectures and tutorials (case study analysis and presentations, group discussions)

Assessment

End of semester Exam 60%
 Continuous assessment 40%

Course Name: INTERMEDIATE ACCOUNTING II

Course Level: 11 (Semester 11)

Credit Units: 3 Credit Hours: 45

Brief course description

This course exposes students to concepts and accounting standards relating to company accounts, preparation of company accounts and financial statements, Conversion of Partnerships to Limited Liability Companies and interpretation of final accounts.

Course Objectives

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

- Describe the accounting concepts relating to company accounting;
- Prepare the different accounts of companies;
- Prepare and interpret financial statements of companies; and
- Prepare books of accounts of companies converting from partnership to Limited Liability Company.

Course Content

Introduction (3hrs)

- Definition of a company
- Kinds of companies and accounting implications

Floitation of a company (3hrs)

- Memorandum of Association
- Articles of Association
- Prospectus

Raising of capital by issue of shares and debentures (initial offer) (7hrs)

- Share application, call and allotment
- Preparation of relevant accounts

Changes in shares and debenture (8hrs)

- Forfeiture and Re-issue of shares and debentures
- Redemption of shares and debentures
- Bonus Shares

Preparation of financial statements of a company; (8hrs)

- Income statement
- Balance sheet
- Cash flow analysis (IAS 7)

Interpretation of final accounts of a limited liability company (3hrs)

Conversion of partnerships to limited liability companies. (3hrs)

- Procedures
- Accounting adjustments

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: COST ACCOUNTING

Course Level: 11 (Semester 11)

Credit Units: 4

Brief course description

The course exposes students to the principles, methods, and techniques used in determining, classifying and reporting costs to facilitate decision making. Topics covered include; nature of costs, cost elements, cost accounts, systems and techniques.

Course Objectives

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

- Account for the costs incurred in an organization;
- Cost various activities and products; and
- Prepare cost statements for facilitation of decision making.

Course Content

The nature of cost accounting (8hrs)

- Scope and definition of cost accounting
- Development in cost and management accounting
- Cost classification for control
- Cost and revenue classification for decision making
- Cost and revenue behaviour
- Cost functions and their determination

Materials costing (8hrs)

- Accounting for materials
- Materials procurement procedure
- Methods of valuing stock issues
- Materials' cost accounts

Labour costing (8hrs)

- Recording wages and related costs
- Methods of wages computation
- Wages cost accounts

Overheads costing (12 hrs)

- Difficulties associated with overheads
- Overhead apportionment and absorption
- Overhead cost accounts

Cost accounts (8 hrs)

- Independent accounts

Costing systems, methods and techniques (16 hrs)

- Job costing systems
- Absorption costing
- Marginal costing
- Service costing
- Batch costing
- Process costing
- Activity based costing

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: TAX THEORY
Course Level: 11 (Semester 11)
Credit Units: 2

Brief course description

This course exposes students to basic concepts and principles of taxation, purposes and functions of taxation, types of taxes, the impact of tax on economic growth, wealth distribution and Gross Domestic Product.

Course objectives:

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

- Demonstrate knowledge of tax concepts, principles and systems;
- Analyse the impact of tax on economic growth, wealth distribution and Gross Domestic Product; and
- Discuss the controversies in Uganda’s tax structure.

Course Content

Introduction (4hrs)

- Understanding the tax concept
- Taxation concepts and theories
- Tax evolution in Uganda

Purposes and principles of taxation (4hrs)

- Purposes of taxation
- Principles of an optimal tax system

Characteristics and classification of taxes (6hrs)

- Characteristics of taxes
- Classification of taxes

Tax functions (8hrs)

- Allocation function
- Regulatory function
- Distributive function
- Stabilization function

Tax implication (8hrs)

- Acceleration of economic growth
- Redistribution of wealth;
- Relationship between tax base and Gross Domestic Product (GDP) composition
- Controversies in widening Uganda’s tax structure

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: ENTREPRENEURSHIP

Course Level: 11 (Semester 11)

Credit Units: 4

Brief course description

This course is approached from a multi-disciplinary point of view. The following topics are covered: nature and meaning of entrepreneurship, entering business, choice of location, business plan, creativity and innovation, and entrepreneurship in practice.

Course Objectives

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

- Demonstrate entrepreneurial skills, attitudes and determination to face business realities;
- Integrate theory and practice of entrepreneurship;
- Identify business opportunities; and
- Develop business plans.

6. Course Content

6.1 Introduction (8hrs)

- Understanding entrepreneurship
- Model of an entrepreneur
- Entrepreneurial environment in Uganda

6.2 Entering business (10hrs)

- Product / service ideas
- Means of entering business –
 - Initiation and ownership
 - Buy-out
 - Partnering

6.3 Choice of location (6 hrs)

- Factors to consider
- Evaluation of options

6.4 Business plan (Budgeting) (10hrs)

- Financial plan (costs, revenues, profits...)
- Personnel plan
- Customer management plan

6.4 Purchasing management (6hrs)

- Principles
- Strategies
- Techniques

6.5 Creativity and innovation (8hrs)

- Nature and meaning
- Sources of ideas
- Barriers to creativity and innovation
- Methods

6.6 Entrepreneurship in practice (12hrs)

- Project (business) identification
- Project formulation and appraisal
- Project implementation, monitoring and evaluation

7. Delivery methodology

Lectures and Field work

8. Assessment

End of semester Exam 60%

Business plan 40%

Course Name: HUMAN RESOURCE MANAGEMENT

Course Level: 11 (Semester 11)

Credit Units: 4 Credit Hours: 60

Brief course description

The course explores both the theoretical and practical aspects of human resource functions, processes, procedures and activities pertinent to the wellbeing of the people in the organisation.

Course Objectives

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

- Demonstrate knowledge of the various personnel functions, processes, activities and obligations;
- Carry out some personnel activities like; preparing job specifications and analysis, designing job adverts, and conducting job interviews; and
- Identify and explore their potentials so as to put them to full use in future

Course Content

Introduction

(4 hrs)

- Models of human resource management (traditional and modern views)
- Background to the significance and complexity of human resources
- Over view of the human resource management functions

Human resource planning

(6 hrs)

- Developing personnel planning strategies
- Importance of human resource planning

Designing and analysing jobs (planning for jobs for individuals and teams)

(10 hrs)

- Job design
- Job analysis
- Methods of analysis
 - Evaluating job design and job analysis activities
 - Potential problems with job analysis

Organisation entry

(10hrs)

- Recruitment activity, purpose and importance
- Sources and methods of obtaining job applicants
- Selection, placement, the employment contract

Enhancing employee performance

(16 hrs)

- Performance indicators (productivity, quality of work life, legal compliance)
- Performance appraisal
- Training and development
- Compensation and performance based pay
- Career planning and development
- Employee involvement and flexibility
- Quality of work life

Managing employee relationships**(8 hrs)**

- Trade unions
- Team work and group relations
- Delegation and empowerment
- Discipline, grievance handling
- Equal opportunities

Organisation exit**(6hrs)**

- Dismissal
- Retirement
- Resignation
- Death

Delivery methodology

Lectures and tutorials (role plays, case analysis, group discussions and presentations)

Assessment

End of semester Exam 60%
Continuous assessment 40%

References

Course Name: RESEARCH METHODS

Course Level: 11 (Semester 11)

Credit Units: 3 Credit Hours: 45

Brief Course description

This course explores basic philosophy, tools and skills for research. Topics covered include: nature and meaning of research, research frame work, research variables, data sources, sampling, collection methods, analysis and reporting.

Course Objectives

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

- Define research and explain the philosophy of research;
- Differentiate between primary and secondary data sources;
- Explain the different research methodologies; and
- Develop research problems, objectives, hypothesis, and tools.

Course Content

Introduction (6hrs)

- Definition of research
- Objectivity and subjectivity
- Value Neutrality
- Quantitative and qualitative research
- Natural and Social Sciences research.

Research framework (6hrs)

- Definition of research objectives
- Research problem, and research questions
- Variables; relation between variables; hypotheses

Research variables (6hrs)

- Dependent and Independent variables;
- Direction of relationship --causal mechanism;
- Causal inferences; co-variation

Data sources (4 hrs)

- Primary
- Secondary

Sample selection (8hrs)

- Unit of Analysis;
- Sample selection;
- Probability samples
- Research validity and reliability

Data collection (6hrs)

- Instruments of data collection;
- Mail questionnaires
- Interviews; participant observation; focus groups
- Advantages and disadvantages of the various methods.

Tools of analysis and reporting

(9 hrs)

- Descriptive statistics;
- Central tendency;
- Dispersion;
- Inference;
- Simple and multiple regression;
- Hypothesis testing;
- Cross tabulations;
- Chi square tests;
- Presentation of findings;
- Citations and report write up

Delivery methodology

Lectures and tutorials (case studies and group discussions and presentations)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: ADVANCED ACCOUNTING

Course Level: 111 (Semester 1)

Credit Units: 4 Credit Hours: 60

Brief course description

The course equips students with knowledge and understanding of more advanced accounting practices in accordance with the contemporary legislations, and accounting standards so as to logically handle several accounting aspects. Topics covered include: over view of regulatory framework, preparation and presentation of financial statements, consolidated financial statements, business combinations, re-organisation and reconstruction.

Course Objectives

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

- Demonstrate knowledge of the different accounting standards;
- Prepare financial statements using IAS / IFRS framework;
- Prepare financial statements for group of companies; and
- Prepare accounting adjustments and account for business combinations, and firms under reconstruction, receivership and takeovers.

Course Content

Review of accounting regulatory framework: (8 hrs)

- Accounting principles and concepts, accounting theory
- The scope of accounting & regulatory framework of accounting
- Objectives of financial statements
- Qualitative characteristics of financial statements
- The elements of financial statements and their measurement

Accounting For Substance of Transactions (4hrs)

- Introduction to accounting for substance of transactions
- Reporting the substance of transactions

Preparation and Presentation of Financial Statements (12hrs)

- Accounting and disclosure requirements of IAS/IFRSs
- Presentation of Financial Statements for limited companies (IAS 1)
- Accounting for discontinued operations and assets held for sale (IFRS 5)
- Net profit or loss for the period, fundamental errors and changes in accounting policies (IAS 8)
- Events after the balance sheet date (IAS 10).
- Related parties and segmented financial reporting

Introduction to preparation of consolidated financial statements (4 hrs)

- Types of group structures
- Basic concepts in consolidated accounts
- Determining the fair values of net assets
- Methods of consolidation

Consolidation of Balance Sheets (12 hrs)

- Inter-Company Transactions, Balances and Indebtedness
- Minority Interest/Minority Equity Holding
- Consolidation of Holding Subsidiary Relationship
- Consolidation of Holding Subsidiary Relationship with Associates
- Exemptions from the requirement to prepare Consolidated Financial statements

Consolidation of Income Statements

(10hrs)

- Basic form of consolidated income statement
- Pre- and post acquisition reserves
- Treatment of accumulated profits carried forward
- Treatment of debentures
- Treatment of dividends and debenture interest
- Consolidation of holding subsidiary relationship
- Consolidation of holding subsidiary relationship with associates

Business Re-organizations/ Reconstructions, Absorptions and Amalgamations (10 hrs)

- Amalgamations and absorptions (Business combinations)
- Schemes of reorganizations and reconstruction

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
 Continuous assessment 40%

References

- IAS/IFRS

Course Name: MANAGEMENT ACCOUNTING

Course Level: 111 (Semester 1)

Credit Units: 4 Credit Hours: 60

Brief course description

The course focuses on the way management accounting information is gathered, processed and disseminated for decision-making. Topics covered include: definition and nature of management accounting, short term techniques and decisions, budgeting, standard costing and variance analysis, performance measurement and transfer pricing.

Course Objectives

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

- Be familiar with management accounting terminology;
- Be aware of the various techniques and systems of costing and their impact on decision making;
- Apply accounting information in decision making process;
- Plan, allocate and manage resources in an organization; and
- Evaluate performance of various units of an organization.

Course Content

Introduction to Management Accounting: (4hrs)

- Differences between cost accounting and management accounting;
- The functions of management accounting information;
- Emerging themes in management accounting,

Cost concepts (review) (2hrs)

- Cost and revenue behaviour in relation to the level of activity
- Cost classification for control
- Costs in manufacturing and service organisations
- Using cost behaviour patterns to predict costs

Costs-Volume Profit Relationships and Decision Making: (12hrs)

- Break-even analysis: Assumptions and its importance in short term decision-making;
- Break-even and tax
- Margin of safety
- Multi-product break-even

Short-term decisions (10 hrs)

- Relevant costing and decision making;
- Make or buy
- Special offers
- Shut-down
- Pricing decisions, calculating optimum prices;
- Limiting factor situations

Budget and Budgetary Control Procedures: (12hrs)

- Stages in budgeting process;
- The role of budgeting in organisational control;

- Approaches in budgeting (incremental, zero-base budgeting, activity based budgeting, etc.).
- Preparation of operating and master budgets,
- Fixed and flexible budgeting; budgetary control procedures.

Standard Costing:

(12hrs)

- Preparation of standard costs,
- Analysis of variance including, material cost variances, labour cost variances, overheads cost variances, mix and yield variances, total cost variances; sales variances;

Divisionalised Performance Measurements and Transfer Pricing

(8hrs)

- Functional and divisionalised organisational structure,
- Advantages and disadvantages of divisionalisation;
- Measuring divisional profitability;
- Objectives of transfer pricing;

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
 Continuous assessment 40%

Course Name: INTERNAL AUDITING

Course Level: 111 (Semester 1)

Credit Units: 3 Credit Hours 45

Brief description

This course explores nature and scope of auditing, difference between internal and external auditors, professional requirement of internal auditors and duties and functions of internal auditors.

Course Objectives

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

- Articulate the importance of internal auditing in creating value for an organization;
- Apply the tools and techniques of internal auditing in the context of internal administration and organisation of an enterprise; and
- Advise management on the effectiveness of the internal controls and accounting systems.

Course Content

Introduction

(6 hrs)

- Concept and nature of internal auditing;
- Development of the internal auditing profession;
- Management functions and scope of internal auditing;
- Appraisal of organisation structure.
- Internal vs. external auditing

Qualifications and professional requirements of auditors

(4 hrs)

- Qualifications of an internal auditor;
- Professional ethical requirements
- Auditing standards for internal auditors

Functions of internal auditors

(8hrs)

- Audit planning
- Internal control analysis
- Accounting system analysis
- Review of information system
- Controlling audit projects
- Verification of reliability and integrity of financial and operating information

Sampling and fieldwork

(5 hrs)

- Reasons for sampling
- Approach to sampling
- Fieldwork

Audit evidence

(4 hrs)

- Sources
- Working papers

Audit reports

(8 hrs)

- Internal audit reports
- Report reviews
- Deficiency findings and action

Reporting relationships

(4 hrs)

- Relationship with executive management
- Relationship with the board
- Relationship with external auditors

Computerised auditing

(6hrs)

- Computer software
- Assessing the integrity of the system

Delivery methodology

Lectures and tutorials (case studies, group discussions and presentations)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: ADVANCED FINANCIAL MANAGEMENT

Course Level: 111 (Semester 1)

Credit Units: 4 Credit Hours: 60

Brief course description

This course builds on financial management concepts already explored. The course focuses on the financial system, flow of funds in an economy, financial and securities markets, regional markets and key issues in international financial management.

Course Objectives

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

- Explain the operations of financial markets;
- Appreciate the effect of regional integration on financial markets;
- Describe the financial decisions of multinational corporations; and
- Apply the skills and knowledge of financial management in making financial decisions for international investments.

Course Content

Investment Decisions including risk analysis (8 hrs)

- Decision trees
- Sensitivity analysis
- Capital asset pricing model

The financial system (6hrs)

- The functions of the financial systems
- Flow of funds in an economy

Financial markets (8 hrs)

- Functions
- Short-term money markets
- Security markets

Creation and expansion of credit (8hrs)

- Reasons for credit creation and expansion
- Analysis of available options
- Fixed interests bonds and their valuation

Share valuations and the cost of capital (8 hrs)

- Models of share valuation
- Evaluating the cost of capital

Impact of institutional investments (8hrs)

- Insurance,
- Deposit taking
- Other financial institutions

Regional Financial markets (4 hrs)

- Financial markets in East Africa,
- Recent developments in financial markets.

International financial management

(10 hrs)

- Foreign investment decisions;
- International capital budgeting;
- Forecasting foreign exchange rates
- Foreign exchange risk management
- International trade financing.

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: BUSINESS ETHICS

Course Level: 111 (Semester 1)

Credit Units: 3

Brief Course description

The course examines the nature of business ethical decision making by covering the following topics: overview of business ethics, philosophical foundations of ethical reasoning, morality of corporations, justice and the market system, employer- employee relations and the contemporary ethical issues in business.

Course Objectives

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

- Comprehend the nature and foundation of ethical decision making in business; and
- Explain the moral responsibility of corporations towards the different stakeholders.

Course Content

Overview of business ethics (8hrs)

- Definition of business ethics
- Importance of business ethics
- Business ethical decision making
- Ethics, economics and law

The philosophical foundations of ethical reasoning (8hrs)

- The human person and ethics
- Criteria for evaluating the ethical character of actions

The morality of corporations (10 hrs)

- The moral status of corporations
- The stakeholder theory of corporations
- Corporation governance
- Corporate social responsibility
- Corporate ethics programme

Justice and the market system (4 hrs)

- Utility and justice
- Utility and the market system

Employer – employee relations (8 hrs)

- Employees rights
- Employees responsibilities
- Affirmative action (sexual harassment, disabled employees...)

Contemporary ethical issues in business (7 hrs)

- Selling, advertising and product safety
- Financial ethics (bribery and corruption, insider trading, trade secrets, creative accounting)
- Environmental ethics
- Aids in the work place
- Whistle blowing

Delivery methodology

Lectures and tutorials (case studies, group discussions and presentations, debates)

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: EXTERNAL AUDITING

Course Level: 111 (Semester 11)

Credit Units: 4

Brief course description

External auditing closes the gap between the owners of the organization and operational management by expressing an opinion on the information (mainly financial reports) presented as to whether it is true and fair. The course focuses on auditing framework governing external auditing, professional ethics, planning the audits, analyzing internal controls, financial statement audit, final review and reporting.

Course Objectives

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

- Explain the legal and professional requirements of external auditors;
- Evaluate the accounting and internal control system of the organization;
- Draw an audit plan;
- Substantiate financial statement elements; and
- Explain the implications of the different audit reports.

Course Content

Introduction to External Auditing: (6hrs)

- Definition of an external audit
- Objectives of an external audit
- Auditing standards and guidelines
- Engagement

The External Auditor's Professional and Legal Requirements (6hrs):

- Professional ethics;
- Rights and duties of an auditor;
- Auditors' appointment and remuneration;
- Removal of an auditor;
- Legal liabilities of an auditor

Audit Evidence, materiality and sampling: (8hrs)

- Nature and importance of audit evidence
- Methods of gathering evidence
- Recording of audit evidence including audit working papers (form, benefits, completion and review)
- Classification of audit evidence
- Reliability of audit evidence
- Materiality
- Sampling techniques for audit evidence

Audit Planning and Control: (8 hrs)

- Reasons for planning
- Knowledge of the business
- Audit risk and expectation gap

- Audit strategy
- Audit programme

Internal and accounting systems analysis (10hrs)

- Assessing the adequacy of controls;
- Testing the application and effectiveness of controls;
- Managing an audit assignment;

Financial statement audit (16hrs)

- Accounting assertions
- Audit of different financial statement items (cash, accounts receivable, accounts payable, non-current assets and liabilities)

Final review and reporting (6hrs)

- Income, balance sheet and cash flow review
- Analytical reviews
- Reporting

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
 Continuous assessment 40%

Course Name: TAX MANAGEMENT

Course Level: 111 (Semester 11)

Credit Units: 4

Brief course description

This course exposes students to tools and techniques of managing tax both at the individual and corporate levels. Topics covered include: income from employment, the PAYE system, individual taxable income, income from corporate bodies, incomes from other organizations and tax administration in Uganda.

Course Objectives

By the course students should be able to:

- Compute tax obligations of individuals;
- Make tax assessments of various business undertakings; and
- Apply various tax provisions as stipulated in the statutory documents.

Course Content

Income from Employment: (4hrs)

- Characteristics of employment
- General procedure in computing tax on employment income

The PAYE system: (6hrs)

- Potential weaknesses of the PAYE system
- Computation of tax from employment income

Individual taxable income (10hrs)

- Sources of income of an individual's taxable profits
- Allowable expenses
- Computation of taxable profits from sole traders
- Tax assessment and payment procedures

Incomes from Corporate Bodies: (18hrs)

- Allowable deductions and deductions not allowable
- Incomes from dividends received
- Avoidance of tax liability by non- distribution of dividends
- Calculation of shortfall dividends
- Computation of adjusted profits
- Computation of corporation tax
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Incomes from other organizations (10hrs)

- Taxing incomes of cooperatives, clubs, trade associations, sports associations, Insurance companies, trusts, mining operations, farming and agricultural operations
- Computation of Capital Allowances

Tax administration in Uganda:

(12hrs)

- Tax Objections, Appeals
- Offences, and Penalties
- Tax assessment and returns; general provisions for individuals and group of individuals

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: COMPUTERISED ACCOUNTING

Course Level: 111 (Semester 11)

Credit Units: 4

Brief course description

This course introduces students to the integrated computerized accounting system. It covers aspects like accounting information system, computerized recording and management of journals, ledgers, cashbook, trial balance, reconciliations, payroll, and financial statements.

Course Objectives

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

- Demonstrate the use of a computer in developing and maintain accounting record-keeping systems;
- Produce accounting statements electronically;
- Recognise a computerised accounting packages' capability to improve efficiency in an organization; and
- Identify appropriate features and configuration settings of an accounting package.

Course Content

Introduction

(6 hrs)

- Significance of computerized accounting
- Data files, computer basics saving and backing up your data
- Computer information and decision making
- Introduction to accounting packages

Accounting Information Systems

(4hrs)

- The nature of accounting information systems
- Components of accounting information systems
- Design of accounting information systems

General journal and ledger

(8hrs)

- Open, enter, edit, review and post transactions in the general journal
- Creating journal accounts
- Producing journal and ledger reports

General ledger and accounts payable / receivable

(10hrs)

- Creditors/ debtors records management
- Reconciliations
- Reporting

Pay roll accounting and reporting

(8hrs)

- Enter, post, edit and adjust payroll transactions
- Display and print payroll reports

Inventory management and reporting

(6hrs)

- Enter, post, edit and adjust payroll transactions
- Display and print payroll reports

Cash management

(8hrs)

- Enter, post, edit and adjust cash transactions
- Complete bank reconciliation cash book to bank statements
- Display and print account reconciliation reports

Budget**(6hrs)**

- Enter, post, edit and adjust budget items
- Display and print budget reports
- Budget monitoring reports

Conversion from manual to a computerized system**(4 hrs)**

- Procedures
- Systems and reporting

Delivery methodology

Lectures and tutorials (practical laboratory sessions, and case studies)

Assessment

End of semester Exam 60%
Continuous assessment 40%

Course Name: STRATEGIC MANAGEMENT

Course Level: 111 (Semester 11)

Credit Units: 4 Credit Hours: 60

Brief course description

The course covers strategic business objectives, vision and mission statements; Strategic planning and strategy formulation; Environment analysis; Core competence analysis; Generic competitive strategy and advantage; strategy implementation, evaluation and control.

5. Course Objectives

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

- Conceptualize the nature of strategic planning and the relationship between strategy formulation, strategy implementation and strategy evaluation;
- Analyse the business environment so as to identify appropriate strategies; and
- Develop practical skills of drawing up a game plan for running business in complex and dynamic environments, building competitive advantages, and satisfying customers

Course Content

Overview of Strategic Management (4hrs)

- Meaning of strategic management
- A historical perspective of strategic management
- Strategic management framework or process
- Key questions in strategic management

Key Concepts in Strategic Management (2hrs)

- The concepts of strategy, strategic intent, stretch, strategic thinking, strategic competition
- The principle of competitive exclusion and concept of competitive advantage.

Business Goals (4hrs)

- Objectives, business purpose, business philosophy, Mission, Vision, Core Values.
- Management By Objectives (MBO)

External Environmental Analysis (8hrs)

- Definition and rationale of environmental analysis
- PEST analysis
- Industry and competitor analysis – Michael Porter’s model
- Customer and market analysis
- Analysis of other stakeholders

Internal Analysis of the Organisation (10hrs)

- A strategic analysis / audit of the various departments in an organisation (internal resource audit / functional analysis)
- Strategic gap analysis
- Value chain analysis
- Portfolio Analysis
 - The BCG growth share matrix
 - The General Electric (GE) model
 - The Life-cycle portfolio matrix

SWOT Analysis (2hrs)

- Strengths and weaknesses
- Opportunities and threats
- SWOT Matrix

Strategic Choice/Formulation (8 hrs)

- Designing a strategy
- The relationship between strategy and the environment
- Generic corporate strategies – retrenchment, stability, expansion, diversification strategies
- Other strategies of competitiveness i.e. Porter’s generic strategies, Ansof’s strategies, Kotler’s strategies, etc
- Choice of strategy – criteria for strategy selection

Strategy implementation (8hrs)

- The implementation process
- Prerequisites for effective implementation of strategy
- McKinsey’s 7 - S framework in strategy implementation
- Causes of failure of strategies and their implementation

Strategic Control and Evaluation (6hrs)

- Purpose of strategic control
- Measurement of organisation performance
- Features of a good control system
- Taking corrective action

International Dimension of Strategy (4 hrs)

- Managing diversity
- Human aspect of international business
- Global strategies

Case Analysis (8 hrs)

- Identifying a strategic problem
- Case presentation and discussion

Delivery methodology

Lectures and tutorials (case studies and group discussions and presentations)

Assessment

End of semester Exam	60%
Case studies	40%

Course Name: PUBLIC SECTOR ACCOUNTING AND MANAGEMENT (Elective)

Course Level: 111 (Semester 11)

Credit Units: 4 Credit Hours: 60

Brief course description

The course covers an understanding of the public sector, public services in Uganda, resources in the public sector, budgeting and budgetary control procedures in the public sector and accounting in central and local governments.

Course Objectives

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

- Explain the different public services in Uganda
- Discuss the importance of budgeting and budgetary controls in the public sector.
- Evaluate the effectiveness of accounting systems in the public sector;

Course Content

The nature, origins and purpose of the public sector (8hrs)

- Concepts of economy
- Efficiency and effectiveness in the public sector
- Sources of funds and patterns of expenditure
- Accounting practice and financial statements

Public services in Uganda; (18hrs)

- Political environment and public service delivery;
- Nationalization, privatisation and regulation;
- Globalization and liberalisation;
- Accountability (political, legal, financial; consumer; professional).
- Managing and measuring performance;
- The links between financial information and performance indicators.
- Managerialism in the public sector

Resources in the public sector; (12hrs)

- The changing methods of financing public services;
- Resource allocation and management;
- Providing national and local services using non profit making bodies;

Budgeting and budgetary control procedures in the public sector; (10hrs)

- Capital charging and devolved budgets;
- Private finance initiatives.
- The role of parliament and other legislative bodies in resource allocation and management of public funds.

Accounting in central government and local governments; (12hrs)

- Financial regulations as provided for in the Local Government Act 1997 – Amended 2000
- Financial provisions in the Constitution of the Republic of Uganda 1995.
- Investment appraisal methodologies within government.
- Public sector auditing: value for money;

- Performance audits; management audits; regularity and propriety;

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%

Continuous assessment 40%

Course Name: INTERNATIONAL ACCOUNTING (Elective)

Course Level: 111 (Semester 11)

Credit Units: 4 Credit Hours: 60

Brief description

The study of international accounting involves analysing comparative international accounting issues and methods, discussing the harmonisation process, interpreting financial reports of foreign companies, and analysing foreign exchange, financial instruments and market efficiency.

Course Objectives

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

- Discuss the evolution and work of the International Accounting Standards Board;
- Articulate the importance and challenges of harmonization;
- Explain the impact of national cultures on accounting systems;
- Carryout measurement of international differences in accounting practices;
- Interpret the financial reports of multinational companies; and
- Translate financial reports in different currencies.

Course Content

Introduction (6hrs)

- Reasons for international accounting
- The role and evolution of the International Accounting Standards Board
- Reasons for and against harmonization of Accounting Standards

Convergence of accounting standards (6hrs)

- Level of global convergence
- Accounting implications

Influences on the accounting system. (8hrs)

- General factors influencing an accounting system
- National cultural influences on accounting rules and practices
- Studies on cultural differences and accounting rules and practices.

Measuring international differences in accounting rules and practices (10hrs)

- H and C – indices
- Measurement of differences in information disclosure
- Financial statement reconciliations

Classification of accounting systems (6hrs)

- Mueller’s classification
- Morphology of accounting systems
- Hierarchical classification

Interpreting the financial reports of multinational companies (8 hrs)

- Income statements
- Balance sheet
- Cash flow

Comparative analysis of international accounting principles and practice (UK, FRANCE, USA, JAPAN, CHINA, EGYPT) (10hrs)

Financial instruments (6hrs)

- Disclosure requirements
- Accounting treatment

Delivery methodology

Lectures and tutorials

Assessment

End of semester Exam 60%
Continuous assessment 40%

References

- Reports of multinational corporations
- World map
- Updated list of IFRS/IAS