

**NATIONAL COUNCIL FOR HIGHER EDUCATION**

**MINIMUM STANDARDS FOR COURSE OF STUDY**

**IN**

**BACHELOR OF HUMAN RESOURCE  
MANAGEMENT**

**YEAR ONE**

<b>Semester One:</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CU</b>
<b>Principles of Business Administration</b>	45	30	0	60	4
<b>Business Communication Skills</b>	45	30	0	60	4
<b>Introduction to Information Technology</b>	45	0	30	60	5
<b>Principles of Human Resource Mgt</b>	45	30	0	60	4
<b>Business Economics</b>	45	30	0	60	4

**Semester Two:**

<b>Principles of Accounting</b>	45	30	0	60	4
<b>Principles of Management</b>	45	30	0	60	4
<b>Leadership and Interpersonal Skills</b>	45	30	0	60	4
<b>Human Resource Planning</b>	45	30	0	60	4
<b>Business Law</b>	45	30	0	60	4

**Total Credit Units in Year One****40****YEAR TWO**

<b>Semester One:</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CU</b>
<b>Cost and Management Accounting</b>	45	30	0	60	4
<b>Company Law</b>	45	30	0	60	4
<b>Business Statistics</b>	45	30	0	60	4
<b>Human Behaviour at Work/OB</b>	45	30	0	60	4
<b>Employee Compensation Mgt</b>	45	30	0	60	4

**Semester Two:**

<b>Financial Management (Business Finance)</b>	45	30	0	60	4
<b>Industrial Psychology</b>	45	30	0	60	4
<b>Research Methodology</b>	45	30	0	60	4
<b>Training and Development</b>	45	30	0	60	4
<b>Occupational Health and Safety</b>	30	30	0	45	3

**Credit Units in Year two****39****Total****YEAR THREE**

<b>Semester One:</b>	<b>L</b>	<b>T</b>	<b>P</b>	<b>CH</b>	<b>CU</b>
<b>Entrepreneurship Development</b>	30	0	30	45	3
<b>Labour Law</b>	45	30	0	60	3
<b>Business Ethics</b>	30	30	0	45	3
<b>Industrial Relations</b>	45	30	0	60	4
<b>Project Management</b>	45	30	0	60	4

**Semester Two:**

<b>Performance Management</b>	45	30	0	60	4
<b>Human Resource Policy and Practices</b>	45	30	0	60	4
<b>Career Guidance and Counseling</b>	45	30	0	60	4

<b>Project Report</b>	<b>15</b>	<b>30</b>	<b>0</b>	<b>30</b>	<b>3</b>
<b>Strategic Management</b>	<b>60</b>	<b>30</b>	<b>0</b>	<b>60</b>	<b>4</b>
<b>Information Systems for HR</b>	<b>45</b>	<b>0</b>	<b>30</b>	<b>60</b>	<b>5</b>

<b>Total Credit Units in Year three</b>	<b>41</b>
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**TOTAL CREDIT UNITS**

<b>Year One:</b>	<b>40</b>
<b>Year Two:</b>	<b>39</b>
<b>Year Three:</b>	<b>41</b>
<b>Total</b>	<b>120</b>

## YEAR 1

<b>Course Name</b>	:	<b>PRINCIPLES OF BUSINESS ADMINISTRATION</b>
<b>Course Level</b>	:	<b>1</b>
<b>Credit Units</b>	:	<b>4</b>
<b>Credit Hours</b>	:	<b>60</b>

### Course objectives

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

- Gain an insight into the various forms of business organizations, their operations, and the functional areas within these organizations and how they relate.
- Understand the environment of modern business organizations, relationships and interactions of different areas of business.

### Course content

<b>Meaning &amp; scope of business</b>	<b>2hrs</b>
<b>Nature and purpose of business</b>	<b>2hrs</b>
<b>Forms of business ownership</b>	<b>8hrs</b>
• Sole proprietorship	
• Partnerships	
• Cooperatives	
• Corporations	
• Joint stock companies	
<b>The Production function</b>	<b>4hrs</b>
• Location of production facilities,	
• design and layout,	
• Scheduling and planning.	
<b>The marketing function</b>	<b>6hrs</b>
• Marketing strategies and approaches	
• The traditional marketing mix and	
• Marketing trends in Uganda	
<b>The procurement function</b>	<b>4hrs</b>
• Policy and practice	
• Insurance as an aid to business	
<b>The Finance Functions</b>	<b>6hrs</b>
• Sourcing and managing finance	
• Linkage to banking and micro finance institutions	
• The capital markets	
<b>The entrepreneurial activity</b>	<b>4hrs</b>
<b>Business combinations</b>	<b>4hrs</b>
<b>Business on the global scene</b>	<b>4hrs</b>
• globalization and regional integration	
<b>Business environment</b>	<b>8hrs</b>
• Trends in government role	
• Corporate social responsibility	
• Business responses to changing environment	

**Business ethics****8hrs**

- Current developments
- Codes in business
- Limitations
- Un-ethical business practices

**Mode of delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

<b>Course Name</b>	<b>BUSINESS COMMUNICATION SKILLS</b>
<b>Course Level</b>	<b>1</b>
<b>Credit Units</b>	<b>4</b>
<b>Credit Hours</b>	<b>60</b>

### **Course Objectives**

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

- understand the concepts of communication skills required for effectively running and managing an organization
- Understand the importance of effective organizational and personal communication.
- Adopt various categories of communication

### **Course Content:**

- Introduction to communication **6 hrs**
- Organizational communication **4 hrs**
- The communication Process **4 hrs**
- Importance/Functions of communication **6 hrs**
  - (motive functions, emotional function)
- Barriers to effective communication **4 hrs**
- Characteristics of good communication **4 hrs**
- Communication errors **6 hrs**

#### Forms of communication

- Written communication **8 hrs**
  - (business letters, email, business reports, minutes)
- Non-verbal communication ( body language, signs) **6 hrs**
- Verbal/Oral communication **8 hrs**
  - (Oral presentations, meeting management.

### **Mode of delivery**

Lectures ,group discussions and assignments

### **Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** INTRODUCTION TO INFORMATION TECHNOLOGY  
**Course Level:** 1  
**Credit Units:** 5  
**Credit Hours:** 60

### **Course Objectives**

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

- Acquire both theoretical and practical skills in ICT to enable them compete favourably in the changing knowledge world
- Appreciate the development in information and communication technology

### **Course Content:**

- Personal computer environment **2 hrs**
- Role of computers **4 hrs**
- Evolution of computers **6 hrs**
- Computer hardware **4 hrs**
- Computer software **4 hrs**
- Operating system facilities, memory management **6 hrs**
- File management, viruses and graphical user interface **4 hrs**
- Local area networks, sharing resources, email, bulletin boards **4 hrs**
- Systems development in a personal computer environment **6 hrs**
- Management information systems **8 hrs**
- Introduction to Computer Operations **12 hrs**
  - Word-processing
  - Spreadsheets and D-Base
  - Ms Excel
  - Ms Power Point
  - E-Mail Internet
  - General requirements for setting computer systems

### **Mode of delivery**

Lectures, Group discussions and Fieldwork

### **Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** PRINCIPLES OF HUMAN RESOURCE MANAGEMENT  
**Course Level:** 1  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives:**

At the end of the semester, the student should be able to:

- Adopt basic principles, processes that underline the practice of managing human resources in the organization.
- Develop competencies in managing human resources at workplace in competitive organizations

**Course Outline:**

**Introduction to human resource management**

- Importance of HR to the organization
- Strategic role of human resource department in organizations
- Challenges of human resource department

**Human resource planning**

- Demand and supply of labour in the organization
- Labour forecasting
- HR audits
- Action plans
- Employee records

**Recruitment procedure:**

- Job analysis
- Job description,
- Job specification;
- Source of human resources

**Selections procedure**

- Application forms and short listing
- Interviewing, placement, induction and follow-up;

**Training and development**

- Relevancy of training
- Training need assessment
- Training environment (within or outside the organization)

**Employee appraisal and motivation**

- Motivational theories and applicability
- Performance appraisal as a motivator
- Reward and incentives as a motivator

**Terms and Conditions of Employment**

- Methods of wage and salary payment
- Company rules and regulations
- Disciplinary procedures

**Internal Transfers:**

- Promotions
- Transfers
- Redundancy



- Separation.

**Employee health and safety**

- Regulations governing employee health and safety at work

**Industrial relations at the institutional level**

- Employee unions

**Mode of Delivery**

Lectures ,Group discussions and Case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** BUSINESS ECONOMICS  
**Course Level:** 1  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives**

By the end of the semester, the student should be able to:

- Understand economic concepts and tools that have direct business applications
- Analyze the internal business issues such as choice of business and nature of products, choice of firms, price determination and choice of price and how to face price competition among others
- Examine the issues in the national economy and how they impact on business and how they affect economic growth

**Course content**

Nature and scope of Economics	<b>2hrs</b>
Comparative economic systems	<b>4hrs</b>
Elementary theory of price	<b>2 hrs</b>
Intermediate theory of demand and supply	<b>4hrs</b>
Utility theories and indifference curves	<b>6hrs</b>
Production economics: Theory of the firm	<b>3hrs</b>
Business Organization and factor pricing	<b>3 hrs</b>
Nature and scope of economic theory	<b>4hrs</b>
• Utility theories,	
• Consumer demand analysis	
• Marshallian and Hickisian demand functions.	
Price basic theory of Production-	<b>6 hrs</b>
• organization of the firm and its objectives	
• production functions	
• cost functions and revenue functions	
Market structures:	<b>6 hrs</b>
• Perfect competition	
• Imperfections, externalities and public goods	
• Monopoly & discriminating monopoly	
• Oligopoly and	
• Monopolistic competition	
Classical theories of	<b>4 hrs</b>
Keynes, Monetarists, Business cycles, and Inflation	
Unemployment and money	<b>2 hrs</b>
National Income,	<b>6 hrs</b>
• National income accounts,	
• Consumption, savings & investment,	
• Balance of payments	
• SAPs,	
The Basic integrated model	<b>4 hrs</b>
(IS-LM Analysis),	

Performance of the Ugandan economy in comparison to other similar economies since independence, **4 hrs**

Current economies policy – **6 hrs**

- income stabilization, fiscal practices, BOP, BOT, and unemployment

**Mode of delivery**

Lectures, Group discussions & Tutorials

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** PRINCIPLES OF ACCOUNTING  
**Course Level:** 1  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives**

By the end of the semester, the student should be able to:

- Explain the context and purpose of Principles of Accounting
- Define the qualitative characteristics of financial information and the fundamental bases of accounting.
- Demonstrate the use of double-entry and accounting systems
- Record transactions and events
- Prepare a trial balance (including identifying and correcting errors)
- Prepare basic financial statements and other accounting records in line with the General Accepted Accounting Principles

**Course content:**

**The context and purpose of Principles of Accounting** **10 hrs**

- The reasons for, and objectives of, financial accounting
- Users' and stakeholders' needs
- The main elements of financial reports
- The regulatory framework

**Fundamental basis of accounting** **10 hrs**

- The qualitative characteristics of financial reporting
- Alternative bases used in the preparation of financial information

**The use of double entry and accounting systems** **10 hrs**

- Double-entry book-keeping principles including the maintenance of accounting records and sources of information
- Ledger accounts, books of prime entry, and journals
- Accounting systems and the impact of information technology on Accounting Reporting

**Recording transactions and events** **10 hrs**

- Sales and purchases
- Cash
- Inventory
- Tangible non-current assets
- Depreciation
- Intangible non-current assets and amortization
- Accruals and prepayments
- Receivables and payables
- Provisions and contingencies
- Capital structure and finance costs

**Preparing a trial balance**

**8 hrs**

- Trial balance
- Correction of errors
- Control accounts and reconciliations
- Bank reconciliations
- Suspense accounts

**Preparing basic financial statements**

**12 hrs**

- Balance sheets
- Income statements
- Manufacturing cost statements (manufacturing accounts)
- Statement of affairs (not for profit making organizations)
- Events after the balance sheet date
- Accounting for partnerships
- Cash flow statements (excluding partnerships)
- Incomplete records

**Mode of delivery**

Lectures **and** group discussions

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** PRINCIPLES OF MANAGEMENT  
**Course Level:** 1  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives:**

By the end of the semester the student should be able to:

- Understand basic management functions, diagnose management problems and find solutions.
- Link concepts of management to management practice
- Identify the challenges of management in a dynamic environment and how to overcome them.

**Coursed content:**

<b>Introduction to Management</b>	<b>6 hrs</b>
• Management as an Art, Science	
<b>Evolution of Management Theories</b>	<b>12hrs</b>
• Classical theories	
• Behavioural	
• Contemporary	
<b>Functions of Management</b>	<b>12 hrs</b>
• Planning	
• Organizing	
• Staffing	
• Motivation	
• Leading	
• Control	
• Communication	
<b>Managerial Skills</b>	<b>8 hrs</b>
<b>Productivity</b>	<b>7 hrs</b>
<b>Entrepreneurship</b>	<b>7 hrs</b>
<b>Contemporary issues in management</b>	<b>7 hrs</b>

**Mode of delivery**

Lectures Group discussions and Cases studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** HUMAN RESOURCE PLANNING  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives:**

At the end of the semester, the student should be able to:

- understand the importance of human resource planning as a precedent of other human resource processes
- Use human resource plans to carry out human resource management functions

**Course Content**

- Introduction **8 hrs**
- Process of planning **4 hrs**
- Strategic human planning **8 hrs**
- Human resource Inventory management **6 hrs**
- Analysis of labour Markets and Economic Trends **6 hrs**
- Labour demand forecasting techniques **6 hrs**
- Forecasting organization HR requirements **6 hrs**
- Planning for human resource functions **8 hrs**
- The competence based approach to HR planning **8 hrs**

**Mode of Delivery**

Lectures , group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** BUSINESS LAW  
**Course Level:** 1  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives:**

By the end of the semester, the student should be able to:

- Understand the principles of general law, relevance and its applicability to business
- Understand how business disputes can be resolved legally

**Course outline**

- General principles of law **4 hrs**
- Sources of law **2 hrs**
- The judicial and other bodies that resolve disputes **4 hrs**
- The Law of Contract **8 hrs**
- Law of Agency **4 hrs**
- The law relating to partnership **4 hrs**
- Sale of goods **6 hrs**
- Carriage of goods **4 hrs**
- Insolvency **8 hrs**
- Insurance policies appropriate for HR **8 hrs**
  - Life
  - Accident
  - Fire
  - Property etc
- Arbitration and Negotiable Instruments **8hrs**

**Mode of delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%



## YEAR II

<b>Course Name:</b>	<b>MANAGEMENT ACCOUNTING</b>
<b>Course Level:</b>	<b>2</b>
<b>Credit Units:</b>	<b>4</b>
<b>Credit Hours:</b>	<b>60</b>

### Course Objectives:

At the end of the semester, the student should be able to:

- understand the nature, scope and roles of management accounting in organizational settings
- Prepare, analyze and interpret basic management accounting information relevant to planning, control, decision making and product costing

### Course Content

<b>Introduction to Management Accounting</b>	<b>6 Hours</b>
<ul style="list-style-type: none"><li>• Definition</li><li>• Management control systems</li><li>• Management Information systems</li><li>• Nature of managerial decisions</li><li>• Role of management accounting in the managerial process</li></ul>	
<b>Cost Estimation</b>	<b>10hrs</b>
<ul style="list-style-type: none"><li>• Fundamental cost accounting concepts, classification of costs, cost behaviour patterns and cost estimation</li><li>• Accounting for prime cost – materials &amp; labour costing</li><li>• Accounting for overhead costs<ul style="list-style-type: none"><li>- Overhead cost allocation and apportionment</li><li>- Cost allocation methods</li></ul></li></ul>	
<b>Marginal and absorption (product) costing</b>	<b>10 hrs</b>
<ul style="list-style-type: none"><li>• Marginal costing</li><li>• Absorption costing</li></ul>	
<b>Cost – Volume – Profit (CVP) Analysis</b>	<b>10 hrs</b>
<ul style="list-style-type: none"><li>• Break even analysis</li><li>• Application of CVP analysis</li><li>• Limitations of CVP analysis</li></ul>	
<b>Accounting for Management Decision Making</b>	<b>12hrs</b>
<ul style="list-style-type: none"><li>• Decision making procedures</li><li>• The concept of relevant costs and short term decisions</li><li>• The Short term decisions<ul style="list-style-type: none"><li>- Closure/ delete/ abandonment decisions</li><li>- Make or buy decision</li><li>- Acceptance of a special order</li><li>- Decision making under influence of limiting factors</li></ul></li><li>• Divisional performance evaluation</li><li>• Pricing policy/ decision-</li></ul>	

**Budgeting and budgetary control****12hrs**

- Introduction to budgeting – concepts and terms
- Rationale of budgeting, preliminaries for restoration of effective budgetary control systems
- The budgeting process and preparation of budgets

**Mode of delivery**

Lectures, group discussions, case studies &amp; tutorials

**Assessment**

Coursework	30%
Final Examination	70%

**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

### **Course objectives**

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

- Understand the various laws relating to company formations
- Understand the basic considerations of the theme of corporate personality and the management of a company
- Understand the basic consideration in entering various legal relationships in business
- Understand the technicalities of winding up of businesses

### **Course outline**

- Types of companies, **6hrs**
- Principles of company law, **12hrs**
- Themes of corporate personality, **8hrs**
- Formation and incorporating companies, **12hrs**
- Protection of investor's interests, **6hrs**
- Management of companies, **8hrs**
- Winding up and consequences **8hrs**

### **Mode of delivery**

Lectures, group discussions, Case studies and Tutorials

### **Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** BUSINESS STATISTICS  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives:**

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

- Analyze statistical concepts useful in credible decision-making
- Describe and interpret business records
- Collect, analyze, present and interpret data so as to make informed decisions
- Use techniques used in inference and prediction, basing on present and past data

**Course Content**

<b>Introduction</b>	<b>2hrs</b>
<ul style="list-style-type: none"> <li>• Meaning of statistics</li> <li>• Functions of statistics</li> <li>• Role of statistics in business &amp; management</li> </ul>	
<b>Data collection</b>	<b>4hrs</b>
<ul style="list-style-type: none"> <li>• Basic principles of carrying out research</li> <li>• Methods of data collection</li> <li>• Sampling</li> </ul>	
<b>Data presentation</b>	<b>6hrs</b>
<ul style="list-style-type: none"> <li>• Frequency distributions</li> <li>• General rules of frequency distributions</li> <li>• Graphical presentation of frequency distributions - histogram, frequency, Polygon, etc</li> <li>• Relative frequency distribution</li> </ul>	
<b>Measures of central tendency</b>	<b>6hrs</b>
<ul style="list-style-type: none"> <li>• Arithmetic mean, median, mode</li> <li>• Geometric mean, harmonic mean, quadratic mean</li> <li>• Quartiles, deciles &amp; percentiles</li> </ul>	
<b>Measures of variability</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• Range - semi-interquarile range, semi-percentile range</li> <li>• Mean deviation, standard deviation</li> <li>• Coefficient of variation, measures of skewness</li> </ul>	
<b>Probability</b>	<b>6hrs</b>
<ul style="list-style-type: none"> <li>• Rules of probability</li> <li>• Probability under conditions statistical independence</li> <li>• Marginal &amp; joint probability</li> <li>• Conditional probability</li> <li>• Probability under conditions of statistical dependence</li> <li>• Marginal &amp; joint probability</li> </ul>	
<b>Probability distribution</b>	<b>4hrs</b>

- Discrete probability distribution - binomial, poisson, geometric
  - Continuous probability distributions – normal, standard normal, Exponential
- Sampling distribution** **4hrs**
- Sampling from a normal population
  - The central limit theorem
  - Sample size and standard error
  - The finite population multiplier
- Simple regression and correlation** **8hrs**
- The regression equation
  - Least squares estimation
  - Standard error of estimates
  - Correlation analysis
- Time Series** **4hrs**
- Components of time series
  - Decomposition of time series
- Testing Hypothesis** **4hrs**
- Index numbers** **4hrs**
- Price & quantity relatives
  - Un weighted & weighted index numbers
  - Problems encountered in constructing index numbers.

**Mode of delivery**

Lectures, group discussions and tutorials

**Mode of Assessment**

Course work	30%
Final Examination	70%

Course Name: **HUMAN BEHAVIOUR AT WORK/0B**  
 Course Level: 2  
 Credit Units: 4

Credit Hours: 60

**Course Objectives:**

At the end of the semester, the student should be able to:

- Understand people’s behaviour at work, perceptions, attitude and motivation
- Work as a team to achieve organizational goals and objectives
- Manage change, conflicts and stress in organizations

**Course Content**

- Introduction *4hrs*
- Individual perceptions and attitude *4 hrs*
- Group dynamics in organizations *8 hrs*
- Organizational structure and design *6 hrs*
- Motivation at work *4 hrs*
- Decision making *6 hrs*
- Organizational culture *6 hrs*
- Managing change *6 hrs*
- Managing conflicts *6 hrs*
- Managing stress *4 hrs*
- Team work *5 hrs*

**Mode of delivery**

Lectures ,group discussions, case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** EMPLOYEE COMPENSATION MANAGEMENT  
**Course Level:** 3  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives:**

At the end of the semester, the student should be able to:

- Understand the basic concepts, principles, and practice of managing employee rewards in and organizations.
- Differentiate between rewards and incentives that motivate employees in an organization
- Adopt an equitable reward system, policy, procedures and programs for managing employee reward in the organization.

**Course Content**

<b>Introduction to compensation management</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Definition</li> <li>• Background to compensation management</li> <li>• Importance of compensation management</li> </ul>	
<b>Theories in compensation payment</b>	<b>8 hrs</b>
<b>Salary and wage determinants</b>	<b>6 hrs</b>
<b>Components of wages and salary packages</b>	<b>6 hrs</b>
<b>Statutory provisions governing wages</b>	<b>6 hrs</b>
<b>Fringe benefits and employee incentives</b>	<b>8 hrs</b>
<b>The role of public service commission</b>	
<ul style="list-style-type: none"> <li>• in employee compensation management</li> </ul>	<b>6 hrs</b>
National policy and corporate considerations	
<ul style="list-style-type: none"> <li>• in compensation management</li> </ul>	<b>8 hrs</b>
Employee pay structure and legal framework	<b>6 hrs</b>

**Mode of Delivery**

Lectures ,group discussions, case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** FINANCIAL MANAGEMENT/BUSINESS FINANCE  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

### **Course objectives**

By the end of the semester, the student should be able to understand

- The sources and uses of funds
- The importance of financial statements and record keeping
- The scope of financial management as a function of the firm
- The decision making process in key financial management areas

### **Course Content**

- Goals and functions of finance, **2 hrs**
- Management of Assets, **4 hrs**
- Concepts in valuation, **4 hrs**
- Capital Budgeting, **6 hrs**
- Working capital management of cash and marketable securities, accounts receivable, **6 hrs**
- Managing sources of capital and liabilities, **6 hrs**
- Financial structure and use of leverage, **4 hrs**
- Dividend policy of the firm, **2 hrs**
- Short term & intermediate sources of capital, **4 hrs**
- Long-term debt and preferred stock, **6 hrs**
- Common stock, **4 hrs**
- Tools of financial analysis, planning and control, **6 hrs**
- Analysis of operating and financial leverage **6 hrs**

### **Mode of delivery**

Lectures, group discussions, case studies and tutorials

### **Assessment**

Coursework	30%
Final Examination	70%



**Course Name:** INDUSTRIAL PSYCHOLOGY  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

### **Course objectives**

At the end of the semester, the student should be able to:

- Adopt to the nature of Industrial Psychology as it applies to human resource management
- Understand the nature of work, personality of people and how to relate to them
- Understand the elements of psychological contract and violations

### **Course Content**

- Nature and scope of industrial psychology **3 hrs**
- Social psychology (Personality and individual differences) **7 hrs**
- Job analysis **6 hrs**
- Job evaluation **6 hrs**
- Selection methods **8 hrs**
- Psychological contract **6 hrs**
- Job satisfaction **8 hrs**
- Counterproductive behavior **8 hrs**
- Organizational citizenship behaviour **8 hrs**

### **Mode of delivery**

Lectures, group discussions and case studies

### **Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** RESEARCH METHODS  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives:**

By the end of the semester, the student should be able to:

- Examine the basic techniques and procedures for conducting scientific research
- Examine the research process and its applicability.
- Apply knowledge and skills acquired to carry out academic research

**Course Content:**

- Overview of research 3 hrs
- Types of research 3 hrs
- Writing a research proposal 6 hrs
- Problem identification 4 hrs
- Research design 8 hrs
- Sampling designs 8 hrs
- Data collection, tools and technique 8 hrs
- Data Analysis: statistical and non statistical methods 8 hrs
- Computer software packages
- Interpretation of data 4 hrs
- Research report writing 6 hrs
- Ethical issues in research 2 hrs

**Mode of delivery**

Lectures and practical work

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** TRAINING AND DEVELOPMENT  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives:**

At the end of the semester, the student should be able to:

- Appreciate the importance of training in developing Human Resources
- Differentiate between training, education and management in organizations
- Adopt training methods that can enhance employee growth and development

**Course Content:**

<b>Introduction to Training and Development</b>	<b>10 hrs</b>
<ul style="list-style-type: none"> <li>• Definition</li> <li>• Types of training</li> <li>• The need for training</li> <li>• Philosophy in organizations</li> <li>• Training, education, learning and development</li> </ul>	
<b>Process of training</b>	<b>8 hrs</b>
<b>Training needs assessment</b>	<b>6 hrs</b>
<b>Training objectives and outcomes</b>	<b>8 hrs</b>
<b>Designing training programs</b>	<b>10 hrs</b>
<b>Training methodology</b>	<b>10 hrs</b>
<b>Evaluation and feedback of training program</b>	<b>8 hrs</b>

**Mode of delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** LEADERSHIP AND INTERPERSONAL SKILLS  
**Course Level:** 2  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives:**

At the end of the semester, the student should be able to:

- Understand the concept of leadership and its applicability in management
- Examine the leadership styles in the current management

**Course Content**

**Overview of Leadership**

- Meaning of Leadership
- Leadership as science or art
- Difference between leaders and managers
- Emotional Vs rational leadership
- Applicability of leadership in small large organisations

**Influential tactics in leadership**

- Power
- Authority
- Delegation
- Empowerment

**Theories of leadership**

- Traits
- Behavioral
- Contingency

**Leadership Styles**

- Democratic
- Autocratic
- Authoritarian

**Groups and group dynamics**

**Feedback in leadership**

- Conflict management
- Decision making
- Problem solving

**Interpersonal skills**

**Mode of Delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

YEAR III

**Course Name:** ENTREPRENEURSHIP DEVELOPMENT  
**Course Level:** 3  
**Credit Units:** 3  
**Credit Hours:** 60

**Course objectives:**

At the end of the semester, the student should be able to:

- Understand the various theories of entrepreneurship, and how they are used to advance entrepreneurship at the individual, organization and community levels.
- Acquire skills that will enable them launch and manage new ventures
- understand the entrepreneurial culture and apply it to human resource own specialization any business environment

**Course Content**

<b>Introduction</b>	<b>2 hrs</b>
<ul style="list-style-type: none"> <li>• About the course, entrepreneur</li> <li>• Entrepreneurship definitions</li> </ul>	
<b>Introduction to the theories of entrepreneurship</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• Economic theories,</li> <li>• Sociological theories and</li> <li>• Psychological theories of entrepreneurship</li> </ul>	
<b>Entrepreneurial characteristics</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• Behaviours</li> <li>• Characteristics</li> <li>• Personality traits and</li> <li>• Competences of entrepreneurs</li> </ul>	
<b>Classification of entrepreneurs based on:</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• Business ownership</li> <li>• Level of innovation</li> <li>• Motivation to become an entrepreneur</li> <li>• Opportunity orientation</li> </ul>	
<b>The role and importance of an entrepreneur to</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• The country</li> <li>• The organization</li> <li>• The community</li> <li>• The industry</li> </ul>	
<b>The Entrepreneurial process</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Trigger events &amp; idea generation</li> <li>• Evaluating opportunities</li> <li>• Planning</li> <li>• Resource mobilization</li> <li>• Implementation</li> </ul>	
<b>The Entrepreneurial environment:</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• Opportunities</li> <li>• Challenges</li> <li>• Uncertainty</li> </ul>	

<ul style="list-style-type: none"> <li>• Resource scarcity</li> <li>• Influence of environment on entrepreneurship</li> </ul>	
<b>Intrapreneurship</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• Definitions</li> <li>• Importance</li> <li>• Enhancing intrapreneurship</li> <li>• Intrapreneurship strategies</li> </ul>	
<b>Creativity and Innovation</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Idea generation and</li> <li>• opportunity identification;</li> </ul>	
<b>Entrepreneurship Development</b>	<b>6hrs</b>
<ul style="list-style-type: none"> <li>• Barriers to entrepreneurship</li> <li>• Conditions for entrepreneurship development</li> <li>• Entrepreneurship development options</li> <li>• Economic development</li> </ul>	
<b>Entrepreneurship &amp; Small business</b>	<b>4hrs</b>
<ul style="list-style-type: none"> <li>• Defining small businesses</li> <li>• Small businesses &amp; entrepreneurial ventures</li> </ul>	
<b>Legal concepts and entrepreneurial ventures</b>	<b>2hrs</b>

**Mode of delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** LABOUR LAW  
**Course Level:** 4  
**Credit Units:** 4  
**Credit Hours:** 60

### **Course Outline**

- Historical Origins of Labour Law **8 hrs**
- Employment Contract **8 hrs**
- Legislative Provisions **8 hrs**
- Common Law on Employment Contracts **6 hrs**
- Rights and Remedies for Employees and Employers **6 hrs**
- Conditions of Labour **6 hrs**
- Termination of Employment **6 hrs**
- Industrial conflict and conflict resolution **6 hrs**
- National Social Security **6 hrs**
- Pensions Schemes **6 hrs**

**Course Name:** OCCUPATIONAL SAFETY AND HEALTH  
**Course Level:** 4  
**Credit Units:** 3  
**Credit Hours:** 60

- Introduction to Occupational Safety and Health **4 hrs**
- Importance of Health and Safety at Work Place **6 hrs**
- Policies and Procedures for Health and Safety at Work **6 hrs**
- Managing Health and Safety at Work Place **6 hrs**
- Conditions affecting Health and Safety at Work Place **4 hrs**
- Responsibilities and organization for safety **4 hrs**
- Planning Safety training the safety training cycle **6 hrs**
- Work Schedules and Policies **6 hrs**
- Risk Assessments at Work Place **6 hrs**
- Health and Safety audits/ workplace inspection **6 hrs**
- Occupational Healthy Programmes **6 hrs**
- Accident Prevention **6 hrs**
  - prevention Programme
  - accident investing and
  - methods of follow up

**Mode of delivery**

Lectures , discussions and Cases

**Assessment**

Coursework	30%
Final Examination	70%



**Course Name:** BUSINESS ETHICS  
**Course Level:** 3  
**Credit Units:** 3  
**Credit Hours:** 45

**Course Objectives**

**At the end of the semester, the student should be able to:**

- Understand the philosophy of Ethics, ethical business practices
- Evaluate the trends in business ethics today.
- Integration of ethics issues in human resource management

**Course Content**

<b>Introduction</b>	<b>5 hrs</b>
<ul style="list-style-type: none"> <li>• Ethics in business</li> <li>• Review of business, form of ownership and management</li> <li>• Events leading to ethics thinking in business</li> <li>• The controversies in business practice</li> <li>• Business dealings (peddling, overcharging, poor quality)</li> </ul>	
<b>Concept and philosophy of ethics</b>	<b>3 hrs</b>
<ul style="list-style-type: none"> <li>• Definition, scope &amp; the branches of ethics,</li> <li>• The philosophy of ethics,</li> <li>• The evolution towards ethical thinking in general</li> <li>• Rationale of ethical thinking for any field of study (branch of ethics)</li> </ul>	
<b>The Shift to ethics in business</b>	
<ul style="list-style-type: none"> <li>• Events leading to ethics thinking in business</li> <li>• The controversies in business practice</li> <li>• Business dealings (peddling, overcharging, poor quality)</li> </ul>	
<b>Principles in business ethics</b>	<b>5 hrs</b>
<ul style="list-style-type: none"> <li>• Decision making, rights, corporate social responsibility, moral rules, Business codes, policies, market dealings, market controls etc.</li> <li>• Ethics according to different business functional units</li> </ul>	
<b>Levels of ethics in business</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• Individual levels,</li> <li>• Organizational level - The corporation as an ethical agent, ethical Environment for management decision making</li> <li>• Societal level, country level &amp; global level</li> </ul>	
<b>Tools of ethics</b>	<b>3 hrs</b>
<ul style="list-style-type: none"> <li>• Value systems, rights and duties, moral rules, human relationships, Common morality</li> </ul>	
<b>Institutionalizing ethics</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• Rules of morality, codes of conduct &amp; ethics committees</li> <li>• Ombudsman offices, judicial boards</li> <li>• Ethics training programs, socio-audits</li> </ul>	
<b>Challenges of ethics</b>	<b>3 hrs</b>
<ul style="list-style-type: none"> <li>• Relativism, changing business environment, fields of ethical behavior</li> </ul>	

**Mode of delivery**

Lectures, group discussions and guest lectures

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** INDUSTRIAL RELATIONS  
**Course Level:** 3  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives**

At the end of the semester, the student should be able to:

- Examine concept, practices and their practicability of industrial relations with the organization.
- Understand the philosophy of ethics, ethical business practices
- Integrate employer and employee relations in grievance handling

**Course content**

<b>Introduction to Industrial Relations</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• Conceptual aspects of Industrial Relations</li> </ul>	
<b>Principle Parties in Industrial Relations</b>	<b>4 hrs</b>
<ul style="list-style-type: none"> <li>• Employees</li> <li>• Employers</li> <li>• state</li> </ul>	
<b>Legal framework industrial relation</b>	<b>6 hrs</b>
<ul style="list-style-type: none"> <li>• National policy on industrial relations</li> <li>• Policy issues at organization</li> </ul>	
<b>Trade Unions</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Background of trade unions</li> <li>• Formation of trade unions</li> <li>• Functions of trade unions</li> <li>• Organization structure of trade union</li> <li>• Strategies for protecting the employee and employers</li> </ul>	
<b>Employers organizations</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Background</li> <li>• Formation</li> <li>• Functions</li> <li>• Organization structure</li> <li>• Strategies for protecting the employee and employers</li> </ul>	
<b>Industrial disputes</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Forms</li> <li>• Prevention and</li> <li>• Settlement of disputes</li> <li>• Grievance procedure and handling</li> </ul>	
<b>Labour Market and its effects on industrial relations</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Nature of markets</li> <li>• Productivity</li> <li>• Labour supply and demand</li> <li>• Labour migration <ul style="list-style-type: none"> <li>• Unemployment</li> <li>• Income level</li> </ul> </li> </ul>	

**Comparison of industrial relations in different countries**  
Relating Uganda situation to other countries

**4 hrs**

**Mode of delivery**

Lectures, group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

**COURSE NAME: PROJECT MANAGEMENT**  
**Course Level: 3**  
**Credit Units: 4**  
**Credit Hours: 60**

**Course Objectives**

By the end of the semester, students will be able to;

- Design, appraise and manage projects
- Demonstrate how project management concepts, tools and techniques can be applied in formation of projects and managing challenges in projects.
- Appreciate the value of project management.

**Course Contents**

Introduction to project management	<b>4 hrs</b>
Project life cycle	<b>5 hrs</b>
Developing a project – initiation	<b>5 hrs</b>
Developing a project – definition	<b>6 hrs</b>
<b>Managing projects in time &amp; within cost</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Project scheduling</li> <li>• Work breakdown structure</li> <li>• Estimation of task duration &amp; costs</li> <li>• Resource allocation</li> <li>• Risk management</li> </ul>	
<b>Project management techniques</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• The Gantt chart</li> <li>• The Critical Path Method</li> <li>• Program evaluation &amp; review technique</li> <li>• Budgeting using CPM &amp; PERT</li> <li>• Documentation</li> </ul>	
<b>Leadership &amp; project management</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Successful project leadership</li> <li>• Organization structure, vertical, horizontal &amp; <ul style="list-style-type: none"> <li>▪ matrix reporting structures</li> </ul> </li> <li>• Team Building &amp; group dynamics</li> <li>• Communication – written, verbal &amp; meetings</li> </ul>	
<b>Project monitoring &amp; evaluation</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Progress monitoring</li> <li>• Comparing with objectives</li> <li>• Evaluation during implementation</li> <li>• End of project evaluation</li> </ul>	
<b>Project management software tools</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• MS Project, Excel, Adobe Acrobat &amp; other tools</li> </ul>	

**Mode of delivery**

Lectures, group discussions, guest Lectures and fieldwork

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** HUMAN RESOURCE POLICY AND PRACTICES  
**Course Level:** 3  
**Credit Units:** 4  
**Credit Hours:** 60

**Course objectives**

By the end of the semester, students will be able to:

- Integrate international, national, organizational HR policies and practices and their applicability
- Apply the HR Policies in harmony with organizational culture
- Adopt the recent emerging trends in HR practices

**Course Content**

<b>Introduction to HR Policies and procedures</b>	<b>8 hrs</b>
<ul style="list-style-type: none"> <li>• Importance</li> <li>• Procedure of policy making</li> </ul>	
<b>Comparison of international, national, organizational policies and practices</b>	<b>12 hrs</b>
<ul style="list-style-type: none"> <li>• Human resource planning</li> <li>• Recruitment and selection</li> <li>• Training and development</li> <li>• Compensation management</li> <li>• Performance management and</li> <li>• Career development</li> </ul>	
<b>Organization culture, HR policies and practices</b>	<b>12 hrs</b>
<b>Trends in the Work Environment</b>	<b>12 hrs</b>
<ul style="list-style-type: none"> <li>• Work environment in developing countries</li> <li>• Contracts</li> <li>• Outsourcing</li> <li>• Teleworking</li> <li>• New psychological contract</li> </ul>	
<b>International Human Resource Management</b>	<b>12 hrs</b>

**Mode of delivery**

Lectures , group discussions and case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** CAREER GUIDANCE AND COUNSELING  
**Course Level:** 4  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives**

By the end of the semester, students will be able to:

To

**Course Content**

- Introduction to career guidance and counseling **6 hrs**
  - Types
  - Relevancy to organization and employee
- Process of counseling **8 hrs**
- Techniques in counseling **8 hrs**
- Guideline in counseling **8 hrs**
  - Dos and Don'ts in counseling
- Benefits of counseling employees **6 hrs**
- Environmental factors in counseling **8 hrs**
- Expertise of counseling **8 hrs**
  - Qualities of HR counselor

**Mode of delivery**

- Lectures
- Group discussions
- Case studies

**Assessment**

Coursework	30%
Final Examination	70%



**Course Name:** STRATEGIC MANAGEMENT  
**Course Level:** 3  
**Credit Units:** 4  
**Credit Hours:** 60

**Course Objectives**

- To empower the student with a thorough knowledge of the basic concepts that are pertinent to the process of strategic management.
- To give the students an understanding of the nature of strategic planning and the relationship between strategy formulation, strategy implementation and strategy evaluation.
- To develop and sharpen students’ abilities in the analysis of complex business problems and the effective use of the various business disciplines in designing effective solutions for strategic business problems.

**Course description**

**Overview of strategic management** 4 hrs

- Meaning and framework of SM
- History of strategic management
- Key questions in strategic management

**Key concepts in strategic management** 6 hrs

- Strategy, strategic intent, stretch,
- strategic thinking, strategic competition,
- competitive advantage, competitive exclusion

**Business Goals** 6 hrs

- Objectives, Mission and Vision
- Management by objectives

**Management theories** 4 hrs

- Classical, behaviorists management science, theory Z

**Environmental analysis** 6 hrs

- PEST analysis, market environmental analysis, stakeholders analysis, Industry and competitor analysis

**Analyzing the organization** 6 hrs

- Functional analysis, value chain analysis, strategic gap analysis, key success factors, role of chief executives

**SWOT analysis** 6 hrs

- Opportunities and threats
- Strengths and weaknesses

**Strategic Choice** 6 hrs

- Generic Alternatives - Glueck’s approach, Porter’s approach, Ansoff’s approach, Kotler’s approach
- Business Portfolio models - The BCG Growth Share Matrix, the GE strength/attractiveness Matrix, The Life Cycle Matrix

**Strategy implementation** 6 hrs

- Implementation planning
- Prerequisites for effective implementation
- Generic steps in strategy implementation

- Mc Kinsey's 7s framework

**Strategy evaluation and control**

**6 hrs**

**Mode of delivery**

Lectures, group discussions, guest lectures, fieldwork, case studies

**Assessment**

Coursework	30%
Final Examination	70%

**Course Name:** INFORMATION SYSTEMS FOR HR  
**Course Level:** 3  
**Credit Units:** 5  
**Credit Hours:** 60

### **Course Outline**

#### **Data Management**

- Data base management
- Information retrieval

Scientific packages for data manipulation

Decision Making and Problem Solving

*\*\*\* to add after consultation*

#### **Mode of delivery**

Straight lectures and practical assignments

#### **Assessment**

Coursework	30%
Final Examination	70%