

## COURSES OFFERED IN GIMPA BUSINESS SCHOOL. AUTUMN TERM

### MARKETING SPECIALIZATION

#### **MKTG 202 CONSUMER BEHAVIOUR. 3 credits.**

This course focuses on the exploration of consumer behaviour, a process that covers several aspects, including the identification of needs, evaluation of products and services, the purchase decision, as well as post-purchase behaviour. Different theories of consumption relating to consumers in the marketplace, consumers as individuals, consumers as decision-makers and consumers as social beings will be explored. This course explores how an understanding of consumer buyer behaviour plays an essential role in marketing strategy formulation as we consider how marketers use and apply consumer behaviour theory.

#### **Content**

Perception

Learning and memory

Motivation and values

The self

Personality and lifestyles

Attitudes

Attitude change

Individual decision making

Buying and disposing

Group influence and opinion leadership

Organizational and household decision making

Income and social class

Ethnic, racial, and religious subcultures

Age subcultures

Cultural influences

#### **Textbook**

Solomon, M. (2015), *Consumer Behavior: Buying, Having, and Being*, Prentice Hall, India

#### **MKTG 301 MARKETING RESEARCH. 3 credits.**

This course examines methods used to understand consumers and markets. The first part of the course focuses on qualitative research methods that are used to “listen” to the customer. The

second part emphasizes quantitative methods that are used to analyze markets. The focus in both areas is on gaining hands on experience in using standard analytical techniques.

### **Content**

Introduction to Marketing Research

Defining the Marketing Research Problem and Developing an Approach

Research Design

Exploratory Research Design: Secondary Data

Exploratory Research Design: Qualitative Research

Descriptive Research Design: Survey and Observation

Measurement and Scaling: Fundamentals and Comparative Scaling

Measurement and Scaling: Noncomparative Scaling Techniques

Questionnaire and Form Design

Sampling: Design and Procedures

Sampling: Final and Initial Sample-Size Determination

Fieldwork: Data Collection

Data Preparation and Analysis Strategy

Data Analysis: Frequency Distribution, Hypothesis Testing, and Cross-Tabulation

Data Analysis: Hypothesis Testing Related to Differences

Data Analysis: Correlation and Regression

Report Preparation and Presentation

### **Textbook:**

Malhotra, N. (2013), *Basic Marketing Research*, 4<sup>th</sup> Edition, Pearson, Upper Saddle River, NJ

### **MKTG 302 SERVICES MARKETING. 3 credits.**

This course provides an understanding of the key decision making areas relating to the marketing of services, destinations and retail. A variety of different theories relating to the marketing and management of services will be explored. The course will help gain insights into how customers perceive and evaluate services as well as various approaches of differentiating a service brand through service quality, service personnel and processes as well as technology.

### **Content**

New perspectives on marketing in the service economy and frameworks for understanding services

Consumer behaviour – managing and understanding the service experience

The service product and positioning

Designing the communication mix for services

Pricing of services and Revenue Management

Designing customer service process  
Managing demand and productivity  
Designing the service environment  
Managing People for Service Advantage  
Managing Relationships and Building Loyalty  
Customer Complaints and Service recovery  
Improving Service quality and Productivity

**Textbook:**

Lovelock, C.H. and Wirtz, J. (2011), *Services Marketing*, 7<sup>th</sup> Edition, Prentice Hall, Upper Saddle River, New Jersey

Wilson, A., Zeithaml, V.A., Bitner, M.J., and Gremler, D.D. (2017), *Services Marketing: Integrating Customer Focus Across the Firm*, 3<sup>rd</sup> Edition, McGraw Hill, Berkshire

**MKTG 303 INTEGRATED MARKETING COMMUNICATIONS. 3 credits.**

This module focuses on relevant marketing communications theory, considers the role and purpose of marketing communications, critically review constituent components of the marketing communications mix and explain how marketing communication tools are used in practice. Additionally, the course will consider the need for Integrated Marketing Communications and identify those factors that impact upon the selection of an effective Communications Mix.

**Content**

Integrated marketing communications  
Promotion opportunity analysis  
Advertising design  
Advertising media selection  
Consumer promotions  
Database marketing  
Customer relationship management  
Public relations/Publicity  
Personal selling techniques  
Budgeting  
Social Consumers  
Digital Communities  
Social Media for Consumer Insight  
Evaluating marketing communications

**Textbook**

Clow, K. and Baack, D. (2013), *Integrated Advertising, Promotion, and Marketing Communications*, Pearson, Upper Saddle River, NJ

Solomon, M. and Tuten, T. (2013), *Social Media Marketing*, Pearson, Upper Saddle River, NJ

### **MKTG 304 BUSINESS TO BUSINESS MARKETING. 3 credits.**

This course provides a comprehensive study of the nature and scope of industrial or business-to-business markets: product management, pricing, promotion, and distribution. The course also covers assessing industrial marketing opportunities and industrial competitive strategies involved in the planning, conception, promotion, distribution and sale of products from one business firm or organization to another.

#### **Content**

Business-to-Business Markets and Marketing

Organisational Buyer Behaviour

Inter-Firm Relationships and Networks

Responsible Business-to-Business Strategy

Researching Business-to-Business Markets

Business Market Segmentation

Market Communication

Relationship Communication

Relationship Portfolios and Key Account Management

Managing Product Offerings

Routes to Market

Price-setting in Business-to-Business Markets

#### **Textbook:**

Brennan, R., Canning, L., and McDowell, R. (2014), *Business-to-Business Marketing*, Sage, London

### **MKTG 305 DIGITAL MARKETING. 3 credits.**

Digital technologies and associated capabilities have revolutionized the practice of marketing in the last decade. The new digital marketing platforms that have emerged include display advertising, search advertising and social media; in addition, mobile is fast becoming a key touch point between firms and consumers, as compared to desktops and laptops which were the “traditional” touch points. This course enable students to develop a systematic understanding of digital marketing by learning concepts and tools whose applicability will endure even as specific technologies and implementation procedures change. The course will provide an in-depth understanding of display advertising, search advertising and social media marketing, at both the tactical and strategic levels.

## **Content**

Defining direct and digital marketing

The database

The customer database: analysis and applications

Using external databases in direct marketing

Direct marketing objectives and strategies

The strategic influences on direct and digital marketing

Relationship marketing and CRM

The Internet

Social media

Offers and incentives in direct marketing

Direct marketing media

Acquisition media

Creative practice and consumer behaviour in direct marketing

Testing, budgeting and research in direct marketing

### **Textbook:**

Tapp, A., Whitten, I., and Housden, M. (2014), *Principles of Direct, Database and Digital Marketing*. Pearson, New York

## **MKTG 401 MARKETING STRATEGY. 3 credits.**

This course addresses the strategy formulation and planning aspects associated with marketing management. As companies increasingly examine the need to develop a multi-disciplinary, integrative approach to strategic planning, this course examines the specific contribution of marketing to strategic planning. This is deemed to be a critical exercise in developing participants' awareness of the changing role of marketing in today's organisations.

## **Content**

Marketing in today's economy

Strategic marketing planning

Customers, segmentation and target marketing

The marketing program

Branding and positioning

Ethics and social responsibility in marketing strategy

Marketing implementation and control

Developing and maintaining long-term customer relationships

### **Textbook**

Ferrell, O.C. and Hartline, M.D. (2014), *Marketing Strategy: Text and Cases*, 6<sup>th</sup> Edition, Cengage Learning, Mason, USA.

### **MKTG 402 INTERNATIONAL MARKETING. 3 credits.**

This course provides an introduction to international marketing and aims to develop knowledge of the international marketing environment. The increased scope, risk and complexity faced by the international marketer is due to the increased level of uncertainty from operating in diverse and less understood environments. Emphasis is placed on the identification of challenges presented by international marketing to equip students to deal with differences, opportunities and threats emerging from diverse economic, demographic, political/legal, cultural, technical and competitive environments.

#### **Content**

Bases of International Marketing

The International Environment: Culture, Economic Forces, Political/Legal, and Competition

Export Market Selection: Definition and Strategies

Information for International Marketing Decisions

Market Entry Strategies

Export Entry Modes

Nonexport Entry Modes

Product Decisions

Pricing Decisions

Financing and Methods of Payment

Promotion and Marketing Communication

Handling Export Orders and Supply Chain Management

Organization of International Marketing Activities

#### **Textbook**

Albaum, G., Duerr, E. and Josiassen, A. (2016), *International Marketing and Export Management*, Pearson, Upper Saddle River, NJ

### **MKTG 403 RETAIL MARKETING MANAGEMENT. 3 credits.**

This course provides an understanding of all aspects of the management of retail operations. The content of the course will focus on both the theory and its application to specific sub-retail sectors. In particular, the course examines the role of marketing in the process of retail management and its relationship to the other business functions.

## **Content**

Retail Environments  
Legal Environment for Retailing  
Retail Customer Care  
Retail Consumer Behaviour  
Managing HR in Retailing  
Visual Merchandising Management  
Store Location, Design and Layout  
Retail Communications  
Retail MIS Systems  
Retail Financial Information Management  
Retail Promotions  
Pricing  
Retailing Logistics  
Inventory Management

## **Textbook**

Berman, B. and Evans, J.R. (2013), *Retail Management: A Strategic Approach*, Pearson, Upper Saddle River, NJ

## **MKTG 404 SALES MANAGEMENT. 3 credits.**

This course provides students with an opportunity to study and apply marketing principles and concepts to a sector that remains vital to all organisations – professional sales. Over the past decade the role of sales has switched from being aggressive and fast paced to a more consultative and strategic in nature. It also examines functions such as channel management, relating and logistics. Emphasis is placed on managing these functions as an integrated whole to maximize customer satisfaction. On completion of this class, students will have an understanding of the challenges and rewards of becoming involved in the growing field of professional sales roles: major account executive; sales manager.

## **Content**

Relationship Selling Opportunities in the Information Economy  
Evolution of Selling Models That Complement the Marketing Concept  
Ethics: The Foundation for Partnering Relationships That Create Value  
Creating Value with a Relationship Strategy  
Communication Styles: A Key to Adaptive Selling Today  
Creating Product Solutions  
Product-Selling Strategies That Add Value  
Developing a Customer Strategy

The Buying Process and Buyer Behavior  
Developing and Qualifying Prospects and Accounts  
Approaching the Customer with Adaptive Selling  
Determining Customer Needs with a Consultative Questioning Strategy  
Adapting the Close and Confirming the Partnership  
Servicing the Sale and Building the Partnership  
Opportunity Management: The Key to Greater Sales Productivity  
Management of the Sales Force

**Textbook**

Manning, G.L., Ahearne, M., and Reece, B.L. (2014), *Selling Today: Partnering to Create Value*, 13<sup>th</sup> Edition, Pearson, New York.

**MKTG 405 SOCIAL MARKETING. 3 credits.**

This course aims to build on your knowledge of traditional commercial-oriented Marketing, by examining applications of Marketing in a social context. Each year millions of pounds are spent world-wide to combat health and social problems such as HIV/AIDS, smoking, drug and alcohol abuse and rising obesity levels. At the same time excessive consumptions burdens society with building landfills and increasing pollution. Meanwhile there are still people who consume ‘too little’ and who suffer from hunger.

The class considers recent research in a variety of Social Marketing contexts and material is continuously updated to ensure that students gain an understanding of the most relevant and critical Social Marketing trends. This course will explore the complexities involved in researching, planning and implementing effective social marketing programs, using illustrative cases from both successful and unsuccessful real-world programs.

**Content**

Defining Social Marketing  
The Core Principles of Social Marketing  
The social marketing intervention planning process  
Upstream, policy and partnerships  
Ethical issues in social marketing  
Understanding the consumer: the role of theory  
Conducting research in social marketing  
Segmentation  
Social forces and population level effects  
Designing social marketing interventions: products, services, locations, channels  
Message framing



Creativity in social marketing

Media in social marketing

**Textbook**

Eagle, L., Dahl, S., Hill, S., Bird, S., Spotswood, F., and Tapp, A. (2013). *Social Marketing*. Pearson, New York

**MKTG 302 SERVICES MARKETING. 3 credits.**

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Designing the service environment

Managing People for Service Advantage

Managing Relationships and Building Loyalty

Customer Complaints and Service recovery

Improving Service quality and Productivity

**Textbook:**

Wilson, A., Zeithaml, V.A., Bitner, M.J., and Gremler, D.D. (2017), *Services Marketing: Integrating Customer Focus Across the Firm*, 3<sup>rd</sup> Edition, McGraw Hill, Berkshire

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Group influence and opinion leadership

Organizational and household decision making

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Ethnic, racial, and religious subcultures

Age subcultures

Cultural influences

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Solomon, M. (2015), *Consumer Behavior: Buying, Having, and Being*, Prentice Hall, India

## **GBUS305 CONTEMPORARY ENTERPRISE. 3 credits.**

The course aims to provide students with an understanding of the basic concepts, principles, and techniques that entrepreneurs use to create new ventures. The course will focus on entrepreneurial process, as it unfolds through idea generation, recognition of an opportunity, and assembling resources to develop new ventures. This is an action – oriented course designed to meet the needs of those students who want to learn about entrepreneurship as well as those who are keen to start up a business. The course focuses on small and medium scale enterprises.

### **Content**

Nature and role of entrepreneurship

Creativity, Innovation and Entrepreneurship

Meanings of "opportunity" and "idea"

Market Assessment

Business Model  
Customer development  
Business Plan Development  
Entrepreneurial team formation and Founder(s) Issues  
Entrepreneurial Finance  
Ethics and the Entrepreneur

**Textbook:**

Barringer, B.R. and Ireland, R.D. (2015), *Entrepreneurship: Successfully Launching New Ventures, Fourth Edition*, Boston: Prentice Hall.

Scarborough, N.M. and Zimmerer, T.W. (2012), *Effective small business management: an entrepreneurial approach*, 11<sup>th</sup> Edition, Pearson, Boston

Longenecker, J., Petty, W.J., Palica, L. and Hoy, F. (2013), *Small Business Management: Launching and Growing Entrepreneurial Ventures*, 17<sup>th</sup> Edition, Cengage Learning, Boston

**GBUS307 BUSINESS ANALYTICS. 3 credits.**

Business analytics refers to the ways in which enterprises such as businesses, non-profits, and governments can use data to gain insights and make better decisions. The ability to use data effectively to drive rapid, precise and profitable decisions has been a critical strategic advantage for companies. In this course, students will learn to identify, evaluate, and capture business analytic opportunities that create value. Toward this end, students will learn basic analytic methods and analyse case studies on organizations that successfully deployed these techniques. The first part of the course will focus on how to use data to develop insights and predictive capabilities using machine learning, data mining and forecasting techniques. In the second part, the course focuses on the use of optimization to support decision-making in the presence of a large number of alternatives and business constraints. Finally, throughout the course, students will be introduced to the challenges that can arise in implementing analytical approaches within an organization.

**Content**

Introduction to Business Analytics  
Analytics on Spreadsheets  
Visualizing and Exploring Data  
Probability Distributions and Data Modelling  
Trendlines and Regression Analysis  
Forecasting Techniques  
Spreadsheet Modelling and Analysis  
Monte Carlo Simulation and Risk Analysis  
Linear Optimization

Applications of Linear Optimization  
Organisational case analysis and decision making

**Textbook:**

Evans, J. (2016), *Business Analytics*, 2<sup>nd</sup> Edition, Pearson, Upper Saddle River, NJ

**GBUS302 REPORT WRITING (SEMINAR). 3 credits.**

You have a real or hypothetical client who must make a decision based on your recommendation. Your team has investigated the problem, performed an analysis and must communicate its recommendations by writing a project report. How should you go about composing this report? The objective in this course is to help students conduct research for a specific project as a way of making practical the themes covered in their classroom learning. Students will work in groups of up to six to define and recommend solutions to specific business problems, which will be supervised by a Lecturer. The end goal is to maximize the effectiveness of your written presentation in achieving these objectives.

**Content**

What makes an excellent report  
Planning and resources for your report  
Organising your report  
Presentation of the report  
The finishing touches

**Textbook:**

Greenhall, M. (2010), *Report Writing Skills Training Course. How to Write a Report and Executive Summary, and Plan, Design and Present Your Report*, Universe of Learning, Lancashire

**GBUS304 BUSINESS SIMULATION. 3 credits.**

This course provides an opportunity for students to gain experience in integrating business concepts, in evaluating the ethical implications of decisions, and in using analytical skills to make decisions. Students will get hands-on experience with day-to-day business decisions to operate a company in a simulation game. Each round of the simulation requires the management team to make decisions on issues relating to R&D, marketing, production, finance, HR, and operations for the firm. The emphasis is on the students' ability to integrate the skills and knowledge gained in their studies to make good business decisions. Students will take a variety of assessments in this course that will identify student strengths and weaknesses in order to improve student preparedness to enter the workforce.

**Content**

Introduction to business process design

Process management and process-oriented improvement programme  
Framework for business process design projects  
Basic tools for process design  
Managing process flows  
Introduction to queuing modelling  
Introduction to simulation  
Modelling and simulating business processes  
Input and output business analysis  
Optimising business process performance  
Business process analytics

**Textbook:**

Laguna, M. and Marklund, J. (2013), *Business Process Modeling, Simulation and Design*, 2<sup>nd</sup> Edition, Taylor and Francis, Boca, Florida

**GBUS306 INTERNATIONAL BUSINESS MANAGEMENT. 3 credits.**

International business differs in important ways from businesses conducted within national borders. It poses additional challenges for managing trade or investment in foreign countries and across national boundaries. It also offers new opportunities in foreign markets. This course provides a framework for analysing decisions made by firms in an international context. This analytical framework provides the basis for formulating strategy that will enable businesses to succeed in this international global business environment. This course combines strategy, international finance, human resource management and other related areas. The course is thus integrative and it is in two parts: the first part focuses on understanding international environments and part two concentrates on managing global businesses.

**Content**

Globalization international business  
National differences in political, economic, social and cultural environments  
International trade theory  
Political environment of international trade  
Foreign direct investment  
Regional economic integration  
Foreign exchange markets  
Global capital markets  
Strategy of international business  
Entry strategies  
Organizing for international business

International trade operations  
Global operations management  
Global marketing  
HR management  
International financial management  
International accounting

**Textbook**

Wild, J. and Wild, K. (2015), *International Business: The Challenges of Globalization*, 8<sup>th</sup> Edition, Pearson, Upper Saddle River, NJ

**GBUS308M MANAGEMENT INFORMATION SYSTEMS. 3 credits.**

This course provides an understanding of how information technology is used in a variety of business organizations and accounting systems. A major focus will be the managerial uses of information at the strategic, tactical and operational levels of the organization through computer-based data analysis using spreadsheet technology. Along with data management issues, it will also introduce the student to Telecommunications and Networks and to Systems Planning and Systems Analysis and Design. These areas are important core areas of Information Technology in business and should provide the student with a firm foundation for understanding how information technology can be used across an organization, how information technology supports the business/accounting systems and how changes in business policy and practice are impacted and supported by information technology.

**Content**

The information age  
Databases and data warehouses  
Decision support and artificial intelligence  
Electronic commerce  
Systems development  
Enterprise infrastructure and integration  
Privacy issues  
Emerging trends and technologies

**Textbook**

Laudon, K., Laudon, J. and Brabston, M. (2013), *Management Information Systems*, Upper Saddle River, NJ: Pearson

**GBUS308A ACCOUNTING INFORMATION SYSTEMS. 3 credits.**

This course is an application of information technology to accounting where students are exposed to the use of current accounting software in companies.

**Content**

Advance database for accountants

Advanced Excel

Computerized accounting essentials

Financial modelling

Charts of accounting

Accounting system migration (mapping charts of accounting)

System auditing

Entering and modifying transactions using Tally, Sage, QuickBooks

Enterprise Resource Planning

**Textbook:**

Romney, M. and Steinbart, P. (2014), *Accounting Information Systems*, 13<sup>th</sup> Edition, Pearson, Upper Saddle River, NJ

**GBUS308HR HUMAN RESOURCE INFORMATION SYSTEMS. 3 credits.**

This course examines the regulatory, economic, strategic and technological contexts of Human Resource Information Systems (HRIS). It also examines essential processes to HRIS management. It affords students insight into practice through demonstrations and exercises using HRIS software.

**Content**

HRIS strategy

Planning and budgeting

Diagnosis of HRIS needs

Design of an HRIS

Development of HRIS

Delivery and deployment of HRIS

Data Management

Evaluation of HRIS

Developing requests for proposals for HRIS

Assessment and selection of vendor proposals

**Textbook**

Kavanagh, M.J. and Thite, M. (2012), *Human Resource Information Systems: Basics, Applications, and Future Directions*, Sage, London

### **GBUS308H HOSPITALITY INFORMATION SYSTEMS. 3 credits.**

This course focuses on understanding hospitality industry information systems. Cutting edge in perspective, Hospitality Information Systems is viewed as a source for business growth as well as a cost centre. Includes study of issues considered in the analysis, design and implementation of information systems in all aspects of hospitality operations. Provides an overview of the information systems and technology applications used in the hospitality industry to support operations and management decision-making. Also covers hospitality specific software applications. Students will learn how to develop new business strategies and tools, including database marketing, redefining the product mix, and working within the new developmental structure of service sector organizations.

#### **Contents**

If You Think You Don't Need to Know About IT, Think Again!

Using Information Technology to Drive Competitive Advantage

Computing Essentials

Networks and Security

E-commerce

Restaurant Management Systems

Hotel and Resort Technology

Hotel Global Distribution Systems and Channels

Databases

Competing on Knowledge: How the Power of Information Can Enable Great Things

Technology in the Casino Industry

Technology for the Meetings and Events Industry

Strategic Hospitality Technology Investment

#### **Textbook**

Nyheim, P. and Connolly, D.J. (2012), *Technology Strategies for the Hospitality Industry*, Prentice-Hall, London

### **GBUS401 PRACTICE OF ENTREPRENEURSHIP. 3 credits.**

This course builds on the Contemporary Enterprise course in third year. This is an action – oriented course designed to meet the needs of students who want to implement their business models or ideas developed in the previous Contemporary Enterprise. Students are encouraged to come learn about entrepreneurship as well as those who one keen to start up a business. The course focuses on small and medium scale enterprises.

#### **Content**

Small business development project overview



Business model revisited  
Resource mobilization  
Product prototype development  
Customer development process  
Market testing  
Developing a viable business plan

**Textbook**

Barringer, B.R. and Ireland, R.D. (2015), *Entrepreneurship: Successfully Launching New Ventures, Fourth Edition*, Boston: Prentice Hall.

Scarborough, N.M. and Zimmerer, T.W. (2012), *Effective small business management: an entrepreneurial approach*, 11<sup>th</sup> Edition, Pearson, Boston

Longenecker, J., Petty, W.J., Palica, L. and Hoy, F. (2013), *Small Business Management: Launching and Growing Entrepreneurial Ventures*, 17<sup>th</sup> Edition, Cengage Learning, Boston

**GBUS400 BUSINESS CASE PROJECT. 3 credits.**

The objective in this course is to help students conduct research for a specific project as a way of making practical the themes covered in their classroom learning. Students will work in groups of up to six to define and recommend solutions to specific business problems. This is more along the lines of a business consulting project. Seminars will be held to equip students on the business research methods. Student groups will be assigned a project supervisor for guidance. Writing will be a major component of the course.

**Textbook:**

Cooper, D. and Schindler, P. (2013), *Business Research Methods*, McGraw Hill, New York

**GBUS403 CONTEMPORARY DEVELOPMENT ISSUES IN GHANA. 3 credits.**

This course examines some of the major social, economic and political issues facing Ghana as a developing country. Particular emphasis is placed the impact of these factors on business operations in Ghana. The course is run as a seminar series utilizing guest lecturers with the appropriate expertise.

**Content**

Overview of Pre-Colonial to Post-Colonial Ghana  
Economic Development in Ghana  
Privatization, the Private Sector and National Development  
Public Sector Reform  
Role of NGO's

Impact of Donor Agencies  
Women and National Development  
Issues of Urbanization  
Critical Issues Facing the Ghanaian Rural Sector  
Corruption and Development  
Culture and Development  
Appropriate Technology  
Education  
Health Policy  
Politics and Development

**Textbook:**

Yarrow, T. (2011), *Development Beyond Politics: Aid, Activism and NGOS's in Ghana*, Palgrave Macmillan, London

ISSER (2013), *Ghana Social Development Outlook 2012*, ISSER, Accra

**GBUS405 LEADERSHIP AND CORPORATE GOVERNANCE. 3 credits.**

The course aims to develop an understanding of the underlying concepts of Leadership and Corporate Governance, which are relevant to the contemporary business environment. It is designed to foster students' understanding of the ethical influences on economic, financial, managerial, leadership roles, and environmental aspects of business. The course further aims to develop a student's ability to critically analyse ethical issues in business, and provide them with the skill-set to lead teams and organisations.

**Content**

Introduction to leadership and corporate governance  
Leadership traits and ethics  
Leadership behavior and motivation  
Influencing: power, politics, networking, and negotiation  
Contingency leadership theories  
Team leadership and self-managed teams  
Charismatic and transformational leadership  
Board of directors: duties and liabilities  
Board of directors: strategy and consequences  
Strategy, performance management and risk management  
Strategic leadership and change management  
Financial reporting and external audit  
Market for corporate control

Institutional shareholders and activist investors

**Textbook**

Lussier, R.N. and Achua, C.F. (2012), *Leadership: Theory, Application, and Skill Development*, Cengage, Boston

Larcker, D. and Tayan, B. (2016), *Corporate Governance Matters: A Closer Look at Organizational Choices and Their Consequences*, 2<sup>nd</sup> Edition, Pearson, Upper Saddle River, NJ

Cannon, T. (2012), *Corporate Responsibility: Governance, Compliance and Ethics in a Sustainable Environment*, Pearson, Upper Saddle River, NJ

**GBUS404 STRATEGIC MANAGEMENT AND BUSINESS POLICY. 3 credits.**

This course takes an integrative approach to the role of the general manager and the tasks of creating an effective business unit: crafting strategy; designing and maintaining an organization for implementing strategy; leadership and change management; and corporate governance. The course is designed around a model of the “fit” between industry structure—business strategy, organization design and financial, operational and behavioural outcomes—and the complex task of maintaining that “fit” over time. Special attention is paid to drivers of change and sources of complexity, such as size, market diversity, and rate of growth.

**Content**

Basic Concepts of Strategic Management

Corporate Governance

Strategic planning process

Environmental analysis

Industry analysis

Competitor analysis

Generic business strategies

Functional Strategy and Strategic Choice

Financial implications of strategy

Strategy implementation

Social responsibility and ethics

**Textbook**

Wheelen, T.L. and Hunger, J.D. (2015), *Concepts in Strategic Management and Business Policy*, 14<sup>th</sup> Edition, Pearson, Upper Saddle River, NJ.

# HUMAN RESOURCE MANAGEMENT SPECIALIZATION

## **HRMT202: NEGOTIATION AND CONFLICT RESOLUTION. 3 credits.**

This course focuses on concepts and principles of negotiation, conciliation and conflict handling across different organizational levels. It includes organizational conflict, interpersonal conflict, and inter-group conflict. Formal and informal third party intervention, such as mediation and arbitration, are also examined. Both theoretical and practical aspects are covered.

### **Content**

The Nature of Negotiation  
Negotiation: Strategizing, Framing, and Planning  
Strategy and Tactics of Distributive Bargaining  
Strategy and Tactics of Integrative Negotiation  
Perception, Cognition, and Communication  
Finding and Using Negotiation Leverage  
Crisis negotiations  
Ethics in Negotiation  
Global Negotiation  
Managing Difficult Negotiations  
Conflict management

### **Textbook**

Lewicki, R.J., Barry, B. and Saunders, D.M. (2015), *Essentials of Negotiation*, 6<sup>th</sup> Edition, McGraw-Hill, New York

## **HRMT301: EMPLOYMENT AND LABOR LAW. 3 credits.**

This course focuses on relevant regulations and legislation that govern employer-employee relations in both unionized and non-unionized organizations. Particular attention is paid to their implications for HRM practice in Ghana. The purpose of the course is to provide an overview to students who plan to work in the area of HRM.

### **Content**

Industrial relations overview  
Historical development of labor law  
Union organizing  
Unfair labor practices  
Organizational restructuring and redundancy issues

Dispute settlement and arbitration  
Employment discrimination  
Testing and evaluation  
Privacy  
Wages and salary  
Health and safety  
Income security  
Benefits continuation  
Family and medical emergencies  
International codes and regulations  
**Textbook**  
Ghana Law, Act 561 (2003)

### **HRMT302: HR PERFORMANCE MANAGEMENT. 3 credits.**

This course focuses on strategic and ethical considerations in managing performance of people at work. Legal and other environmental factors influencing performance management are examined. The strategic importance of performance management to businesses is explored. The implementation of appraisal methods and their implementation are discussed within the context of the local environment.

#### **Content**

Performance management and strategic planning  
Performance management process  
Performance dimensions  
Organizational performance  
Measurement - Measures, indicators and systems  
360 degree feedback systems  
Systems implementation – measuring results and behaviors  
Development of performance management programmes  
Performance management and employee development  
Delivery / Implementation of performance management programmes  
Managing team performance  
Performance management training for supervisors  
Performance management orientation for employees  
Evaluation and data management  
HRIS for performance management

Legal aspects of performance management  
Reward systems and contingent pay plans

**Textbook**

Robert, A. (2013), *Measuring and Managing Performance in Organizations*, Pearson, New York

**HRMT 303 ORGANISATIONAL BEHAVIOUR. 3 credits.**

Human Resources Specialists need a fundamental understanding of the interactions that occur among people in the workplace. This Social Science course provides the student with the tools to understand and evaluate individual, group and organizational processes. The student will also gain an appreciation of the relevance of the study of organizational behaviour to the practice of human resource management.

**Content:**

Nature of Organisational Behaviour  
Approaches to Organisation and Management  
Individual Differences and Diversity  
Perception and Communication  
Work Motivation and Job Satisfaction  
Work Groups and Teams  
Nature of Leadership  
Nature of Management  
Strategy and Structure  
Control and Power  
Corporate Responsibility and Ethics  
Culture and Change

**Textbook:**

Mullins, L.J. (2014), *Essentials of Organisational Behaviour*, 3<sup>rd</sup> Edition, Pearson, New Jersey

**HRMT305: STAFFING ORGANISATION. 3 credits.**

This course focuses on the study of theory, principles, and legal requirements for effective recruitment, selection in organizational settings. The course provides an in-depth analysis of tools, techniques and concepts applied to this fundamental HR function.

**Content**

Staffing models  
Staffing strategy  
Policy and planning

Employment and labour law  
Forecasting and budgeting  
Job analysis  
Job descriptions and specification  
Recruitment  
Selection, placement and orientation  
Transfers and promotions  
Succession and career planning  
Retention management  
Exit management  
Executive and management search  
Global issues

**Textbook**

Judge, T., Heneman III, H. and Kammeyer-Mueller, J. (2014), *Staffing Organisations*, 8<sup>th</sup> Edition, McGraw-Hill, New York

**HRMT401: COMPENSATION AND BENEFITS MANAGEMENT. 3 credits.**

This course is an advanced examination of compensation theory and practice. It builds students' understanding and competence in compensation and benefits management in a variety of industries and organizations. Compensation models that provide an integrating framework for the HR professional are discussed. Compensation is studied from the organization's perspective rather than from the view of the individual employee or society. The goals are to help the student be able to design compensation systems that elicit desired employee behaviours at work; to motivate employees to join, stay and perform at high levels; and for the organization to remain ethical and legal in its compensation programs.

**Content**

Motivation theories  
Planning and budgeting  
Compensation programme management  
Pay policy and structure  
Pay systems  
Pay administration  
Performance management programmes  
Executive compensation  
Reward management  
Paid time off  
Employee health insurance programmes

Employee life insurance programmes  
Accidental death and disability insurance programmes  
Workers compensation insurance programmes  
Termination and end of service benefits  
Retirement and pension programmes  
Employee welfare programmes

**Textbook**

Milkovich, G.T., Newman, J.M. and Cole, N. (2013), *Compensation*, 4<sup>th</sup> Edition, McGraw-Hill, Ryerson

**HRMT402 ORGANIZATION DEVELOPMENT. 3 credits.**

This is an introductory course to organization development. It explores the concept, issues and types of organization development interventions for change. This course also examines the OD process, including intervention strategies, and the role of OD in creating the changes that improve individuals, teams, and organization.

**Content**

The nature of organization  
The role of OD in organizational effectiveness  
The evolution of OD  
Organization change: types; methods; and process  
Resistance to organization change and strategies to reduce change  
Types of OD interventions  
Skills for OD practice  
Organization development case studies

**Textbook:**

Anderson, D.L. (2015), *Organization Development: The Process of Leading Organisational Change*, Sage, London

**HRMT403: STRATEGIC HUMAN RESOURCE MANAGEMENT. 3 credits.**

This course emphasizes the strategic nature of human resources management (HRM). It focuses on the importance of aligning HRM responsibilities with an organization's mission and HRM's role in planning and executing a business plan or strategy. The course requires students to apply their knowledge of business strategy and HRM in developing a strategic human resource management plan for a real organization.

**Content**



The External Context of Strategic Human Resource Management  
The Organizational Context of Strategic Human Resource Management  
Frameworks for Strategic Human Resource Management  
Human Resource Development and Organizational Effectiveness  
Corporate Culture and Competitive Strategy  
The Human Resource Management Audit  
Human Resources and Strategic Planning  
Human Resource Policies and Innovation  
Strategic Issues in Employee Relations  
Productivity and Quality Improvement  
The International Management of Human Resources

**Textbook**

Truss, K., Mankin, D. and Killiher, C. (2012), *Strategic Human Resource Management*, Oxford Press, Oxford

**HRMT405: TRAINING AND DEVELOPMENT. 3 credits.**

This course focuses on the study of concepts and practices critical to identifying human resources training and developmental needs critical to ensuring organizational effectiveness. Students learn how to develop successful training programs which reinforce the company's mission and goals. The course examines the design, operation, and evaluation of training and development activities in organizations.

**Content**

Concept of training and development  
Change management  
Organizational development  
Importance of training  
Training needs assessment  
Training and development models  
Adult learning theories  
Principles of adult learning  
Design, development and delivery of training modules  
Training evaluation  
Developing training policy

**Textbook**

Noe, R. (2012), *Employee Training and Development*, McGraw-Hill, Berkshire

### **HRMT406: LABOUR RELATIONS AND COLLECTIVE BARGAINING. 3 credits.**

This course builds on the introductory course in human resource management to examine the regulatory, economic, behavioural, historical, and other contexts of labour relations. It focuses on the dynamics of labour-management relations, with an emphasis on the significance of dealing with unions and the realities of the constraints industrial relations place on the managerial decision-making process.

#### **Content**

Models of employee and union relations  
Comparative employee and union relations  
Unions in the work place  
Unionism in Ghana  
Collective bargaining  
Contract administration  
Strikes and conflicts management;  
Mediation, arbitration and dispute resolution

#### **Textbook**

Holley, W.H., Ross, W.H. and Wolters, R.S. (2017), *The Labor Relations Process*, 11<sup>th</sup> Edition, Cengage Learning, Boston

### **HRMT408 LABOUR ECONOMICS. 3 credits.**

This course assists students are to understand the market process of wage determination through the interaction of labour supply and labour demand. The impact of labour market imperfections and government wage policies on incentives to work are analyzed to understand and appreciate implications of various political and economic institutions on wages and employment.

#### **Content**

Demand and supply of labour  
Theory and practice of wage determination  
Employment, underemployment and unemployment  
Labour market discrimination  
Human capital investment  
Immigration and the global labour market  
Labour unions and collective bargaining  
Labour productivity  
Government and the labour market

#### **Textbook**

Sapsford, D. (2013), *Labour Market Economics*, Routledge, New York

**HRMT401: COMPENSATION AND BENEFITS MANAGEMENT. 3 credits.**

This course is an advanced examination of compensation theory and practice. It builds students' understanding and competence in compensation and benefits management in a variety of industries and organizations. Compensation models that provide an integrating framework for the HR professional are discussed. Compensation is studied from the organization's perspective rather than from the view of the individual employee or society. The goals are to help the student be able to design compensation systems that elicit desired employee behaviours at work; to motivate employees to join, stay and perform at high levels; and for the organization to remain ethical and legal in its compensation programs.

**Content**

Motivation theories

Planning and budgeting

Compensation programme management

Pay policy and structure

Pay systems

Pay administration

Performance management programmes

Executive compensation

Reward management

Paid time off

Employee health insurance programmes

Employee life insurance programmes

Accidental death and disability insurance programmes

Workers compensation insurance programmes

Termination and end of service benefits

Retirement and pension programmes

Employee welfare programmes

**Textbook**

Milkovich, G.T., Newman, J.M. and Cole, N. (2013), *Compensation*, 4<sup>th</sup> Edition, McGraw-Hill, Ryerson

# GENERAL BUSINESS ADMINISTRATION SPECIALIZATION

## **FINE 302 BUDGETING AND FINANCIAL PLANNING . 3 credits.**

Understanding the importance of budgeting is the first step in successful financial planning. This course introduces the concept of budgeting and explains in detail the key concepts of preparing and controlling a budget. The course then moves on to identify the main components of a typical financial plan and explain the role of modelling in financial planning. The fundamentals of credit management and working capital management are also described.

### **Content**

Business plans and forecasts  
Developing a financial plan  
Data needs  
Risk analysis  
Sensitivity analysis  
Budgeting and management process  
Developing performance targets  
Organizing and administering budgeting process  
Budgeted costs  
Budgeting shared costs/resources  
Developing functional area budgets  
Monitoring and control

### **Textbooks**

Samonas, M. (2015), *Financial Forecasting, Analysis and Modelling: A Framework for Long-Term Forecasting*, Wiley, Chichester  
Nugu, S. (2009), *Financial Planning Using Excel: Forecasting, Planning and Budgeting Techniques*, 2<sup>nd</sup> Edition, CIMA

## **PSCM 402 STRATEGIC OPERATIONS MANAGEMENT. 3 credits.**

This course provides a solid theoretical background on Operations Management and a very practical view of problems and challenges that companies are face. Students shall be exposed to understand the strategic relevance of Operations Management. The course shall also equip students to understand the main operations management principles, techniques and tools to analyze, diagnose and then to improve processes.

### **Content:**

Measuring demand volatility  
Balancing overstocks and understocks: The newsvendor model  
The cost of responsiveness: The cost-differential frontier

The order-up-to model  
Risk pooling  
Cellular manufacturing  
Creating a volatility portfolio of products  
The bullwhip effect  
Manufacturing Critical Time analysis  
Process analysis  
Queuing theory  
Quality management  
Lean production

**Textbook:**

Meredith, J.R. and Shafar, S.M. (2013), *Operations Management*, 5<sup>th</sup> Edition, Wiley, London  
Loader, D. (2006), *Advanced Operations Management* (2<sup>nd</sup> Edition), Wiley, Chichester

**BSAD401: SME MANAGEMENT. 3 credits.**

This course focuses on enhancing students' understanding of small business management. Under the guidance and supervision of both academic staff and mentors, students are encouraged to create and grow a business venture. The goal is to provide a comprehensive understanding with practical application of important concepts, tools and techniques to create and manage a growing business venture. The course relies on classroom discussion, participation, guest speakers, case study analysis, and lectures on issues that relate to the management of small and growing successful business ventures. Students will need to draw upon their business education and experience, and apply to the task of launching and running a successful venture. Students are expected to interact with the business community, advisors, be able to work effectively in teams, and be active participants in classroom discussions and exercises.

**Content**

Understanding the business environment  
Managing the growing venture  
Scaling the start-up- People and organizational challenges  
Business growth strategies  
Franchising and buyouts  
Small business marketing strategies  
Managing small business- Techniques for enhancing profitability  
Managing working capital  
Managing succession and risk management

**Textbook**

Longenecker, J.G., Petty J.W., Palich, L.E. and Hoy, F. (2017), *Managing Small Business: Launching and Growing Entrepreneurial Ventures*, 18<sup>th</sup> Edition, Cengage Learning, Boston

#### **PRMT404 TOTAL QUALITY MANAGEMENT. 3 credits.**

The course deals with modern approaches to quality management in services and manufacturing. This practical, student-focused approach shows how to focus all of an organization's resources on continuous and simultaneous improvement of quality and productivity – thereby continually improving both performance and competitiveness. It coherently addresses all elements of quality management, including Lean, Six Sigma, Lean Six Sigma including peak performance, partnering, manufacturing networks, culture, and crucial “people” aspects of quality. This course links the “big picture” theories and principles to detailed real-world strategies and techniques. A case study method approach will be explored for critical thinking activities, discussion assignments, and research links to promote deeper thinking and further exploration of the quality concepts.

#### **Content**

The concept of quality

Employee involvement

Continues improvement

Benchmarking

Product & service design

Process design

Tools for improving quality

TQM and costs:

Approaches to TQM

Characteristics of TQM

Implementation of quality control programs

#### **Textbook:**

Oakland, J.S. (2014), *Total Quality Management and Operational Excellence: Text with Cases*, 4<sup>th</sup> Edition, Routledge, London

Summers, D.C. (2009), *Quality Management*, 2<sup>nd</sup> Edition, Pearson

#### **ACCT 301 COMPANY LAW. 3 credits**

The course seeks to enable students to acquire sufficient knowledge and understanding of the legal basis, workings, advantages and disadvantages of incorporated company as a legal form for doing business. The course also introduces the student to business forms other than incorporated companies as well as the different types of incorporated companies. The student will, therefore, be equipped with the knowledge that will help him/her to analyse, compare and choose the appropriate business forms under different business circumstances. This aspect of the course will end by taking the student through the legal requirements and processes for the formation of

incorporated companies. The course also draws the student closer to the various constituencies of incorporated companies. It will equip the student with knowledge and understanding of the company's structure and how the various components of the company function, particularly, in relation to each other.

### **Content**

Definition of company law and purpose

*Types of companies; conversion from one type of company to another; procedure for registering*

*The regulation of a company and legal effect of regulations*

*Pre-incorporated contracts; Ghana company code position of pre-incorporated contracts*

Legal position of a person who purports to contract on behalf of the company

*Promoters of a company (duties; responsibilities; remedies for breach of duties; remuneration)*

*Consequences of incorporation; veil of incorporation*

Shares (ordinary; preference; deferred); debentures

Capital maintenance doctrine

Prospectus

General meetings

Acts by/or on behalf of the company

Insolvency and demise of a company

Amalgamation; takeovers; insolvency; liquidation; dissolution

### **Textbook**

Taylor, C. (2016), *Law Express: Company Law*, 4<sup>th</sup> Edition, Pearson, New Jersey

Bondzie-Simpson, P.E. (1998), *Company Law in Ghana*, Methodist Book Depot, Accra

## **PRMT302 PROJECT MANAGEMENT THEORY. 3 credits**

A Project is a framework for investing resources out of which flows a stream of benefits over a specified period of time. Project management involves the implementation of the project plan within a given time frame and cost so that the project's immediate output can be realized. Students undertaking the Advanced Project management are expected to have a good foundation in Project Management concepts. This course is designed to provide students with the project professional certification mindset, and yet practically tailored to enable participants to meet any project management challenges after school. This course is fashioned in a way that challenges students to make professional decisions. Majority of the students' time is given to developing an effective project plan using Microsoft Project Software.

### **Content**

Integrated project management

Project leadership

Project implementation issues  
Network methods  
Probabilistic time estimates  
Cost considerations  
Project risk management  
Computerized project scheduling and control

**Textbook**

Vanhoucke, M. (2014), *Integrated Project Management and Control: First Comes the Theory, then the Practice*, Springer, Gent, Belgium

**ACCT304 MANAGEMENT ACCOUNTING. 3 credits**

*This course will* enhance students' ability to make effective economic decisions by encouraging them to understand the inner-workings of the concepts. Overall, the course discusses both theory and common practices in a way that will help students produce information that's useful in day-to-day decision-making. Effectively, this course aims to develop knowledge and skills in the application of management accounting techniques to quantitative information for planning, decision-making, performance and control.

Content

Introduction to Management Accounting  
Measurement of Cost Behavior  
Relevant Information for Decision Making with a Focus on Pricing Decisions  
Relevant Information for Decision Making with a Focus on Operational Decisions  
Flexible Budgets and Variance Analysis  
Management Control Systems and Responsibility Accounting  
Management Control in Decentralized Organizations  
Capital Budgeting  
Cost Allocation  
Accounting for Overhead Costs  
Job-Costing and Process-Costing Systems  
Basic Accounting: Concepts, Techniques, and Conventions  
Understanding and Analyzing Consolidated Financial Statements

**Textbook:**

Horngrén, C., Sundem, G., Stratton, W., Burgstahler, D. and Schatzberg, J. (2014), *Introduction to Management Accounting* (16<sup>th</sup> Edition), Pearson, New York

**FINE 303 FINANCIAL STATEMENT ANALYSIS. 3 credits**



This course focuses on the fundamentals of financial reporting. It has the objective of providing students with the tools of corporate reporting and analysis of corporate reports. The course examines financial statements and other financial reports with a view toward using accounting information in making investing, lending and other potential management decisions. It explores methods of constructing, comparing and analyzing these statements and reports, and the various uses of such analyses. Concepts that underlie accrual basis accounting are emphasized so that students can become intelligent users of financial information. Students interpret annual reports and assess the financial strength of a company using ratio analysis. The course also discusses how accounting choices and estimates affect the interpretation of financial data.

### **Content**

Horizontal analysis

Vertical analysis

Trend analysis

Accounting for companies (for publication)

Cash flow statements

Corporate reports

Financial ratios

Working capital and cash operating cycles

Limitations of financial statement analysis

Models for predicting corporate failure

### **Textbook**

Subramanyam, K.R. (2014), *Financial Statement Analysis*, 11<sup>th</sup> Edition, McGraw Hill, New York