



**KADUNA STATE UNIVERSITY**  
**DISTANCE LEARNING INSTITUTE**  
*(Learning at convenience)*

**POSTGRADUATE**  
**MASTERS IN BUSINESS ADMINISTRATION (MBA)**

**STUDENTS HANDBOOK**

**2024/2025 – 2028-2029 ACADEMIC SESSION**

## TABLE OF CONTENTS

	Page(s)
1. Table of contents	2
2. Forward	3
3. Brief History of the Institute	4
4. General Information	5
5. Philosophy, Aims and Objectives	6
6. Organizational Structure of the Institute	7
7. Principal Officers of the Institute	8
8. Admission Requirements	9
9. Course Contents	11
10. Course Description/ Synopsis	14

## **FORWARD**

*It is a special privilege for me to write a forward for the first edition of the students Handbook of the Distance Learning Institute. The Distance Learning Institute was established in 2025 in line with the vision of Kaduna State University as a world-class institution driven by excellence in its varied programs, promote innovative and learner-centered educational delivery. Indeed I use this opportunity to welcome you to this unique institution which prides itself with qualified and forward thinking teaching, non-teaching and support staff, all in the service of making your learning journey not only successful but impactful. You are indeed privileged to be the first set of students of the institute, who will experience this flexible and innovative distance education system.*

*This handbook is an invaluable resource that provides useful information on the nature and scope of the Masters in Business Administration (MBA) programs in the Kaduna State University Distance Learning Institute.(DLI), including details of the academic courses you are required to study during the programme. The handbook also provides information on the philosophy, aims and objectives, mission and vision, regulations and other guidelines of the DLI.*

*It is my sincere hope and prayer that you will enjoy your learning experiences in Distance Learning Institute Kaduna State University and will use the knowledge acquired to make positive impact on the Nigerian society and beyond.*

*Thank you*

**Dr Fatima Shehu Kabir**  
**Director**

## **BRIEF HISTORY OF THE DISTANCE LEARNING INSTITUTE**

The Kaduna State University Distance Learning Institute (KASU-DLI) was established as a strategic response to the growing demand for flexible, accessible, and technology-driven higher education in Nigeria. Over time, population growth and infrastructural limitations have overstretched the capacity of conventional university systems, leaving many qualified candidates unable to access tertiary education.

The COVID-19 pandemic further revealed the urgency of adopting alternative learning systems capable of ensuring academic continuity and resilience. Consequently, Kaduna State University

(KASU) constituted a committee in the 2023/2024 academic year, to develop a comprehensive framework that would lead to the establishment of a Distance Learning Institute.

The DLI, starting with the Masters in Business Administration (MBA) programme, operates as a semi-autonomous academic and administrative unit of the Kaduna state University. It hopes very soon also deliver undergraduate, other postgraduate, and certificate programmes through a technology-enhanced distance education delivery. Through this initiative, KASU reaffirms its commitment to inclusive education, lifelong learning, and human capital development.

### **Mission**

To facilitate and actualize the delivery of equitable, accessible, and qualitative academic and professional programmes to all, without hindrance based on geographical location, race, religion, economic status, or other affiliations, using the Distance Learning Mode.

### **Vision**

To be a leading Distance Learning Institute excelling in the delivery of certificate, short- and long-term courses, undergraduate and postgraduate programmes in relevant fields to advance human capital development in Nigeria and beyond.

### **Philosophy**

KASU-DLI is anchored on the belief that education is a fundamental driver of personal advancement, social mobility, and national development. Guided by global best practices in Open and Distance Learning (ODL), the Institute provides a credible alternative pathway to higher education for individuals who, due to work, geography, family commitments, or other social factors, cannot access conventional face-to-face programmes.

At the heart of this philosophy are three cardinal principles:

- Equity – ensuring that access to quality education is not limited by social or geographic barriers;
- Flexibility – providing adaptable learning options to meet diverse student needs; and
- Accountability – upholding transparency, integrity, and quality assurance in all academic and administrative operations.

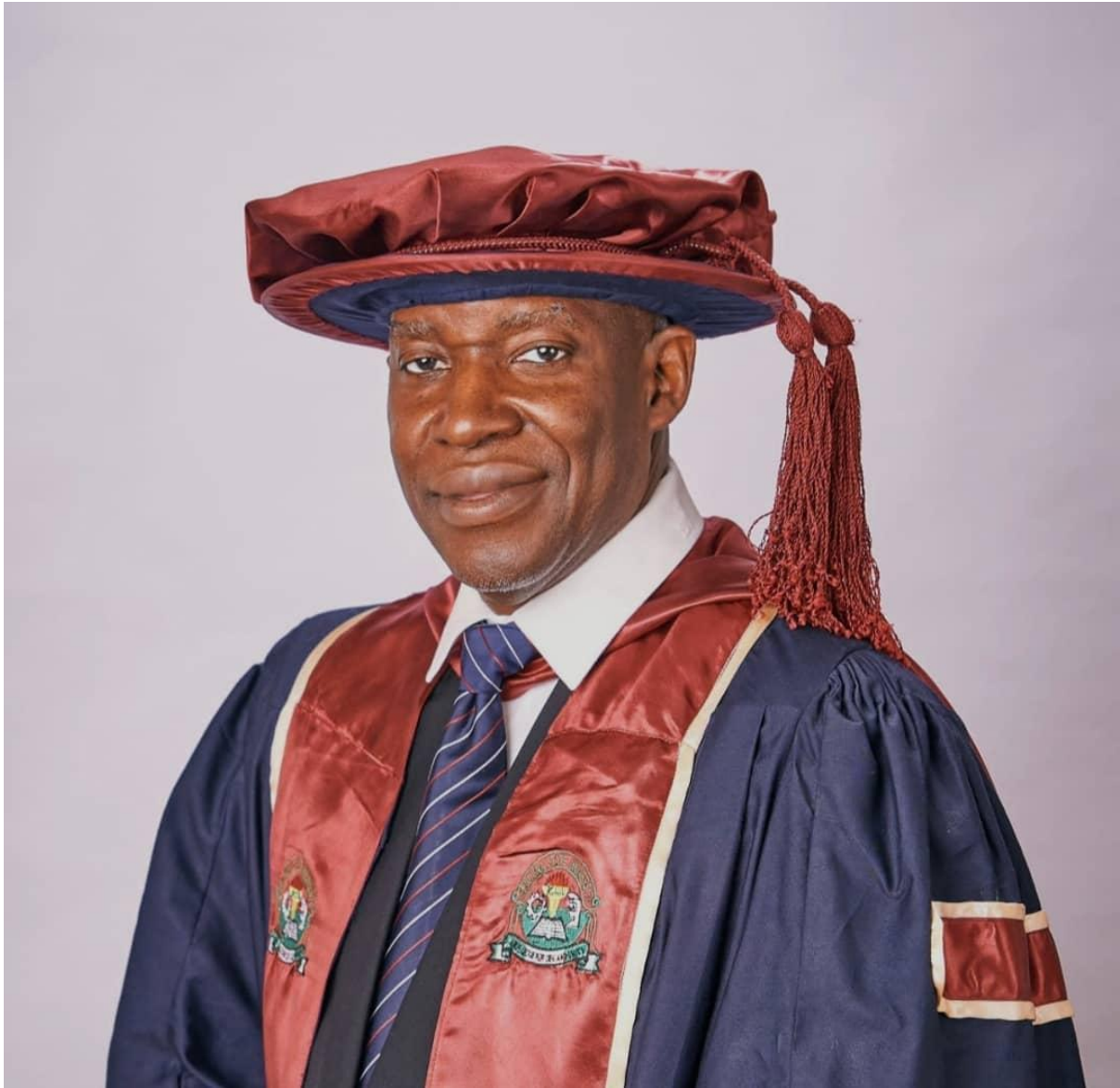
By embodying these values, KASU-DLI nurtures an inclusive, learner-centered academic culture that empowers students to thrive in a dynamic, knowledge-driven global economy.

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**His Excellency**  
**SEN. UBA SANI**  
**Governor, Kaduna State.**

**Visitor to the University**



**Prof. Abdullahi Ibrahim Musa**

BA/LS, MBA (BUK), PhD (Emporia, USA)

Vice Chancellor



**Prof. Yusha'u Ibrahim Ango**

Deputy Vice Chancellor (Academic)



**Prof. Muhammad Bashir Ali**  
Deputy Vice Chancellor (Administration)



**Prof. Helen Afang Andow**

Deputy Vice Chancellor (Strategy, Innovation and Service Delivery)



**Mrs. Samira Balarabe, Esq.**  
Registrar



**Mrs. Hauwa'u Dalhatu Muhammad**

Bursar



**Dr. Babangida Umar Dangani**  
University Librarian



**GENERAL INFORMATION**  
**VISITOR AND PRINCIPAL OFFICERS OF THE UNIVERSITY**

**VISITOR**

His Excellency, Executive Governor of Kaduna State.  
Mallam Uba Sani

**CHANCELLOR**

HRH Sanusi Lamido Sanusi

**PRO-CHANCELLOR**

Alhaji Hussaini A. Dikko

**VICE-CHANCELLOR**

Professor. Abdullahi Ibrahim Musa

**REGISTRAR**

Barrister Samira Umar Balarabe

**BURSAR**

Hajiya Hauwa Dalhat

**UNIVERSITY LIBRARIAN**

Dr. Babangida Umar Dangani

## **I. PHILOSOPHY, AIMS AND OBJECTIVES**

### **PHILOSOPHY**

*The general philosophy is to produce well rounded graduates equipped with the appropriate knowledge and skills in management and administration. It is poised to teach the students the right attitudes to be able to operate effectively in the ever changing business and economic environment.*

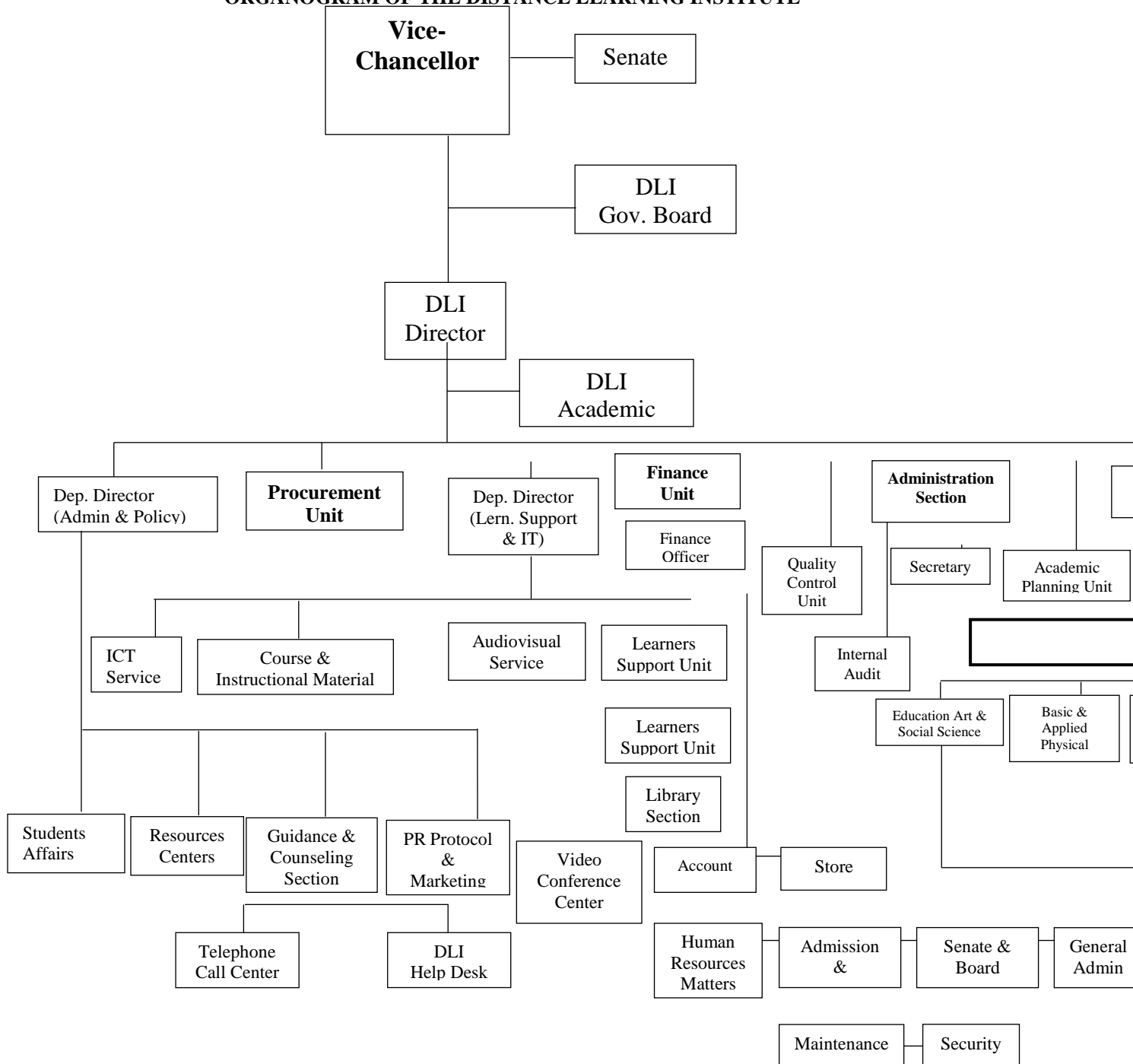
## **II. AIMS AND OBJECTIVES**

*The general objective of the Programme is to expose students to various aspects of Business Administration, Banking and Finance, Marketing, Entrepreneurship and labour relations, with the view to helping them achieve greater competence and sophistication in their understanding and appreciating the values inherent in it. The programme also intends to train and enable students to apply their knowledge for the advancement of their society and prepares students for further studies in the discipline and related careers (e.g. Managers, Administrators, Entrepreneurs, Marketers and Finance Experts, Bankers etc).*

*Some of the specific objectives of the programme of Master in Business Administration, are to:*

- *Provide a comprehensive exposure to the dynamics of Administration, finance and Management for the well-being of the individual and the society with the aim of producing readily adaptable personnel.*
- *produce managerial manpower with appropriate knowledge, skills and aptitude to handle the ever growing and changing business environment*
- *Provide basic as well as contemporary knowledge and skills needed for the understanding and analysis of problems related to the management and administration of industrial, commercial, public and other human organizations;*
- *Equip students with the analytical skills needed for recognizing, defining and solving problems as well as training in decision making;*
- *Develop leadership and interpersonal relations skills in management; train students in the principles and techniques of organisational management and to ensure effective management.*

**ORGANOGRAM OF THE DISTANCE LEARNING INSTITUTE**



**Organogram of the Kaduna State University, DLI**

### **PRINCIPAL OFFICERS OF THE DISTANCE LEARNING INSTITUTE**

<b>OFFICE</b>	<b>RESPONSIBILITY</b>
Director	Dr. Fatima Shehi Kabir
Deputy Director Academics	Dr. Mohammed Bello Idris
Deputy Director Administration	Dr. Ahmed Ibrahim
Programme Coordinator	Dr. Lurwanu Usman
Head ICT	Mohammed Aliyu
Head of Student Counselling	Dr Rahama Dogara
Institute Librarian	Halima Usman
Institute Secretary	Hadiza Umar Mohammed
Institute Finance Officer	Khadija Umar Muhammad

## **1.00 ADMISSION REQUIREMENTS**

Provided the University's matriculation requirements are satisfied, a student must have any of the following:

- a. All students must have five credit passes including English and mathematics at the O' Level, as basic requirement
- b. Graduate of Kaduna State University or other Universities recognized by the Senate of Kaduna State University with Bachelor's degree (at least second class) of recognized universities
- c. Students who possess HND with at least Credit from recognised institutions and with a Merit at Postgraduate Diploma level of KASU or any other recognised institution in the relevant areas for professional programmes.
- d. Students must present NYSC or Exemption Certificate

## **2.0 GRADUATION REQUIREMENTS**

To earn postgraduate certificate the student is required to pass

- a. All Core courses.
  - Six required Elective courses of 3 credit units each chosen from the areas of Specializations
- b. A student for MBA programme shall submit 6 credit units of Project/Thesis/Dissertation in a relevant area which may be defended before the panel of internal/external examiners.
- c. A student must also satisfy all other regulations as stated in the DLI Guidelines of Kaduna state University, Kaduna.

## **PROBATION**

A student whose Cumulative Grade Point Average (CGPA) is below 2.40 at the end of a particular year of study, shall be placed on probation for one academic session.

## **SCORING AND GRADING SYSTEM**

- (a) The scores for each course shall be made up of 30% continuous assessment
  - (i) Group assignments 5marks

- (ii) Individual assignment 10marks
- (iii) Discussion 5marks
- (iv) Quiz 10marks, and
- (v) Examinations 70%

To pass a postgraduate course, a student must score at least a total of **50%** in the continuous assessment and examination collectively.

- (b) Scoring and grading of courses shall follow the guideline in which the percentage scores are interpreted in the letter grades A, B, C, and F and grade points 5,4,3 and 0 as indicated in the Table below:

Percentage Scores	<i>Letter Grade</i>	Grade Point
70-100	A	5
60-69	B	4
50-59	C	3
0-49	F	0

- (c) To qualify for the award of a postgraduate certificate, a student must obtain at least a “C” grade in all courses.
- (d) To be in good standing, a student must in each semester have a Cumulative Grade Point Average (CGPA) not less than 2.40.
- (e) A student whose Cumulative Grade Point Average is below 2.40 at the end of a probation year of study, shall be withdrawn from the programme.

### 3.0 MBA LIST OF COURSES (REGULAR)

#### First Semester

S/N	COURSE CODE	COURSE TITLE	COURSE STATUS	C U
1	BUAM 811	Quantitative Methods for Management	Core	3
2	BUAM 812	Management Theory and Practice	Core	3
3	BUAM 813	Managerial Economics	Core	3
4	BUAM 814	Marketing Management	Core	3
5	BUAM 815	Introduction to Organisational Behaviour	Core	3
6	BUAM 817	MBA Language	Core	3
<b>REQUIRED COURSES FOR SPECIALIZED AREAS</b>				
7	BUAM 851	Principles of Risk Management	Finance	3
8	BUAM 852	Nigerian Capital Market Operation	Finance	3
9	BUAM 861	Industrial Relations	Management	3
10	BUAM 862	Business, Government and Society	Management	3
11	BUAM 871	Product Development	Marketing	3
12	BUAM 872	Marketing Research	Marketing	3
13	BUAM 881	Intrapreneurship and Venture Management	Entrepreneurship	3
14	BUAM 882	Feasibility and Business Planning	Entrepreneurship	3

**NOTE: STUDENTS ARE EXPECTED TO REGISTER TWO (2) REQUIRED COURSES**

### Second Semester

S/N	COURSE CODE	COURSE TITLE	COURSE STATUS	C U
1	BUAM 821	Human Resource Management	Core	3
2	BUAM 823	Corporate Finance	Core	3
3	BUAM 824	Strategic Management	Core	3
4	BUAM 825	Analysis for Business Decision	Core	3
5	BUAM 826	Business and Company Law	Core	3
		<b>REQUIRED COURSES FOR SPECIALIZED AREAS</b>		
6	BUAM 853	Financial Risk Strategy	Finance	3
7	BUAM 854	Interest Free Business Finance	Finance	3
8	BUAM 863	Project Management	Management	3
9	BUAM 864	Compensation Theory and Administration	Management	3
10	BUAM 873	Industrial Marketing	Marketing	3
11	BUAM 874	Fundamentals of Marketing	Marketing	3
12	BUAM 883	Entrepreneurial Financing	Entrepreneurship	3
13	BUAM 884	Entrepreneurial Sales and Strategy	Entrepreneurship	3

**NOTE: STUDENTS ARE EXPECTED TO REGISTER TWO (2) REQUIRED COURSES**

### Third Semester

S/N	COURSE CODE	COURSE TITLE	COURSE STATUS	C U
1	BUAM 830	Research Methodology	Core	3
2	BUAM 831	Organisational Design and Dynamics	Core	3
3	BUAM 832	Fundamentals of Accounting	Core	3
4	BUAM 833	International Business Finance	Core	3

5	BUAM 834	Procurement and Supply Chain Management	Core	3
6	BUAM 836	Business Policy and Strategy	Core	3
		<b>REQUIRED COURSES FOR SPECIALIZED AREAS</b>		
7	BUAM 855	Security Analysis and portfolio Management	Finance	3
8	BUAM 856	Managerial Finance	Finance	3
9	BUAM 865	Business Ethics	Management	3
10	BUAM 866	Managerial Problem Solving	Management	3
11	BUAM 875	Consumer Behavior	Marketing	3
12	BUAM 876	International Marketing	Marketing	3
13	BUAM 885	Social Entrepreneurship	Entrepreneurship	3
14	BUAM 886	International Entrepreneurship	Entrepreneurship	

**NOTE: STUDENTS ARE EXPECTED TO REGISTER TWO (2) REQUIRED COURSES**

#### **Fourth Semester**

<b>S/N</b>	<b>COURSE CODE</b>	<b>COURSE TITLE</b>	<b>COURSE STATUS</b>	<b>C U</b>
1	BUAM 800	Research Project	Core	6
2	BUAM 841	Advanced Organizational Behavior	Core	3
3	BUAM 842	Operations Management	Core	3
4	BUAM 843	Entrepreneurship Development	Core	3
5	BUAM 844	Small Scale Business Management	Core	3
6	BUAM 845	Business Case study/Seminar	Core	3

**NOTE: STUDENTS ARE EXPECTED TO REGISTER TWO (2) REQUIRED COURSE**

## **4.0 COURSE SYNOPSES FOR MBA PROGRAMME**

### **4.01 FIRST SEMESTER**

#### **BUAM 811 Quantitative Methods for Management (QMM) 3 Credits**

*Basic elements of decision making under conditions of uncertainty, set theory; probability theory; classical statistics and statistical decision theory; Linear programming, Primal and dual simplex algorithm, Transportation and network analysis, Concept of queuing theory, games, Statistical Inference and Hypothesis testing, Time series.*

#### **BUAM 812 Management Theory and Practice 3 Credits**

*This course seeks to organize and present the fundamental knowledge underlying the art and science of management. Management is studied by examining the basic functions of a manager-planning, organizing, controlling and leading- from a formal or technical point of view but using practical examples. The course will cover such areas as the internal business environment ; social responsibility and ethics; leadership and interpersonal skills; communication; decision making; planning; organizational structure; control and human resource management.*

#### **BUAM 813 Managerial Economics (ME) 3 Credits**

*Application of principles from various fields in economics and business to management decision making; Price mechanism, allocation of resources, profit drivers of the firm, revenue and cost drivers, interaction among the market players, firms' strategy, understanding market forces, the meaning of competition, pricing and profits, market power – good or evil, playing games I – Competition versus Cooperation, playing games II – Entry and Exit, Firms versus Markets; Make or Buy, auctions and market design, economics of information.*

#### **BUAM 814 Marketing Management 3Credits**

*Perspectives and problems of marketing management in a multi-product firm; the concept and application of strategic planning to business units and functional areas of*

*marketing, utilization of current marketing strategy models as aids in strategy formulation, decision processes for product planning, pricing, promotion, distribution and competitive strategy.*

**BUAM 815 MBA Language Programme (MBA LP)**

**3 Credits**

*Management of interpersonal skills; Presentation skills to persuasion and influencing; handling the media; cold calling and power relations.*

**BUAM 851 Principles of Risk Management**

**3 Credits**

*Background for advanced work in insurance and the nature of risk; Techniques of risk management; the bases for decision making in risk management; management of business and personal risks. Data analysis, structuring decisions, building decisions models, risk assessment, decision making under uncertainty, business simulation, project evaluation, resource management, business forecasting and regression analysis, risk analysis, Decision analysis & investment analysis, Resource allocation, Capital budgeting*

**BUAM 852 Nigerian Capital Market and Pension Funds Management**

**3 Credits**

*Forms of financing the capital market, stock exchange procedures, taxation, elementary principles of investment arithmetic, spreading the risk, market movements, general principles of portfolio planning. Stock Exchange: Growth, Structure, performance in Nigeria. Capital Market theory, and current state of empirical evidence of Models for evaluation portfolio performance. The design of pension funds, taxation as affecting such fund. Construction of rates for retirement, death, withdrawal and other benefits, Alternative funding methods and determination of rates of contribution, transfer values and optional benefits, under pension funds. Valuation of assets and liabilities of pension funds excluding analysis of surplus. Investment of pension funds with particular regard to the nature of their liabilities. Analysis and treatment of surplus of deficiency.*

**BUAM 861 Industrial Relations**

**3Credits**

*To be covered are the following: Theories of industrial relations and the industrial relations system. Trade unionism and employers' associations; Labor-management relations at the organizational and industry level, the role of government in industrial*

*relations; Strikes and trade dispute settlement and collective bargaining in the public and private sectors of the Nigerian economy; The Nigerian Labor Law.*

**BUAM 862 Business, Government and Society 3 Credits**

*Business Environment, How "Business" fared under different stages of Nigeria's development: Pre- independence, Post-independence, Military Regimes, Democracy etc. Privatization and Business in, Nigeria, Issues in Corporate social responsibility, Business Ethics as it affects Nigerian businesses, Influence of culture on Nigerian Businesses*

**BUAM 871 Product Development 3 Credits**

*Issues involved in the development and introduction of new products and the management of existing products; positioning, screening; concept testing and development of new products; simulations; pre-test market models; product rollout; diffusion of innovations; product life cycle and branding strategies*

**BUAM 872 Marketing Research 3 Credits**

*The role of marketing information in decision making; cost and value of gathering information; design of measuring instruments; a type of marketing research problems; data analysis of both a univariate and multivariate nature (hypothesis testing, cross classifications, regression analysis).*

**BUAM 881 Feasibilities and Business Planning 3 Credits**

*This topic deals with business plan within task groups from the concept to all elements of a professionally written business plan. This topic affords students high interaction with businesses and entrepreneurs to further refine and improve their plans and/or prepare for national business plan competitions. This component also consists in practical evaluation of students dream businesses and career life, exposition on how best to prepare feasibility report and appraisal of projects before investment; and project evaluation techniques: traditional methods such as Accounting Rate of Return (ARR),*

*Pay Back Period (PBP), Net present Value (NPV) Internal Rate of Return (IRR) and Profitability Index(PI).*

## **4.2 SECOND SEMESTER**

### **BUAM 821 Human Resource Management**

**3 Credits**

*Topic to be covered should include the scope, nature, methods and principles of organizational human resources management. The course could provide an overview of strategies and management practices in manpower planning techniques; staffing; human resource training and development; performance management and systems design; compensation designs and reward management; career planning and employee welfare; Line and staff functions as well as the relationship between human resource management department and other departments. Review of current principles and practices of human resources management in the Nigerian and global context.*

### **BUAM 823 Corporate Finance**

**3 Credits**

*This course is designed to introduce students to an advanced treatment of theories and its three decision areas of financing, investment and dividend. The course therefore examines the effects of various corporate financial policy decisions (e.g. capital structure, working capital, and capital budgeting and dividend policies) on the values of the firm. Issues to be thus examined include:- Financial structure, capital structure, market valuation of risky assets under uncertainty, risk and uncertainty management strategies, capital budgeting, operation of capital market and money market, analysis for investment in securities, portfolio theories and the concept of diversification, efficient market theory, cost of capital, dividend policy, corporate financial problems e.g. leasing, mergers, and of new securities, the institution of Zakat, the insurance debate and the non-interest banking and financial system.*

### **BUAM 824 Strategic Management**

**3 Credits**

*This course deals with theoretical and practical aspects of strategy formulation and implementation. Attention is placed on the art of strategic thinking leading to creativity*

*and innovation as well as the rational strategic planning process. Among the topics covered are the following: Analyzing industry structures and dynamics; assessing positions, actions and reactions of competitors; processes of strategic planning, technology strategy and e-business, process re-engineering and corporate turnaround. Case writing and analysis are fundamental to this course.*

**BUAM 825 Analysis for Business Decision**

**3Credits**

*Elements of decision analysis; types of decision situations; decision trees; operation research approach to decision analysis; systems and systems analysis; modeling in OR; simulation and cases for OR analysis; mathematical programming; transportation model, assignment model, conflict analysis and games theory; project management; routing, sequencing and search.*

**BUAM 826 Business and Company Laws**

**3 credits**

*Familiarize the students with the legal aspects of business, Law of contracts, agency, hire purchase, carriage of goods and related laws are examined. The Company Act and Miscellaneous Matters Act and related laws are examined in depth.*

**BUAM 853 Financial Risk Strategy**

**3Credits**

*This course focuses on the identification of financial risk and design of optimal risk management programme. It discusses financial instruments used for financial risk management, including forwards, futures, options and swaps. Topics covered include; interest rate futures, currency futures, international financial futures, commodity futures, stock and stock index options, options on futures, swaps and financial engineering products. Hence students will cover all the main treasure tools, learn how to apply and evaluate them and devise strategies for dealing with risk.*

**BUAM 854 Interest Free Business Finance**

**3 Credits**

*This course will focus on advanced study of the functioning of the economic system, with particular reference to financing of Business forms after the abolition of interest: Main Topics: Labour, Law, Capital and enterprise, their relative roles in the productive process and the principle of their rewards in the context of interest free Islamic economy; the various forms of equity participation in business with an evaluation of their economic*

*and social Consequences in the light of Shariah; Acquisition of additional capital on the principles of Mudaraba; The supply of short term funds to business firms in an interest free system; Integration between the decision to save and the decision to invest in the profit sharing system and its implications for economic analysis. Other topics include; product development in Islamic finance framework; violation of Islamic finance principles in Nigeria financial markets; development of Islamic capital market and instruments; development and challenges of Islamic banking and finance in the west; Islamic microfinance and non-banking Islamic financial institutions such as Takaful Islamic finance, Islamic funds and Islamic pension scheme.*

**BUAM 863 Project Management**

**3 Credits**

*Introduction to Project Management: What is a Project? Project Management, Project Constraints, Understanding the Nature of Projects, The Project Life Cycle; Project Identification; The Project Initiation Stage; Project Management Roles; Determining Project Goals; Determining Project Specifications; Determine Project Deliverables; Project Planning; Time element in project planning; Mathematical Estimation Methods – PERT; Project Schedule Charts (Gantt Charts), Project Scheduling; Updating Project Assumption & Time Constraints; Assigning Resources and Responsibility; Planning the Cost Element; Cost Estimation Methods; Planning procurement, Human Resources and Project Quality; Team Building for Project Leaders – Leadership, Management, Communication and Conflict Resolution; Motivation; Implementing the Project Plan; The Closing Stage: Acceptance of Deliverables, Releasing Resources, Acceptance of Contracts, Disassembling Project Team Members and Project Documentation*

**BUAM 864 Compensation Theory and Administration**

**3 Credits**

*Concept and models of compensation: Laws of compensation benefit, The economics of compensation, Works, Workers and Organisations, Quantitative methods in human resources; Compensation strategy: Goals, strategy and factors, Employment contract, Outsourcing and off shoring, Wage levels and its determinants; Compensation benefits and surveys: Wage and salary structure concepts, Job analysis, Job evaluation, Wage structure design, Individual wage and salary determination, Performance-based pay,*

*Competency-based pay; Managerial and executive compensation: Supervisory and managerial compensation, Executive compensation, Employee benefit programs, Characteristics of employee benefits; Compensation relocation and administration: Compensation planning and control, Discrimination in pay, International remuneration, Relocation of employees, Office relocation*

**BUAM 873 Industrial Marketing**

**3 Credits**

*Marketing problems unique to the industrial marketing; Management of the sales force and optimal allocation across product lines, customers and sales territories; industrial consumer; pricing advertising in an industrial setting.*

**BUAM 874 Fundamentals of Marketing**

**3 Credits**

*This course interfaces classic marketing literature with contemporary marketing issues and thought as expressed by economist, marketers, educators, consumers and consumer advocates. The course examines and evaluates the historical views of marketing its domain and roles in the development process against contemporary views as well as practical marketing problems of developing countries. Factors militating against the development of efficient and effective marketing systems in developing countries and possible solutions.*

**BUAM 883 Entrepreneurial Financing**

**3 Credits**

*The focus of this course is on the development of financial and business skills to identify, evaluate, start and manage new ventures. A comprehensive understanding of finance is an essential ingredient for business success. Topics covered include; Determining Financing requirements, Designing Financial and Fund-raising Strategies, Conventional Banking System financing, Capital market financing, Micro financing, Contemporary Approach to financing venture, Problems and Options for Small and Medium Enterprises' financing, Role of Credit Guarantee Schemes in Enterprise financing, Cross-Country Entrepreneurial financing policies and practice etc.*

**BUAM 884 Entrepreneurial Sales and Strategy**

**3 Credits**

*This course focuses on sales strategy and execution as one of the most critical success factors in building entrepreneurial ventures. It will enable students to develop the practical knowledge and specific skills necessary to maximize top-line revenue growth for emerging companies. Topics to be covered include direct, indirect and channel sales strategies; implementing pipeline management principles and forecasting techniques; the use of technology in selling; building a sales organization; and the development of strategic partners and alliances. Also covered are the use of sales tools and skills (presentation, negotiation, territory management, and pipeline development), building successful channel partners, and the keys to successful selling including solution selling vs. product selling.*

#### **4.3 THIRD SEMESTER**

##### **BUAM 830 Research Methodology**

**3 Credits**

*The course covers the following areas: Introduction to Research Methodology, Research in Social Sciences, Research in Physical and Natural Sciences, Problems of Research in Developing countries and Common errors in research. The course will also look at research in practice which will include discussion of problem identification, literature review, materials and methods (Methodology), results (Data Analysis), discussions, summary, conclusions and recommendations. Report writing will be discussed.*

##### **BUAM 831 Organizational Design and Dynamics**

**3 Credits**

*This course takes an in depth study of organizational processes and structures. The following are the primary objectives: To develop an understanding of theories or approaches to the design of organizations where design is defined primarily in terms of structure and requisite processes of coordination and information processing. To develop a sensitivity to and awareness of the “realities” of organizations. To understand how organizational planning and design decisions are interdependent and critical to the successful implementation of strategic and short-term aims of the organization.*

##### **BUAM 832 Fundamentals of Accounting**

**3 Credits**

*This course emphasizes the role of accounting in the provision of data/information to management for decision purposes. A range of production and financial decisions is*

*examined, with emphasis on specifying decision-relevant data. Topics include: Objectives and functions of management accounting, performance measurement of segments and functions of the firm, planning systems and budgetary controls, relevant costs, cost analysis and reporting with emphasis on behavioural and structure effects of management planning and control. Students may be required to present at least one seminar paper each during the course.*

**BUAM 833 International Business Finance 3 Credits**

*Course content focuses on the environment in which the international financial manager operates. You will study the risks of doing business overseas and the tools available to minimize those risks. Foreign exchange risks, political risk, working capital management, long-term investments and financing and accounting and control are examined within this context.*

**BUAM 834 Procurement and Supply Chain Management 3Credits**

*Purchasing Function, the Nature of Purchasing, Purchasing Policies and Procedures, Suppliers Management Information System and Quality Management, Human Resource Management in Purchasing and Supply, Materials Forecasting, Inventory Management, Stock- Handling Process, Purchasing and Merchandise Plan Calculations, Transportation Management, Warehousing Management, Materials Handling and Computerisation, Basic Inventory Management Models*

**BUAM 835 Environmental Management and Business 3 Credits**

*The environment: Business-Economy Nexus; environmental issues in the 21<sup>st</sup> century; Sustainability and sustainable development; Environmental policy, assessment and management; project evaluation and the environment; environmental accounting; management theory and the mainstream of environmental concerns.*

**BUAM 855 Security Analysis and portfolio Management 3 Credits**

*This course introduces analytical concepts used to manage and analyze security portfolios. Topics covered include: Financial Markets, Investment Alternatives, Risk and Return, Portfolio Theory and Capital Asset Pricing, Capital Asset Pricing Theory and Arbitrate Pricing Theory, Efficient Market Hypothesis, Security Analysis and Valuation,*

*Valuation of equity and Fixed-income securities, Fundamental Analysis, Technical Analysis, Investment Strategies, Derivatives, Options, Futures, Swaps, Black-Scholes model, Value at risk, Estimating volatility and correlations, Hedging and Portfolio Management*

**BUAM 856 Managerial Finance**

**3 credits**

*The course is designed to cover the following areas: introduction to and objectives of managerial finance, cash operating cycle and the flow of funds, management of current assets, sources of capital, the theory of capital structure, Nigerian financial and capital markets, cost of capital, capital investment appraisal, portfolio theory and analysis dividend policy, valuation of the firm and tools for financial analysis.*

**BUAM 865 Business Ethics**

**3 Credits**

*Ethical responsibilities, Concepts, Frameworks and theories of business ethics, resolution of ethical conflict/dilemma, and the action plan for its effective implementation; Analysis of policy formulation and emphasis on the application and integration of basic principles from the functional areas by case study analyses, simulation exercise and group participation.*

**BUAM 866 Managerial Problem Solving**

**3 Credits**

*The practical study of managerial work; Examines communication skills and offers the opportunity for assessment and feedback. Organizational context, team building and case work*

**BUAM 875 Consumer Behavior**

**3 Credits**

*Basic factors influencing consumer behavior, with emphasis on managerial use of consumer decision making models; Buyers behavior modeling from both economics and behavioral sciences; Consumer information processing, stochastic brand device models; Risk taking and market segmentation.*

**BUAM 876 International Marketing**

**3 Credits**

*In this course, students explore international strategies, special goals, decision – making process across several countries and selection of entry strategies for foreign markets. Comparative marketing arrangements are examined. It covers factors, which need to be recognized by international marketing managers in analyzing markets covering foreign operations, and in assessing economic, cultural and political aspects of international markets*

**BUAM 885 Social Entrepreneurship**

**3 Credits**

*This course is designed to introduce students to the concepts, practices, opportunities, and challenges of social entrepreneurship. It provides students with framework and tools to evaluate plan and execute a social enterprise. Students are afforded the opportunity to practice business skills by developing business plans for a socially responsive, income-earning venture for either for profit or non-profit organization. Skills developed in this course include recognizing opportunities, mobilizing resources, managing risks, creating viable economic models, business planning and building effective organizations. Topics include among others, the challenges and opportunities in creating high impact social enterprises; strategies for sustaining and expanding a social enterprise; models for measuring and increasing the social impact of a venture.*

**BUAM 886 International Entrepreneurship**

**3 Credits**

*The course focuses on developing knowledge and skills in three key areas of international entrepreneurship: initiating entrepreneurial ventures, managing international business transactions and dealing in multicultural environments. The course includes a feasibility study of an international small business venture start up and case studies.*

**4.4 FOURTH SEMESTER**

**BUAM 800 Research Project**

**6 Credits**

*The research project is done on an individual basis and should be based on a problem in the student's area of specialization. The research project is preceded by a detailed proposal which should be approved by the student's supervisor.*



*risk involved and the impact of social, political and economic factors on income, profitability, employment and industrial development.*

**BUAM 845 Business Case Studies/ Seminar**

**3 Credits**

*This seminar introduces students to the most recent research in the area of management and examination of current issues and trends. Students have an opportunity to present and discuss their own research and actively engage in the analysis and discussion of the work of others.*

**5.00 EXAMINATIONS**

At the end of each semester, examinations are conducted for courses taught in various departments. Such examinations may take the form of written papers, oral examinations, practical, submission and defense of written projects or any combination, as approved by the University Senate. The DLI examinations will consist of both pen and paper (theory based) and CBT (objective type). All examinations are organized and co'ordinated by the Examination Unit of the DLI and supervised by the Deputy Director Academics

**5.1 Conduct of Examinations in the Distance Learning Institute**

1. Registration of students for semester examination on the portal, where student selects his examination venue and period of examination. This should be done four weeks before commencement of the semester examination.
2. Generation of *Digi code* (Bar code), which serves as the examination card, by students should be done two weeks to the semester examination
3. The timetable for the examinations shall be circulated to students, at least three weeks before the commencement of the examinations, after consideration of applications for deferment of examinations by students.
4. Students who may have clashes in the examination's schedules should immediately intimate the Examination Unit.
5. Distribution of Examination Regulations to all staff by the Heads of programmes for compliance should take place three weeks before commencement of semester examinations.

6. Funds approved to facilitate the conduct of examinations should always be released on time, at least by mid semester.
7. Students should ensure their assignments on the Learning Management system (LMS) (both Individual and Group assignments, and Discussion Forum) are graded. These form their Continuous assessment and shall be included in determining the final score of student for that particular course. Where these assessments have not been graded, they should inform their respective Head of programme or Academic counsellor for appropriate action.
8. It shall be the responsibility of each student to make sure that they are registered for the appropriate examination and be sure of dates, time and venues of examinations for which they are registered. Every student is also to ensure that they are in possession of the identification document prescribed for the examination (Digi code).
9. Students should be in the examination rooms at least 1 hour before the stipulated time of the examination. He/she is required to supply his/her writing and drawing instruments. He/she is also required to supply any other examination aid to which the provision is prescribed in the rubrics of the questions paper.
10. Any student who absents himself/herself from any examination without duly deferring the examination and has not withdrawn from the course of study, shall be graded "F" for such course(s) and grade(s) shall be reflected in the calculations of his/her GPA.
11. Without prejudice to the regulations cited under Academic Misconducts, the University Senate reserves the right under the law establishing the University to decide finally on all academic matters.
12. For a student to be admitted into any examinations, he/she must have been registered for the course units to be examined and must have fulfilled any university requirements concerning fees and other registration matters.
13. To qualify to sit for semester examinations, a student must have fulfilled the Institute's requirements regarding attendance at lectures and satisfactory completion of Assessments on the LMS. The standards necessary to satisfy these requirements shall be determined from time to time by Institute Board on the recommendation of the appropriate departments, and any changes shall be made known to the students by the start of the relevant semester.
14. Any student found to have infringed any of the Institute's requirements for admission to examinations as mentioned above, shall not be issued an examination card.

15. A student shall not be allowed to enter the examination hall if he/she is more than 30 minutes late except in exceptional circumstance.
16. A student shall not be allowed to leave the examination hall **within 45** minutes after the commencement of an examination except under exceptional circumstances approved by the Head of Department or Examination Officer.
17. Any student who leaves the examination hall shall not be readmitted, unless throughout his/her absence from the hall was escorted or accompanied by invigilator or security personnel.
18. On entering the examination hall, it is the responsibility of the student to draw the attention of the invigilator to any paper or material on his/her seat, table or on the floor around him/her so that materials can be removed before the examination starts.
19. A student who is more than 30 minutes late after the commencement of an examination may be allowed entry only if the invigilator is satisfied with the reason for his/her lateness, but such case shall be reported in writing by the invigilator to the Faculty Examination Officer.+
20. A student who arrives late at an examination hall shall not be **ALLOWED EXTRA TIME**.
21. All electronic equipment, GSM handsets, calculators are not allowed into examination hall except where a specific item is allowed for the paper. A student caught with such unauthorized devices during examination shall be punished in accordance with the stipulated regulations.
22. A student shall comply with the instructions to students as set out in the question paper and answer booklets or other materials supplied.
23. A student shall also comply with any instructions given by the invigilator, except where such instructions interfere with his right as an examinee i.e. he/she should not be made to stand up in the class or asked to go out during examination.
24. A student shall use only the answer booklets provided by the invigilator.
25. All rough works must be crossed out neatly before a student finally submits his/her script to the invigilator. Note that rough works shall only be done on the answer booklet.
26. Under no circumstance shall a student write anything other than his/her matriculation number and name on the question paper. Supplementary answer sheets or booklets, even if they contain only rough work, must be neatly parked into the answer booklet.
27. Administration of the examination misconduct form should be done during the incident and before witnesses. A staff not assigned as invigilator is not allowed to invigilate students during the examination.

28. Students must hand in their examination scripts to the invigilators before leaving the examination hall.

29. Absence from examination as a result of ill-health must be supported with a valid medical certificate from a government approved hospital.

## 5.2 Examination Misconduct and Penalties for Students

Examination misconduct for the purpose of these rules and regulations shall mean anyone or a combination of the following committed by students:

<b>RULE No.</b>	<b>OFFENCE BY STUDENT</b>	<b>PUNISHMENT</b>
Rule 1	Impersonation at examination including: (a) Coming into the examination hall to write for another student. (b) Coming into the examination hall with other person to write examination for the student. (c) Exchange of examination number or name(s) on answer script. (d) Intentional use of a student's number by another person in examination, including: semester examination, SIWES and projects. (e) Where the person (intruder) brought in is not a student, the person should be handed over to the appropriate authority for further investigation.	Expulsion
Rule 2	Introduction of relevant foreign materials or cheat note, printed or written into the examination hall once examination has started.	Expulsion
Rule 3	Copying from a book or cheat note written on the body, clothing, paper or any other material.	Expulsion
Rule 4	Consulting cheat note outside the examination hall in the course of the examination.	Expulsion
Rule 5	Exchange of relevant examination materials in the examination hall which may include: (a) Exchange of question paper containing relevant jottings and materials. (b) Collaboration/copying from each other. (c) Exchange of answer script.	Expulsion

Rule 6	Theft/removal/replacement of examination scripts or materials.	Expulsion
Rule 7	Facilitating/abetting cheating during examinations.	Expulsion
Rule 8	Threats, assault and battery to an invigilator/examination officer or any constituted authority with evidence or witness.	Expulsion
Rule 9	Use of mobile phone (GSM), text message, browsing, earphone, audio recording or other such communication or electronic gadget during the examination.	Expulsion
Rule 10	Running out of the examination hall after being caught for an offence.	Expulsion
Rule 11	Possession of double scripts either secured inside and /or smuggled in from outside the examination hall.	Expulsion
Rule 12	Introduction of fake examination card or identity card in the examination hall.	Expulsion
Rule 13	Seizure and running away with cheat note(s).	Expulsion
Rule 14	Willful destruction of exhibits in the examination hall on the suspicious or on arrest for committing examination misconduct.	Expulsion
Rule 15	Any student caught with a leaked question paper and the source of the leakage investigated and confirmed.	Expulsion
Rule 16	Refusal to write a statement by the student(s) accused of examination misconduct.	Rustication for one session
Rule 17	Failure to honour invitation of the Ethics Committee by a student accused of examination misconduct.	Expulsion
Rule 18	Breaking into the house, office or vehicle of an examiner, lecturer, invigilator or any other officer having anything to do with the marking or evaluation of the performance of students at an examination conducted by the institute.	Expulsion

Rule 19	Obtaining, procuring or possessing by any means a preview of questions intended for any examinations being conducted by the institute before its due date and time.	Expulsion
Rule 20	Any student that insults an invigilator, examination officer or constituted authority during examination and/or other indecent behaviour capable of disrupting the examination.	Rustication for one session
Rule 21	Introduction of relevant foreign materials and cheat notes into the examination hall, but usage not established.	Rustication for one session
Rule 22	If a student refuses to appear after first year of rustication, it is then deemed as self withdrawal.	Rustication for one session
Rule 23	Introduction of mobile phone(s) and/or other such communication or electronic gadgets into the examination hall, but usage not established.	Rustication for one session
Rule 24	Offering or accepting any assistance whatsoever from any other student or person from within or outside the examination hall.	Rustication for one session
Rule 25	Smoking inside the examination hall.	Rustication for one session
Rule 26	Refusal to return or sneaking out with answer script after the examination, if investigated and confirmed.	Rustication for one session
Rule 27	Introduction of non-relevant materials to the examination hall.	Written warning
Rule 28	Unauthorized writing on the question paper.	Written warning
Rule 29	Refusal to give evidence or witness on another student accused of examination misconduct.	Verbal warning by the HOD
Rule 30	Delay in the submission of answer script after an examination has ended.	Written warning
Rule 31	Soliciting for marks or change of grade from the examiner or examination officer.	Written warning
Rule 32	Conversation during examination.	Written warning

Rule 33	Partial mutilation of the answer script by alteration, cancellation, over writing of name, registration number, ID Card numbers, examination code and tearing of pages on the answer script.	Written warning
Rule 34	Unwarranted behavior in the examination hall that may not affect the conduct of the examination.	Written warning
Rule 35	Attempt to assist a course mate and is intercepted before the offence is committed.	Written warning
Rule 36	Failure to write name, registration number, signature on the attendance register.	Cancellation of paper
Rule 37	Any other misconduct related to examinations conducted by the University, which the Senate may from time to time consider as examination misconduct.	Punishable depending on the gravity of the offence
Rule 38	Where a student is found not wanting in any case or alleged offence/act.	Exoneration

### 5.3 Examination Results

#### 5.3.1 Semester Grades

- a. Semester grades are calculated as Grade Point Average (GPA) on the basis of A, B, C, and F which are equivalent to 5, 4, 3, and 0 Grade Point (GP) respectively for classified degrees. The minimum pass mark is 50% or GP of 2.40 for classified degrees offered currently in the university. Hence a minimum CGPA of 2.40 is required for graduation in the classified degree programmes.
- b. In order to obtain an overall pass in the examination in any year of study, a student is required to maintain a CGPA of at least 2.40 to be in good academic standing.
- c. A student who remains on probation for two consecutive sessions and who fails to attain the status of "good academic standing" at the end of that year of study shall be withdrawn from the programme of study.
- d. Failure in any course shall be recorded as such and can only be redeemed by retaking and passing the examination in that course at the next available opportunity.

#### 5.3.2 Notification of Results

1. Internal (Departmental Examiners Board) moderation/consideration of results must be done by departments one week after examinations.
2. DLI Board of Examiners shall meet ten days after the last day of the examinations to consider and approve the results.
3. After the Institute Board has decided on the recommendations to be made to the Senate, the Director may approve the release of results to students portal as provisional examination results subject to approval by Senate.
4. Semester results shall be forwarded to Senate for approval, at least two weeks after the last day of the examinations.
5. Transcripts of examination result shall be signed by Director, DLI, and countersigned by the Institute Secretary. They shall be in letter grades and CGPA numerical marks shall not be shown. Transcripts may only be issued, on request, to Institutions of higher learning and to Institutional sponsors.
6. Certificate of the award of degrees approved by the Senate shall be sealed with the Common Seal of the University and signed by the Vice-Chancellor and the Registrar.

#### **5.4 Grievances Concerning Examination Results (Appeals)**

- a. Occasionally, a student may have reasons to disagree with a grade awarded to him/her on a particular course. If he/she believes that he/she deserves a better grade than what he/she is awarded, he/she may appeal through the Student's portal (The Examination Appeal interface) for reassessment of his/her score after payment of a specified fee per course. .
- b. He/she cannot appeal for the reassessment of scripts belonging to another student. The regulation provides that for an appeal to be valid, an email notice of such an appeal must be sent to the Head of Examinations and copied to the Deputy Director Academics within two weeks of the release/publication of the relevant result on students' portal.

#### **5.5 ACADEMIC MONITORING**

1. The Institute is to set up a Central Monitoring Committee to monitor tutoring and examination. The composition of the Committee includes;

Deputy Director Academics	-Chairman
Head of DLI Quality Assurance	-Member
Head of Examination Unit	-Member
Heads of Programmes	-Member
One Professor from each Department running a programme	- Member
A Secretary to be assigned/appointed	

2. Each Department should set up a Monitoring Committee to monitor students facilitation and examination and report to the Central Monitoring Committee.
3. Online Assessment forms shall be made available to DLI students at the end of each semester to assess their programme of study, the programme coordination and E facilitation done by each of his/her E-Tutors. This will be co'ordinated by the Central Monitoring Committee.