NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY

Yearbook
2018/19

Think in other terms
THE MISSION STATEMENT
To lead in human capital development for industrial and socio-economic transformation, with a bias towards science, technology, engineering and mathematics (STEM) based solutions.

THE VISION
To be a world class University in science, technology, innovation, entrepreneurship and business development, spearheading industrialisation locally and beyond.

CORE VALUES

- In the delivery of value to our clients, we pursue academic excellence with integrity, honesty and ethical behaviour.
- We are committed to responsible research and innovation that drives commercialisation and industrialisation.
- We thrive on mutual respect, teamwork and effective partnerships.
- We are driven by a passion to fulfil your dream.
**Interpretation of Logo**

<table>
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<tr>
<th>Colours</th>
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<tr>
<td>White – Facts and Figures</td>
<td>Star – Rising</td>
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<tr>
<td>Red – Intuition/ Gut Feeling</td>
<td>Bird – Zimbabwe</td>
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<td>Green – Creative Thinking</td>
<td>Scroll – Programmes/ Qualifications</td>
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<td>Yellow – Positive Assessment</td>
<td>Cap – Knowledge</td>
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<td>Blue – Control of the thought Processes</td>
<td>Telescope – Looking</td>
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<td>Black – Negative Assessment</td>
<td>Wall – Industry</td>
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<td>Shield – Protection</td>
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</tbody>
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*Think in other terms*
ADDRESSES

Main Campus:
Cnr Gwanda Road and Cecil Avenue, Bulawayo
Postal Address:
P. O. Box AC 939, Ascot
Bulawayo
+ 263 292 282842| www.nust.ac.zw

OTHER LOCATIONS

School of Medicine
Mpilo Central Hospital
Bulawayo

Institute of Development Studies (IDS)
Surburbs
Bulawayo

Centre for Continuing Education
55 Jason Moyo
Bulawayo
+263 292 88 75 48
+263 292 88 74 88

NUST Guest House
12 Kerr Road
Kumalo
Bulawayo

Harare Office
Zimdef House 18572
Off Mother Patrick Avenue
Rotten Row
Harare
+263 242 251534/ Fax +263 242 794848
FACULTIES AND TEACHING DEPARTMENTS

Faculty of Applied Science

Department of Applied Biology and Biochemistry
Department of Applied Chemistry
Department of Applied Mathematics
Department of Applied Physics
Department of Computer Science
Department of Environmental Science and Health
Department of Forest Resources and Wildlife Management
Department of Radiography
Department of Statistics and Operations Research
Department of Sports Science and Coaching

Faculty of Commerce

Department of Accounting
Department of Banking
Department of Finance
Department of Business Management
Department of Marketing
Department of Insurance and Actuarial Science
Graduate School of Business
Institute of Development Studies

Faculty of Communication and Information Science

Department of Journalism and Media Studies
Department of Library and Information Science
Department of Records and Archives Management
Department of Publishing Studies

Faculty of Engineering
Department of Chemical Engineering
Department of Civil and Water Engineering
Department of Electronic Engineering
Department of Industrial and Manufacturing Engineering
Department of Fibre and Polymer Materials Engineering

Faculty of Medicine
Department of Anatomy & Physiology
Department of Pharmacology and Biochemistry
Department of Pathology
Department of Psychiatry and Social Behavioural Sciences
Department of Nursing and Midwifery Sciences
Department of Surgery and Anaesthetics
Department of Obstetrics and Gynaecology
Department of Paediatrics
Department of Medicine

Faculty of The Built Environment
Department of Architecture
Department of Quantity Surveying
Department of Landscape Architecture and Urban Design (LAUD)

Faculty of Science and Technology Education
Department of Art, Design and Technology Education

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Think in other terms
Department of Science, Mathematics and Technology Education
Department of Technical and Engineering Education and Training

Think in other terms
PRINCIPAL OFFICERS OF THE UNIVERSITY

Chancellor
The President of the Republic of Zimbabwe,
His Excellency Cde Emmerson Dambudzo Mnangagwa
LLB, London; Hon. LLD, MSU; Hon. LLD, UZ; Hon. DPIR, GZU; LLB, LPI, UNZA

Vice-Chancellor
Professor Mghele E. Dlodlo; PhD (Delft University of Technology, The Netherlands); MSEE (Kansas State University, USA); BSEE, BS- Mathematics and Engineering Management (Geneva College, USA)

Pro Vice-Chancellor (Acting): Academic, Research and Consultancy
Dr Nduduzo Phuthi; PhD (Ass & Quality Ass in HE & Training); Pretoria, (2012), MScEd (Science Education); Curtin, Australia (1998), PGradDip (Educational Technology) UZ; 1992, BEd (Biol); University of Zimbabwe (1988)

Pro Vice-Chancellor: Innovation and Business Development
Dr Gatsha Mazithulela; PhD (Genetic Engineering); University of East Anglia, John Innes Centre Norwich, UK (1998); MBA, Middlesex University Business School, London, UK (2002); B.ApSc Hons Biology and Biochemistry (1994)

Registrar
Mr Fidelis Mhlanga; TI Science, Z’bwe; Bed, Msc, UZ; MBA NUST, Z’bwe

Librarian
Ms Katherine Matsika; BA (Hons) Rhodesia, Dip.AdEd., Z’bwe, HDip. LibSci (UNISA)

Bursar
Dr F S Nkomo; B.B.S Z’bwe, MBA Finance, Stirling, C.I.S, Ex DBA (PSB)

Senior Proctor
Professor S. Dube; BSc, MSc Benin, (Nigeria); Grad CE (UZ)
UNIVERSITY COUNCIL

(As constituted in terms of Section 10 of the National University of Science and Technology Act Chapter 25.13 (Formerly Act, 1990)

a) Ex officio:

Vice-Chancellor
Professor Mqhele E. Dlodlo; PhD (Delft University of Technology, The Netherlands); MSEE (Kansas State University, USA); BSEE, BS- Mathematics and Engineering Management (Geneva College, USA)

Pro-Vice-Chancellor: Innovation and Business Development
Dr Gatsha Mazithulela; PhD (Genetic Engineering); University of East Anglia, John Innes Centre Norwich, UK (1998); MBA, Middlesex University Business School, London, UK (2002); B.ApSc Hons Biology and Biochemistry NUST (1994)

Pro-Vice-Chancellor (Acting): Academic, Research and Consultancy
Dr Nduduzo Phuthi; PhD (Ass & Quality Ass in HE & Training); Pretoria, (2012),MSc Ed (Science Education); Curtin, Australia, (1998), PGradDip (Educational Technology) UZ; 1992,BEd (Biol); University of Zimbabwe (1988)

b) Appointed by the Minister of Higher and Tertiary Education, Science and Technology Development:

Ambassador Zenzo Nsimbi; Msc Industrial Metallurgy and Management, Aston University , Higher National Diploma in Metallurgy, Certificate in Metallurgy, Professional Manager’s Program, Professional Manager’s Workshop, Mineral Project Management in Developing Countries, Finance for Non-Financial

Mrs Nomathemba Ndlovu; MSc Marketing NUST, BCom

Mr Job Sibanda; Bachelor of Laws Honours Degree

Mr Japhet Gwante Ndabeni–Ncube; M.A Economics, Post graduate Diploma, Financial Economics, B. A Economics

Mr Israel Ndlovu; Chartered Management Accountant (CIMA); B.Acc (UZ)

Think in other terms
Mrs Sithembinkosi Nyathi; Bachelor of Philosophy Honours in Marketing; Masters in Business Administration, Post Graduate Diploma in Management, Diploma in General Management, Diploma in Marketing Management

Ms Elizabeth Chikwanda; Master of Business Administration (MBA)

Mr Obert Sibanda; Masters of Business Administration, Executive Development Programme, HND Marketing Management, ND Marketing Management, NID in Business Studies, Diploma in Salesmanship, Diploma in SMEs Management & Development

Mr Stephen Nyambuya; Bachelor of Architecture

Engineer Simela Dube; Bachelor of Science Honours (Civic)

Mr Casper Ronney; Master of Business Administration Degree, Bachelor of Science Honours Degree In Accounting, Post graduate diploma in Management, Grad ICSA, Advanced diploma in Accounting and Business, Diploma in Secondary Education

Rev. Dr Rudo Lois Moyo; PhD in Theology, Master of Theology, Honours Bachelor of Theology in Biblical Studies, Certificate in Education

Engineer Todd G Nkiwane; Master of Science in Electrical Engineering, Programmable logic Controller and Mechano-electronics, Wiring Regulations, Portable Appliance Testing
Engineer Gratitude Charis; M Eng. Manufacturing Systems and Operations Management, Bachelor of Engineering Honours Degree in Chemical engineering

Mrs Kezinet Ndhlovu; Master of Business Administration Degree in Banking, Bachelor of Commerce Honours
Degree in banking, Diploma in Credit Management & Advanced Bank Credit Management, Business Systems & Training, Relationship Management, Selling Skills

Mr Chrispen Mugova; Bachelor of Commerce in Accounting

Pastor (Dr) Jefrety Sibanda; Doctor of Ministry in Leadership, Master of Arts in Theology, Bachelor of Education in Educational Administration and Policy Studies, Certificate in Education

Engineer Josephine Makuvara; BSc in Electrical Engineering

Dr Mbongeni Ndlovu; MB ChB, Mmed,

Mr Alois Muzvuze; Master of Science in Finance and Actuaries, Bachelor of Commerce Honours Degree in Actuarial Science

Think in other terms
Ms Bridget Chipungu; Master of Science in Telecommunication Engineering, Bachelor of science in Electrical Engineering, Certificate in Project Management

Engineer E Gwaze; Master of Business Administration, Bachelor of Science Honours Degree in Metallurgy

Ms Fiona Gandiwa Magaya; Certificate in Public Policy, Governance and Leadership, Post Graduate Diploma in law Conciliation and Arbitration, Certificate in Globalisation and Labour Rights, Certificate – Educators development Training, Certificate in Paralegal Training, Diploma in Business Studies accounting

Mr Godwin Zarura Manyonganise; Certificate in Management of Development Programme, Certificate in Post Harvesting and Processing of Certificate in Monitoring and Evaluation, Horticultural Crops, LCCI Diploma In Marketing, Diploma in Project Planning and Management; National Diploma in Agriculture

Mrs Mildred Mkandla; MSc Health Education, (University of London), BA Hons Applied Social Studies; Certificate in Health Visiting, Certificate in Neonatal Intensive Care, State Certified Neonatal Intensive Care, State certified Midwife’s Certificate, State Registered Nurse, Primary Teacher’s Certificate

c) Appointed by the Senate:

Engineer Dr A Chinyama
Dr D J Hlatywayo
Ms V Madiro
Mr H Tshuma
Dr P Nkala
Professor P J Mundy
Mr T Nyamande
Mrs A Chivore
Professor L Nkiwane
Professor E O Enwerem
Dr N Phuthi
Dr C Mabhena
Ambassador M Ngulani
Mr M Mukawa

d) President of the Student’ Union (Ex officio):
Mr D Mwashita

e) A distinguished Academic Appointed by the Council on the recommendation of Senate:
Professor P J Mundy
A woman appointed by the Minister to represent women’s interests:
(Vacant)

Elected by the Non-Senate Members of the Academic Staff and approved by the Vice-Chancellor:
Mr Alois Muzyuwe

Elected by the Administrative Staff and approved by the Vice-Chancellor:
Mr Lawrence Ncube

Appointed by the Workers Committee and approved by the Vice-Chancellor:
Mr R Dube

Appointed by the Minister from the Zimbabwe Congress of Trade Union (ZCTU):
(Vacant)

Appointed by the Minister from a list of Associations or Organisations representing Lecturers/Teachers Associations:
(Vacant)

Appointed by the Minister from a list of the Zimbabwe National Chamber of Commerce (ZNCC):
(Vacant)

Appointed by the Minister from a list of the Confederation of Zimbabwe Industries (CZI):
(Vacant)

Appointed by the Minister from a list of the Council of Zimbabwe Institution of Engineers:
(Vacant)

Appointed by the Minister from a list of names of the Chamber of Mines of Zimbabwe:
(Vacant)

Appointed by the Minister from a list of names of Farmers’ Union:
(Vacant)

Appointed by the Minister from a list of Church Organisations:
(Vacant)

Appointed by the Minister from a list of Organisations representing the Youth Secretary:
The Registrar

Think in other terms
ADMINISTRATIVE STAFF

Vice-Chancellor
Professor Mqhele E. Dlodlo: PhD (Delft University of Technology, The Netherlands); MSEE (Kansas State University, USA); BSEE, BS- Mathematics and Engineering Management (Geneva College, USA)

Communication and Marketing
Director – Mr Felix F. Moyo; MSc Marketing, BA Comm & Ind.Psy
Marketing - Lindiwe Nyoni; MSc Journalism & Media Studies, BSc Journalism & Media Studies

Pro-Vice-Chancellor (Acting): Academic, Research and Consultancy
Dr Nduduzo Phuthi; PhD (Ass & Quality Ass in HE & Training); Pretoria, (2012), MSc Ed (Science Education); Curtin, Australia, (1998), PGradDip (Educational Technology) UZ; 1992, BEd (Biol); University of Zimbabwe (1988)

Research and Innovation Office
Director - Y S Naik; BSc (Univ of Bombay), MSc (Univ of Bombay), PhD (Univ Zim)
Chief Research Officer - P Makoni; BSc (Hons) (UZ), MSc (UZ), PhD (Univ of Copenhagen)
Research Administrator - Cinderella Dube; Cert in Education, (UZ), Cert in Env. Edu., (Rhodes), B.A., (UNISA), M.ED. (EAPPS), (ZOU), MBA, (NUST)

Centre for Continuing Education
Professor S Mpofu; B Admin, MSc RUP (Rhodesia), PhD Michigan State

Senior Assistant Registrar/AVU Learning Centre Manager
Mr V A Mkandla; BA GRAD C.E MPhil, UZ. Diploma Personnel Mgt and Industrial Relation CTC, UK

Administrative Assistant
Buhlenkosi Bumhira; B.Com (UNISA)

Pro-Vice-Chancellor: Innovation and Business Development
Dr Gatsha Mazithulela; PhD (Genetic Engineering); University of East Anglia, John Innes Centre Norwich, UK (1998); MBA, Middlesex University Business School, London, UK (2002); B.ApSc Hons Biology and Biochemistry NUST (1994)

Innovation and Business Development Operations Manager (Acting)
Arnold Moyo; Bachelor of Textile Technology, Master of Science in Marketing

Think in other terms
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<tr>
<th>Position</th>
<th>Name</th>
<th>Qualifications</th>
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<tbody>
<tr>
<td>Alumni Affairs Officer</td>
<td>Concilia Mpofu</td>
<td>Bsc Hons. Journalism and Media Studies – NUST, PGDIP - Management in Marketing – University of Cape Town</td>
</tr>
<tr>
<td>Innovation, Product and Service Development Acting Director</td>
<td>Mr A Ncube; BA, Media Studies, MSc. Information Science, MIP. (Masters in Intellectual Property)</td>
<td></td>
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<tr>
<td>Physical Planning Works and Estate Acting Director</td>
<td>Mr. M. Maphosa; BQS (Hons) in Quantity Surveying, NUST</td>
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<tr>
<td>Administrative Officer</td>
<td>Mr R. Moyo; BA (Gen), PGDE, UZ; MBA, MSc Mktng, NUST</td>
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<tr>
<td>Information and Communications Technology Services Director</td>
<td>CC L Sibanda; BSc (Hons) Comp Science NUST Z’bwe; MSc Elect Eng (Telecoms), UCT</td>
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<tr>
<td>Managers</td>
<td>Mr Z E Ndlovu; BSC Computer Science, MSc Information Systems</td>
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<td></td>
<td>Ms Novuyo N T Bobo; BBA Computer and Management Information Systems, MSc Computer Science, Diploma in ICT and Pedagogical Development.</td>
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<tr>
<td></td>
<td>H Tsokodayi, BSc (Hons) Comp. Science NUST Z’bwe</td>
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<tr>
<td>Engineers</td>
<td>Mr Alan Ntini; BSc (Hons) Computer Science, MBA</td>
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<td></td>
<td>Ndlovu Thulani; BEng (Hons) Electronic Engineering (NUST) Reading MSc in Communication Engineering (UZ)</td>
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<tr>
<td>Webmaster</td>
<td>Ngqabutho B Nhlabano; BSc Computer Science, MSc Information Systems</td>
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<tr>
<td>Chief Technician</td>
<td>Tiese D Maseko; BSc (Hons) Computer Science (NUST)</td>
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<tr>
<td>Registrar</td>
<td>Mr Fidelis Mhlanga; TI Science, Z’bwe; Bed, Msc, UZ; MBA NUST, Z’bwe</td>
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<tr>
<td>Deputy Registrar, Academic</td>
<td>Mr E Phiri; BSc (Hons) Pol Admin, UZ, MBA NUST Z’bwe</td>
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_Think in other terms_
Senior Assistant Registrar: Admissions and Student Records
Mr L J Hadebe; Med (ZOU), BEd (UZ), Cert in Edn (Gwanda Zintec)

Administrative Assistant: Admissions and Student Records
Mrs Shorayi Manjeru; MBA (Executive) (NUST), B Mgt Human Resources, ND Secretarial Studies

Administrative Assistant: Admissions and Student Records
Mrs D Dengu; BEd, Bristol, Dip Ed, MED, UZ, IPMZ fellow

Senior Assistant Registrar: Examinations
Mrs J Nyathi; JEB TIP Diploma in Typing, Pitman UK, BA English and Communication ZOU, MBA NUST Z’bwe

Administrative Assistant - Examinations
Ms Ndelelenhle Mpala; MSc RAM, BSc(Hons) RAM NUST

Deputy Registrar, Administration
Ms V R Dube; Cert Tng & Dev. (IPMZ), Dip. Pers. Mgt (IPMZ) BSc Home Economics Messiah USA, MBA NUST

Senior Assistant Registrar: Human Resources – Academic Section
Mr T Moyo; BA, Grad CE (UZ); MBA NUST; Dip Training Mgt; Higher Dip HR

Senior Assistant Registrar: Human Resources – Non-Academic Section
(Vacant)

Senior Assistant Registrar: Human Resources – Training and Staff Development Section
Mrs Nonsikelelo Ndlovu; BBA, Solusi; MBA, NUST

Administrative Assistant: Human Resources
Mrs Faith Ndlovu; B Com (Hons) HR, HND in Secretarial

Central Services: Acting Assistant Registrar
Mrs Monica Matema; B. Management Human Resources (ZOU), MSc Marketing (NUST)

Security
Chief Security Officer
Mr C C Banda; MSc Aeronautical Eng, Hellenic Academy-Greece, City and Guilds, QA Psc. SqnLdr (rtd)

Administrative Assistant
Mr L Mazhanyuro; EMBA (NUST), B Ad Edu (UZ), Dip in Ad Edu (UZ), Dip in Dev and Disaster Management (NUST), Soccer Referees’ Certificate (ZIFA), InterAction Leadership
Programme (British Council), Police Driving School Instructor’s Certificate (Z R Police Driving School), Certificate of Achievement, Manager’s Toolkit (Aura Factor), Certificate of Attendance (Human Rights and the Law) (Legal R/Foundation), Human Rights and the Law (ZiPAM), Basic Counselling and Communication (ZOU), Certificate in Internal Controls and Fraud detection (NUST), Certificate of Attendance, Communication (Rowa), Certificate in Basic Counselling Skills (ZOU), Certificate in Security, Human Rights and the Law (NUST CCE)

Security Officer
Abednico Dube; MSc Disaster Management, BSc (Hons) degree in Police and Security Studies (BUSE), Diploma in General Management (CACC), Certificate in Training Methods (UZ), Certificate in Basic Police Training, Certificate in Investigations

Student Affairs Division
Dean of Students
Sibongile Kamusoko; Doctorate in Educational Leadership (Ed.D) (Higher Education Administration)

Assistant Dean of Students
Stylish Magida; CE, (UCE); STC (Hillside); Dip Adult Edn, Bed, Med, MA Adult Edn, UZ

Student Health Services- Medical Doctor
(Vacant)

Chief Nursing Sister
(Vacant)

Student Employment and Career Guidance
C. Ncube; Dip in Edn (Hillside Teachers College), Dip in French (University of Tampon Reunion), BSc Hons Sociology (UZ), MA UNISA

Director Residences, Campus Life and Catering
Mr P Z Khumalo; Bachelor of Education (Bed) (Chem) (UZ) University Certificate in Education (CEd-Sc) UR, Master in Business Administration (MBA) (UZ)

Chaplain
Mr T Dube; BA Hons (UZ), Grad CE (UZ), Dip in Church Ministry (Calgary University, CA), MIIM (SIT, USA)

Senior Administrative Assistant
(Vacant)

Sports Administrator
Judith Siziba; BSc (Hons) in Sports Science and Coaching (NUST), Master of Sports Science and Coaching (University of KwaZulu Natal)
Administrative Assistant (Sports)-
Sibonile Madhodha; Dip, Edu, UZ. BSc. Sports, ZOU

Student Counselor
Sibongile Munzara; Bsc (Hons) Counseling, MBA
Racheal Ndebele; MSc in Counseling, BSc (Hons) Psychology; Dip in Edn

Librarian
Ms Katherine Matsika; BA (Hons) Rhodesia, Dip.AdEd.Z’bwe, HDip. LibSci (UNISA)

Bursar
Dr F S Nkomo; Ex DBA (PSB), B.B.S Z’bwe, MBA Finance, Stirling, C.I.S

Deputy Bursar Accountancy & Systems Management
Ms T. Ncube; B Sc Economics(UR), ACMA (CIMA)

Deputy Bursar Finance and Administration
R Noko; BCom(Hons) Accounting, MCom Accounting, CPA (Zim), RPAcc (Zim)

Principal Accountant
Mr Lawrence Ncube; Msc - Banking and Financial Services (NUST-Zimbabwe), Bcom (Honors) in Banking (NUST-Zimbabwe), Cert.in basics of Business University of South Africa (UNISA), Cert.in Retirement Funds Trusteeship Insurance Institute of Zimbabwe (IIZ)

Mr C Ncube; B Com Accounting (ZOU), MBA (Banking and Finance) (UZ)

Nomathemba Moyo; MBA Banking and Finance (NUST), BCom Hon in Accounting (MSU), HND Higher National Diploma in Accountancy (Byo Poly)

Procurement Manager(Acting)
Mrs T Ngwenya; BCom Hons Purchasing and Supply, HND Purchasing and Supply Mgt, PGDM in Mgt

Assistant Accountants
Ms T Karikoga; HND (Bulawayo Polytechnic), B.Com Accounting (NUST) Master of Science in Finance and Investments (Nust)

Phendlinhlalo Nkomo; BBA -Accounting degree

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Think in other terms
HISTORICAL PERSPECTIVE

The idea of a Second University in Zimbabwe was first mooted in June 1982 in the Report of the University of Zimbabwe, Vice Chancellor's committee of Inquiry into the high failure rates which that University experienced in the years 1980 and 1981. The report observed that:

"It is estimated that the maximum number of students which the present campus can carry is about 6,000. From existing projections there will be about 5,000 students by 1985 and 6,000 in 1986 or 1987. This fact together with the already existing problem of applicants with minimum requirements failing to gain admission makes it imperative that plans should begin to be made for the establishment of a Second University Campus in Zimbabwe. The committee considered that the best and most cost effective way to do this is to set up another campus of the University of Zimbabwe which will grow towards specialisation in certain fields of study such as Education and Science and Technology. The campus could eventually grow into a College of the University of Zimbabwe and perhaps, into a Second University in the long run".

Unfortunately, this recommendation was not taken seriously at the time. Government seemed to have considered the matter to be premature while the University of Zimbabwe thought it was largely a matter for the Government to decide upon.

It was not until late 1987, that the Vice Chancellor of the University of Zimbabwe, Professor W. J. Kamba, discussed with his colleagues the necessity of approaching Government about setting up a feasibility study of a second university/campus. As a result of this discussion a recommendation was made to the then Minister of Education, Dr Dzingai Mutumbuka, that a Commission be set up to look into the question of a second institution of higher education in Zimbabwe.

On the 15th of April 1988, His Excellency the President, Cde R. G. Mugabe appointed a Commission under Statutory Instrument 59A. Seven Commissioners were sworn in on April 25, 1988, by the Acting President, Cde S. V. Muzenda. The three remaining commissioners were sworn in by His Excellency the President himself on June 15, 1988.

The membership of the commission was as follows:

Mr P. R. Williams: (Chairman)
Dr S. Mahlahla
Professor R. J. Amonoo
Mr S. R. S. Dangarembwa

Think in other terms
Mr M. F. Haddon
Professor Z. Krajina
Rev. G. Malaba
Mr S. C. Mumbengegwi
Professor E. A. Ngara
Dr G. G. Sikipa
Mr S. Q. Mphisa served as Commission Secretary

The commission was given comprehensive terms of reference, among which were:

- To investigate the need for and assess the feasibility of setting up a Second University/Campus bearing in mind the manpower requirements and development objectives of Zimbabwe.
- To make recommendations on whether the Second University/Campus should have a Science and Technology bias and or other alternative bias, taking into account the need for rapid technological and industrial development in Zimbabwe.

The Commission presented its report to His Excellency the President on the 1st of February 1989. Its major conclusion was that, on the basis of manpower requirements for economic growth as well as the increasing number of well qualified `A' level school leavers, University expansion "is not only justified: it is also a necessity".

After considering the argument put to it for different possibilities in which University education could be expanded, such as: the creation of a new autonomous University; the establishment of a second major campus of the University of Zimbabwe; or starting several University Colleges or satellites in different parts of the country, the Commission opted for a new autonomous University.

It recommended that a "Second University should be established with a Science and Technology bias", and that the University "be located in Bulawayo and should admit its first students in 1993".

After considering the report of the Commission, the Government of Zimbabwe decided to accept all the recommendations contained therein, except the one relating to the timing of the first intake of students. Instead of 1993, the government decided that the University should open its "doors" to the first intake of students in May 1991.

However, there was a delay in taking steps for the actual implementation of the commission's report. It was not until late 1989 that a committee was formed by the Ministry of Higher Education to make a first draft of the new University's enabling legislation. The final draft Bill was presented to the Zimbabwe Parliament by the then Minister of Higher Education, Cde David Karimanzira on the 24th of October, 1990.

It was piloted through Parliament together with a Bill amending the 1982 University of Zimbabwe Act. The effect was to make the Acts of the two universities virtually identical. Some of the provisions of the two Bills were considered controversial by the University community. Students and staff demonstrations were held at the University of Zimbabwe against these provisions which were
considered as significantly reducing the University's academic freedom and autonomy by shifting the power base towards the Government.

In spite of the demonstrations, protests and protracted discussions which followed the publication of the Bills, they sailed through Parliament and have now become laws of Zimbabwe. The name "National University of Science and Technology (NUST)" was adopted for the New University in Bulawayo.

Meanwhile, even before the new University Bill was presented to Parliament the Minister of Higher Education had constituted the Foundation Committee of the then proposed National University of Science and Technology.

The membership of the Foundation Committee was as follows:-

Professor P. M. Makhurane (Chairman)
Professor C. J. Chetsanga (Vice-Chairman)
Dr F. Takawira
Professor G. L. Chavunduka
Dr E. J. Chanakira
Dr M. N. Mambo
Dr S. C. Mumbengegwi
Mr M. M. Ndubiwa
Mr A. Maboyi-Ncube
Mr W. Bako
Dr J. B. Dube
Mr F. Munezvenyu
Mr V. R. M. Nyathi
Dr S. Muchena
Mr N. Kudenga
Mr P. M. Kodzwa
Mrs S. D. Nyoni
Mr A. Read
Mr A. Moyo
Mr R. Chitirin
Mr P. S. Mahlangu
Eng. M. Grant
Mr N. Mabodoko
Mr E. W. Sansole
Mr Justice G. Chinengundu

The Foundation Committee was officially launched by the Minister of Higher Education in the Large City Hall in Bulawayo on the 17th of August 1990. It became a legal entity on the 21st of December 1990 when the National University of Science and Technology Act was published in the Government Gazette.
By the time it was dissolved the Foundation Committee had met nine times. Most of its work was carried out by the Chairman who operated on a semi-full time basis having been kindly and informally seconded to NUST by the University of Zimbabwe.

In order to expedite its work, the Foundation Committee established several Sub-Committees including the following:-

- the Executive Sub-Committee
- the Academic Sub-Committee
- the Planning/Building Sub-Committee
- the Senior Non-Academic Staff Sub-Committee
- the Staff Development Sub-Committee

Like the Foundation Committee, these Sub-Committees operated until the proper Council of the University had been constituted. The terms of reference of the Foundation Committee were set out in Section 30 of the Act (See Part VI).

In spite of numerous rather frustrating delays resulting from the launching of the Foundation Committee before the enabling Act had been promulgated, the long gap between the presentation of the Bill to Parliament in October 1990 and its Publication in December 1990, the lack of financial and budgetary provisions for the work of the Committee and the protracted negotiations with Treasury emanating from this, the Foundation Committee managed to meet the deadline set by the Minister of Higher Education at the launching ceremony. The Committee managed to arrange for the first intake of students into NUST to take place in April 1991.

The Committee further decided that for the 1991 academic year the University should offer first year teaching in the Faculties of Commerce, Industrial Technology and Applied Sciences. These were chosen mainly by virtue of the fact that they offered courses which were closest to those which were being offered by the University of Zimbabwe through its Bachelor of Technology (B. Tech.) programme at the Bulawayo Polytechnic. This made it possible for NUST to make use of the facilities at the Bulawayo Polytechnic for the benefit of its first year students. B. Tech. staff in Bulawayo were appointed by NUST and the transitional arrangements were satisfactory.

Meanwhile, the University of Zimbabwe decided to phase away the B. Tech. programme in the wake of the establishment of NUST. Thus there was no intake into the B. Tech. Programme in 1991.

However, the 2nd, 3rd and 4th year students on the B. Tech programme continued to be taught at both the Harare and Bulawayo Polytechnics. The academic staff were fully consulted on this and
they were aware of the fact that for the next few years they would serve the interests of both Universities. A special honorarium was to be paid to them in recognition of this arrangement.

In appreciation, the Chairman of the Foundation Committee, Professor P.M. Makhurane, wrote,

"As former Chairman of the Foundation Committee I wish to express my great appreciation to all members of the Committee for their co-operation and assistance at all times. Although some of the meetings were called at very short notice we managed to achieve good attendance so that decisions could be taken. I also wish to extend my gratitude to all the people who were so ready to render their services either as members of the Sub-Committees or in other capacities. The then Permanent Secretary of Higher Education, Dr E. J. Chanakira, deserves special mention for his willingness to bend some of the rules in order to place facilities, equipment and personnel at the Foundation Committee's and my disposal. The principal of the Bulawayo Polytechnic, Mr A. Maboyi-Ncube, apart from being a member of the Foundation Committee also assisted the Committee tremendously in willing us to use his Board Room for all our meetings and for providing tea and some lavish meals. The then Acting Principal of the United College of Education, the late Mr G. T. Msengezi and the Principal Miss S. Chakanyuka were of invaluable service to me in that they provided the two offices and their Guest House to the National University of Science and Technology. After providing the offices and the Guest House, they continued to be very valued "neighbours" and they were untiring in offering help in all sorts of ways including some meals, teas and the collection of very heavy mail. I must express my appreciation for the services of Miss Ketiwe Dhliwayo who will go down in history as the first Secretary of the National University of Science and Technology. She was kindly seconded to me by the Secretary for Higher Education to assist with all the secretarial work. She discharged her duties with distinction and much patience. Later on she was joined briefly by Miss Thembinkosi Dube as a Temporary Clerical Assistant and more permanently by Miss Eureka Dube in the same capacity. I wish to express my personal hope that the National University of Science and Technology will grow to become a flourishing and reputable institution not only in Zimbabwe and in Southern Africa but also among the international fraternity of Universities. I hope and pray that it will achieve its Mission of, among other things, 'encouraging in all its members and in society those attitudes of fair mindedness, understanding, tolerance and respect for people and views which are essential for the attainment and maintenance of justice, peace and harmony at all times".

On the 8th of April 1991, NUST opened for the very first time with 270 students in the three Faculties mentioned above. The number of academic staff was 28.

On the 19th of May 1991, Professor P. M. Makhurane was appointed as the inaugural Vice-Chancellor of the University and soon after that Mr Lameck Sithole and Mr Michael Kariwo were
appointed as the first Bursar and first Registrar respectively. Other staff followed and by the 1st of October 1991, the total number of people involved on a full-time basis with what was going on at NUST was as follows:-

- 270 students
- 28 academic staff
- 41 administrators
- 11 support staff

On the 28th of October 1991, the University organised a large public ceremony to install its first Chancellor, His Excellency Cde R. G. Mugabe, President of Zimbabwe and its first Vice-Chancellor, Professor Phinias Makhurane, as well as to lay the institution's Foundation stone. The ceremony was held at the University site where a large and colourful camp had been constructed for the purpose. A separate report on the installation and Foundation laying ceremony was prepared and all the speeches delivered on that day are included in the report.

For the 1992/93 academic year the University admitted an additional 300 students into the first year in the three existing faculties viz. Commerce, Applied Science and Industrial Technology. Student numbers grew to over 1200 by 1995. During the same period Academic Staff in post grew to 85.

On Saturday 27 May 1995 the University held its first Graduation Ceremony at which the Doctor of Technology honorary degree was conferred upon the President and Chancellor, Cde R.G. Mugabe. Some 163 graduates from the Faculties of Commerce and Applied Sciences were capped. This was indeed a historical event.

On the 20th of July, 1996 the University held its second graduation ceremony, where 281 graduands were capped. The first cohort of graduates from the Faculty of Industrial Technology and the Department of Computer Science were conferred with degrees on that occasion.

The generous donation by the Bulawayo City Council of a site 160 hectares in size and provision of a capital budget by Government enabled the first construction phase to begin.

The Building programme was initially delayed by the shortage of water in Bulawayo. Work started in March 1992 when the first contract valued at ZS4,6m was awarded to A. P. Glendenning for the bulk earth works and civil engineering construction for roads. Briefs for the building were completed in May 1992. In July 1993 the construction programme started with the award of our first contract to Belmont Construction for the Administration Block. A year later, in September 1994 the second contractor, International Construction Zimbabwe started work on the Faculty of Commerce block. In November and December 1994 work also started on the departments of Chemistry and Chemical Engineering respectively. Construction of the first student hostel began a year later, in September, 1995. However, progress on the construction of this building has been hampered by cash flow.
problems. Work on the Library began in April 1998, followed by the Ceremonial Hall and the Student Services Centre in November of the same year.

The University moved to campus on the 1st of August, 1998, to occupy the Faculty of Commerce and Administration Buildings. The first lectures on campus took place in the Faculty of Commerce Building on the 17th of August, 1998.
THE NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY ACT, 1990 ARRANGEMENT OF SECTIONS

NATIONAL UNIVERSITY OF SCIENCE AND TECHNOLOGY ACT CHAPTER 25.13
(FORMELY ACT, 1990)

ARRANGEMENT OF SECTIONS

Section
1. Short title and the date of commencement.
2. Interpretation.
3. Establishment of University.
4. Objects and Powers of University
5. Membership of University
6. Prohibition against discrimination in membership of University.
7. Chancellor.
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SCHEDULE: Statutes of the University

To establish the National University of Science and Technology and also to provide for matters connected therewith or incidental thereto.

ENACTED by the President and the Parliament of Zimbabwe.

Short title and Date of Commencement

1. (1) This Act may be cited as National University of Science and Technology Act Chapter 25:13 (formerly Act 1990).
   (2) Sections two to twenty-nine shall come into operation on a date to be fixed by the President by statutory instrument.
   (3) This section and section thirty shall come into effect on the date of publication of this Act.

Interpretation

2. (a) In this Act:
   “Academic Staff” means all persons employed, whether full-time or part-time, by the University as –
   (a) professors, lecturers of any class or persons engaged in research; or
   (b) holders of posts declared by the Senate to be academic posts:
   “Administrative Staff” means all persons employed by the University who are categorized in terms of the Statutes as members of the administrative staff;
   “Bursar” means the person holding office as Bursar of the University in terms of Section Eighteen;
   “Chairman of Department” means a person appointed in terms of the Statutes to be chairman of a Teaching Department or head of an Institute or Centre controlled by the University;
   “Chairman of the Council” means the person elected to be chairman of the Council in terms of Section Twelve;
   “Chancellor” means the President in his capacity as Chancellor of the University in terms of Section Seven;
   “Council” means the University Council established in terms of Section Ten;
   “Faculty” means a Faculty of the University established in terms of the Statutes;
   “Institute” means an Institute established in terms of the Statutes;
“Librarian” means the person holding the office of Librarian of the University in terms of Section Nineteen;
“Minister” means the Minister of Higher and Tertiary Education, Science and Technology Development or any other Minister to whom the President; may from time to time assign the administration of this Act;
“Non-academic staff” means all persons employed by the University who are not members of the academic staff;
“Pro-Vice-Chancellor” means a person holding office as Pro-Vice-Chancellor in terms of Section Nine;
“Professor” means a professor of the University;
“Registrar” means the person holding office as Registrar of the University in terms of Section Seventeen;
“Regulations” means regulations made by the Senate under Section Twenty-eight;
“Senate” means the Senate established in terms of Section Fourteen;
“Senior,” in relation to the staff of the University, means the Registrar, the Bursar and such other members of staff as the Council may determine from time to time;
“Statutes” means the Statutes of the University set out in the Schedule as amended from time to time or replaced in terms of Section Twenty-seven;
“Students’ Union” means any association of students recognized by the Council as the Students Union;
“University” means the National University of Science and Technology constituted in terms of this Act;
“Vice-Chancellor” means the person holding the office of Vice-Chancellor in terms of Section Eight;
“Workers” means all persons employed by the University who are categorised in terms of the Statutes as workers.

3. (1) There is hereby constituted a university to be known as the National University of Science and Technology.
The University shall be a body corporate with perpetual succession and shall be capable of suing and being sued in its corporate name and subject to this Act, of performing all acts that bodies corporate may by law perform.

**Objects and Powers of the University**

4. (1) The objects of the University are the advancement of knowledge with a special bias towards the diffusion and extension of science and technology through teaching, research and, so far as is consistent with these objects, the nurturing of the intellectual, aesthetic, social and moral growth of the students of the University.

(2) For the achievement of its objects, the University shall, subject to this Act, have the following powers:-

(a) to provide for research and courses of instruction, whether on a full-time or part-time basis, by correspondence or extramurally, and to take such other steps as may appear necessary and desirable for the advancement and dissemination of knowledge;

(b) to hold examinations and to confer degrees, including honorary degrees, diplomas, certificates and other awards, upon persons who have followed courses of study approved by the Senate and additionally, or alternatively, have satisfied such other requirements as may be determined by the Senate;

(c) to provide courses not leading to degrees, diplomas or certificates, including training for persons wishing to enter the University;

(d) to provide opportunities for staff and students and such other persons as the University may approve to engage in productive activity in the fields of science and technology and any other fields in which the University may from time to time be engaged;

(e) to promote research with emphasis on scientific, technological, industrial and developmental projects, with particular reference to the developmental needs of Zimbabwe;

(f) to institute professorships, lectureships, research fellowships, staff development fellowships and other posts and offices and to make appointments thereto;
(g) to institute and award fellowships, bursaries, prize medals, exhibitions and other distinctions, awards and forms of assistance consistent with its objects;
(h) to erect, equip and maintain laboratories, offices, halls of residence, lecture halls, libraries, museums and other buildings and structures required for the promotion of its objects;
(i) to regulate and provide for the residence of its students and members of staff;
(j) to provide and maintain sports fields and other recreational facilities for its students and members of staff;
(k) to demand and receive such fees as may from time to time be prescribed by or in terms of the Statutes;
(l) to enter into such contracts and to establish such trusts and to appoint such staff as the University may require;
(m) to establish pension, superannuation or provident or other credit fund schemes for the benefit of its staff or any section thereof and to enter into arrangements with the Government or any organization or person for the operation of such schemes;
(n) to acquire any property, movable or immovable, and to take, accept and hold any property which may become vested in it by way of purchase, exchange, grant, donation, lease, testamentary disposition or otherwise;
(o) to sell, mortgage, let on hire, exchange, donate or otherwise dispose of any property held by it;
(p) to invest in land or securities such funds as may be vested in it for the purpose of endowment, whether for general or specific purposes, or such other funds as may not be immediately required for current expenditure;
(q) to borrow money for any purpose which the Council thinks fit;
(r) to lend money in the form of short-term loans to its staff on terms and conditions approved by the Council;
(s) to do all such acts and things, whether or not incidental to the powers specified in this subsection and whether inside or outside Zimbabwe, as may be requisite in order to further its objects or any of them.
Membership of the University

5. The University shall consist of:-
   (a) a Chancellor, and
   (b) a Vice-Chancellor, and
   (c) one or more Pro-Vice-Chancellors, and
   (d) members of the Council, and
   (e) members of the Senate, and
   (f) members of staff, and
   (g) students, and
   (h) the Convocation

Prohibition against discrimination in membership of University

6. (1) No test of religious or political belief, race, ethnic origin, nationality or sex shall be imposed upon or required of any person in order to entitle him to be admitted as a member of staff or student of the University or to hold any office therein or privilege thereof.

   (2) Nothing in subsection (1) shall be constructed as preventing the University from giving preference to citizens or residents of Zimbabwe when making appointments or promotions or when admitting students.

Chancellor

7. (1) The President of Zimbabwe shall be Chancellor of the University.

   (2) The Chancellor shall be the Head of the University.

   (3) The Chancellor shall have the right:-
       (a) to preside over any assembly or meeting held by or under the authority of the University, and
       (b) upon the recommendation of the Council and the Senate, to confer degrees, diplomas, certificates and other awards and distinctions of the University and to withdraw or restore such awards.

Vice-Chancellor

8. (1) The Vice-Chancellor shall be appointed by the Chancellor after consultation with the Minister and Council and shall hold office for such period as is provided in his contract of employment.

   (2) Subject to the general control of the Council, the Vice-Chancellor shall be the chief academic, administrative and disciplinary officer of the University, with general responsibility for maintaining and promoting the efficiency, effectiveness and good order of the University.

   (3) Subject to sub-sections (4) and (5), the Vice-Chancellor may:-
       (a) suspend from duty any member of staff of the University;
(b) subject to section six, prohibit the admission of a student or any person to the University;

(c) prohibit, indefinitely or for such period as he may specify, any student or groups of students from attending any class or classes;

(d) prohibit any student or group of students or person or group of persons from entering or remaining on such part or parts of the University campus as he may specify;

(e) expel or suspend, indefinitely or for such a period as he may specify, any student or group of students;

(f) dissolve or suspend, indefinitely or for such period as he may specify, the Students Union or any of its committees or organs, or prohibit or suspend, indefinitely or for such period as he may specify, any activity or function of the Students’ Union or any of its committees or organs;

(g) impose any other or give any other order in respect of:
   (i) a member of staff, which is recommended by the Disciplinary Committee in terms of subsection (6) of section twenty-four;
   (ii) a student, which is recommended by the Student Disciplinary Committee in terms of subsection (6) of section twenty-five.

(4) The Vice-Chancellor shall not expel a student for misconduct unless the student has been found guilty of that misconduct by the Student Disciplinary Committee in terms of section twenty-five.

(5) Any action taken by the Vice-Chancellor in terms of subsection (3) shall be subject to ratification by the Council.

Pro-Vice Chancellors

9. (1) One or more Pro-Vice Chancellors may be appointed by the Council with the Approval of the Minister in accordance with the Statutes.

(2) A Pro-Vice Chancellor shall assist the Vice-Chancellor in the performance of his functions and, in addition, shall have such functions as may be specified in the Statutes.

(3) The Vice-Chancellor may delegate to a Pro-Vice Chancellor, either absolutely or subject to conditions, any of his functions in
terms of this Act and may at any time amend or withdraw any such delegation;
Provided that the delegation of a function in terms of this subsection shall not prevent the Vice-Chancellor from himself exercising that function.

10. (1) Subject to this Act any general directions as to policy given by the Minister, the government and executive authority of the University Shall be vested in the Council, which shall consist of:-
(a) the Chancellor, the Vice-Chancellor and the Pro-Vice Chancellors, who shall be ex-officio members; and
(b) sixteen persons appointed by the Minister; and
(c) nine persons who are members of the of the academic staff appointed by the Senate, other than the Vice-Chancellor and the Pro-Vice Chancellors; and
(d) the President of the Students' Union, who shall be an ex-officio member; and
(e) one person who is a distinguished academic appointed by the Council on the recommendations of the Senate; and
(f) one woman appointed by the Minister to represent women's interests; and
(g) one person approved by the Vice-Chancellor and elected by the non-Senate members of the academic staff from among themselves; and
(h) one person approved by the Vice-Chancellor and elected by the administrative staff from among themselves; and
(i) one person approved by the Vice-Chancellor and elected by the workers' committee of the University; and
(j) one person appointed by the Minister from a list of names submitted by the Zimbabwe Congress of Trade Unions or, if that organization ceases to exist, by such other organization as the Minister, after consultation with the Minister to whom the administration of the Labour Relations Act, 1985 (No.16 of 1985) has been assigned, recognizes as its successor for the purposes of this paragraph; and
(k) one person appointed by the Minister from a list of names submitted by such organization representing teachers and additionally, or alternatively, lecturers, as the Minister recognizes for the purposes of this paragraph; and
(l) one person appointed by the Minister from a list of names submitted by the Zimbabwe National Chamber of Commerce, if that organization ceases to exist, by such other organization as the Minister, after consultation with the Minister responsible for commerce, recognizes as its successor for the purposes of this paragraph; and

(m) one person appointed by the Minister from a list of names submitted by the Confederation of Zimbabwe Industries or, if that organization ceases to exist, by such organization after consultation with the Minister responsible for industry, recognizes as its successor for the purposes of this paragraph; and

(n) one person appointed by the Minister from a list of names submitted by the Council of the Zimbabwe Institution of Engineers (Private) Act (Chapter 226) or if that organization ceases to exist, by such other organization as the Minister, after consultation with the Minister responsible for public construction, recognizes as its successor for the purposes of this paragraph; and

(o) one person appointed by the Minister from a list of names submitted by the Chamber of Mines of Zimbabwe Incorporation (Private) Act (Chapter 162) or, if that organization ceases to exist, by such other organization as the Minister, after consultation with the Minister responsible for mines, recognizes as its successor for the purposes of this paragraph; and

(p) one person appointed by the Minister from a list of names submitted by such farmers unions as the Minister, after consultation with the Minister responsible for agriculture, recognizes for the purposes of this paragraph; and

(q) one person appointed by the Minister from a list of names submitted by such organization representing churches or organizes religion as the Minister recognizes for the purposes of this paragraph; and

(r) one person appointed by the Minister from a list of names submitted by such organization representing youths or the interests of youths as the Minister recognizes for the purposes of this paragraph.

Think in other terms
(2) If any person, organization or authority fails or declines:
(a) to appoint or elect any person in terms of paragraph (c), (g), (h), or (i) of subsection (1) within a reasonable time after being called upon to do so, the Council, after consultation with the Minister, may appoint any person to fill the vacancy;
(b) to submit a list of names in terms of paragraph (j), (k), (l), (m), (n), (o), (p), (q) or (r) of subsection (1) within a reasonable time after being called upon to do so, the Minister may appoint any person to fill the vacancy.

Functions of Council 11. (1) Subject to this Act and the Statutes, the Council shall:
(a) appoint –
(i) with the approval of the Minister, the Pro-Vice-Chancellors and the Registrar;
(ii) the Bursar, the Librarian and academic staff; and
(iii) the administrative staff and other employees of the University.
Provided that the Council may delegate its duties under this paragraph to such committee as may be prescribed in the Statutes;
(b) on the recommendation of the Senate, institute professorships, associate professorships and other academic offices, and abolish or hold in abeyance any such offices;
(c) receive and, if the Council considers it proper to do so, give effect to report and recommendations from the Senate on those matters upon which the Senate is authorized or required by this Act or the Statutes to make reports and recommendations;
(d) cause to be prepared annually a statement of expenditure of the University during the previous financial year, and of the assets and liabilities of the University on the last day of that previous financial year;
(e) submit statements of income and expenditure referred to in paragraph (d) to audit by an auditor appointed by the Council, and shall publish such statements and the auditor's reports thereon;
(f) cause to be prepared annually estimates of income and expenditure for the following financial year;
(g) cause to be prepared and made available to the public a report on the activities of the University during each year.

(2) Without limitation on any other powers conferred on Council by this Act, the Council shall have the following powers:

(a) to receive recommendations from the Senate for conferment, withdrawal or restoration of degrees, including honorary degrees, and diplomas, certificates and other awards and distinctions of the University and, if approved, to submit them to the Chancellor;

(b) to administer the property of the University and to control its affairs and functions;

(c) to exercise on behalf of the University such of the powers set out in subsection (2) of section four as are not exercisable in terms of this Act by any other authority;

(d) to do such other acts as it considers to be necessary for the proper administration of the University and the achievement of its objects.

12. (1) The Council shall elect a chairman and a vice-chairman from amongst its members to hold office for such period and subject to such terms and conditions as are prescribed in the Statutes.

(2) At all meetings of Council at which the Chancellor is not present the chairman of the Council or, in his absence, the vice-chairman shall preside.

(3) If at any meeting of the Council the Chancellor and the chairman and vice-chairman of Council are all absent, the members of the Council who are present shall elect a person from amongst their number to preside at the meeting.

13. (1) There shall be a principal committee of the Council to be known as the Executive Committee.

(2) The Executive Committee shall consist of:-

(a) the chairman and vice-chairman of the Council and

(b) the Vice-Chancellor and every Pro-Vice-Chancellor; and

(c) ten members of the Council, of whom:-

(i) five shall be appointed by the Minister; and

(ii) three shall be appointed by the Senate; and

(iii) two shall be appointed by the Council.

(3) The Chairman and Vice-Chairman of the Council shall be the chairman and vice-chairman of the Executive Committee.
the Executive Committee shall exercise such of the functions of the Council as the Council may delegate to it.

Any delegation of functions by the Council in terms of subsection (4) may be made absolutely or subject to conditions and may be amended or withdrawn at any time.

A delegation of any function by the Council in terms of subsection (4) shall not prevent the Council from itself exercising that function.

Subject to this Act, the Academic Authority of the University shall be vested in the Senate, which shall consist of:

- the Vice-Chancellor, the Pro-Vice-Chancellors, the Deans, the Full Professors, the Chairmen of Departments and the Librarian, who shall be ex-officio members; and
- one member of the permanent academic staff from each Faculty elected annually by such staff; and
- six students elected annually by the Students’ Union: Provided that such students shall not be entitled to attend deliberations of the Senate on matters which are considered by the chairman of the Senate to be confidential.

If the full-time academic staff or the Students’ Union fails or declines to elect a person in terms of paragraph (g) or (h) of subsection (1), the council may appoint a suitably-qualified person to fill the vacancy.

The Senate shall have the following functions:

- to promote the advancement of knowledge through research;
- to formulate and carry out the academic policy of the University;
- to regulate the programmes, subjects and courses of study and the examinations held by the University;
- to regulate the admission of students to the University;
- to recommend to the Chancellor, through the Council, the conferment of degrees, including honorary degrees, diplomas, certificates and other awards and distinctions of the University and the withdrawal and restoration of such awards;
- to fix, subject to the consultation with any sponsors and subject to the approval of the Council, the times, modes and conditions of competitions for fellowships, scholarships and prizes;
(g) to appoint examiners for examinations conducted by the University;
(h) to cause to be prepared estimates of expenditure required to carry out the academic work of the University and to submit them to the Council;
(i) subject to the approval and direction of the Council, to formulate, modify and revise the organization of Faculties, Departments, Institutes, Centres and units of the University and to assign to them their various subjects or functions, and to advise the Council on the establishment of the Faculties, Departments, Institutes, Centres or units;
(j) to recommend to the Council the institution, abolition or holding in abeyance of professorial chairs and other academic offices;
(k) without derogation from the powers of the Council, to propose changes to the Statutes;
(l) to make any regulations it is authorized to make by or in terms of this Act;
(m) to appoint committees, which may include persons who are not members of the Senate, to exercise any of the functions of the Senate, other than the power to make regulations;
(n) to report on any matter referred to it by Council;
(o) to do such other acts as the Council may authorize or direct it to do.

Academic Board

16. (1) There shall be a principal committee of Senate to be known as the Academic Board.

(2) The Academic Board shall consist of:-
(a) the Vice-Chancellor, who shall be chairman; and
(b) every Pro-Vice-Chancellor; and
(c) four full professors of the University, elected annually by the Senate; and
(d) all the Deans of Faculties; and
(e) the Librarian; and
(f) two members of the Senate elected annually by the persons referred in paragraphs (a) and (b) of subsection (1) of Section Fourteen.

(3) The Academic Board shall exercise such of the functions of the Senate as the Senate, with the approval of the Council, may delegate to it.

Think in other terms
Any delegation of functions by the Senate in terms of sub-section (3) may be made absolutely or subject to conditions and may be amended or withdrawn at any time.

A delegation of any function by the Senate in terms of sub-section (3) shall not prevent the Senate from its exercising that function.

There shall be a Registrar of the University who shall be appointed by the Council with the approval of the Minister in the manner provided in the Statutes.

Subject to the directions of the Council, the Registrar shall be responsible for the general administration of the University, and shall perform such other functions as may be specified in the Statutes.

The Registrar, or a member of his staff whom he may authorize to act for him, shall be secretary of the Council and the Senate.

There shall be a Bursar of the University who shall be appointed by the Council in the manner provided in the Statutes.

Subject to the directions of the Council, the Bursar shall act as the accountant of the University and shall be responsible for the safeguarding of its funds and, in accordance with the general directions of the Vice-Chancellor, for authorizing its investments and expenditure.

The Bursar shall perform such additional functions as may be specified in the Statutes.

There shall be a Librarian of the University who shall be appointed by the Council in the manner provided by the Statutes.

Subject to the directions of the Senate and the Vice-Chancellor, the Librarian shall be responsible for the administration and safeguarding of the libraries of the University.

The Convocation of the University shall consist of all persons whose names appear on the Convocation roll maintained by the Registrar.

The Vice-Chancellor and all Pro-Vice-Chancellors, lecturers, Chairman of Departments, the registrar, the Librarian and the Bursar shall be *ex-officio* members of the Convocation.

All graduates of the University who signify in writing addressed to the Registrar that they desire to be members of the Convocation and who inform the Registrar of their address shall be entitled to have their names entered on the Convocations roll.

Subject to section seven, the Vice-chancellor or such other person as he may appoint shall be chairman of meetings of the Convocation.

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*Think in other terms*
(5) Meetings of the Convocation shall be held at such time and places as the Council shall direct.
(6) The convocation may deal with any matter relating to the University which may be referred to it by the Council.

Terms and Conditions of Service of Staff

21. The terms and conditions of service for each category of staff employed by the University, including the Vice-Chancellor and every Pro-Vice-Chancellor, shall be determined by the Council in terms of this Act, and such terms and conditions shall provide that:-

(a) any person so employed shall be entitled to resign from his employment on giving such notice in writing to the Registrar as may be fixed such terms and conditions;

(b) any person so employed shall, subject to any exception that may be provided, retire from his office at such time or in such circumstances as may be fixed in such terms and conditions;

(c) no summary termination of the employment of any person so employed shall take place except for good cause and, in the event of any such termination, the person concerned shall have a right of appeal to the Council, whose decisions shall be final.

Appointment and Grading of Staff

22. (1) Every appointment to the academic staff shall be made by an Academic Appointments Board consisting of:

(a) the Vice-Chancellor or his nominee, who shall be chairman;

(b) two members appointed by the Council from amongst those of its members who are not members of staff of the University; and

(c) the Chairman of the Department to which the appointment is made; and

(d) one other member approved by the Vice-Chancellor, of the Department to which the appointment is made; and

(e) the Dean of the Faculty to which the appointment is made; and

(f) the Chairman of a Department approved by the Council as being related to the Department referred to in paragraph (c).

(2) Subject to this Act and the Statutes, the Council shall appoint Boards of Selection for the purpose of appointing members of staff other than the Vice-Chancellor, a Pro-Vice-Chancellor, the Registrar, the Bursar, the Librarian and academic staff.

(3) The Council shall appoint a Grading Committee for the purpose of

Think in other terms
determining all matters relating to the grades and points of entry upon salary scales by members of staff of the University.

Promotion of Staff 23. (1) Every promotion of a person to a post or grade within the academic staff shall be effected by an Academic Staff Promotions Committee consisting of:-
(a) the Vice-Chancellor or his nominee, who shall be Chairman; and
(b) every Pro-Vice-Chancellor; and
(c) four members of the Council who are not members of staff of the University, appointed by the Council; and
(d) all Deans of Faculties; and
(e) at least three full professors of the University appointed by the Senate once every three years.

(2) Every promotion of a person to a post or grade within the non-academic staff shall be effected by a Non-Academic Staff Promotions Committee appointed by the Council and consisting of:-
(a) a Pro-Vice-Chancellor, who shall be chairman; and
(b) the Registrar; and
(c) the Bursar; and
(d) the Librarian; and
(e) two members of the Council who are not members of staff of the University; and
(f) one representative of each category of the non-academic staff prescribed in the Statutes; and
(g) one representative of each Faculty.

Staff Disciplinary Committee 24. (1) There shall be a Staff Disciplinary Committee which shall consist of the following members appointed by the Vice-Chancellor:-
(a) a Pro-Vice-Chancellor, who shall be chairman; and
(b) a senior member of the academic or administrative staff; and
(c) a member of the academic or administrative staff of similar status to the person charged.

(2) Two members of the Staff Disciplinary Committee shall form a quorum.

(3) All matters to be decided at any meeting of the Staff Disciplinary Committee shall be decided by a simple majority and, in the event of an equality of votes, the chairman or person presiding shall have a casting vote in addition to his deliberative vote.

(4) The functions of the Staff Disciplinary Committee shall be to
investigate any breach of a Statute, regulation, ordinance or other misconduct on the part of any member of the academic or administrative and general staff and, subject to subsection (6), to recommend to the vice-Chancellor the punishment to be imposed on or order to be made in respect of the member if it finds him guilty of such misconduct.

(5) A person charged with misconduct referred to in subsection (4) shall have a right of audience before the Staff Disciplinary Committee.

(6) Where the Staff Disciplinary Committee has found a person guilty of misconduct referred to in subsection (4), the Committee shall recommend to the Vice-Chancellor any one or more of the following:-
(a) that the person’s employment be terminated;
(b) that the person pay a fine to the University not exceeding one thousand dollars;
(c) that the person be demoted;
(d) that the person be censured or reprimanded;
(e) such other penalty or order as may be provided for by or in terms of the Statutes.

25. (1) There shall be a Student Disciplinary Committee which shall consist of the following members appointed by the Vice-Chancellor:-
(a) a Pro-Vice-Chancellor, who shall be chairman; and
(b) the Senior Proctor, who shall be vice-chairman; and
(c) four members of the academic staff; and
(d) one student nominated by the Student’s Union.

(2) Five members of the Student Disciplinary Committee shall form a quorum.

(3) All matters to be decided at any meeting of the Student Disciplinary Committee shall be decided by a simple majority and, in the event of an equality of votes, the chairman or person presiding shall have a casting vote in addition to his deliberative vote.

(4) The functions of the Student Disciplinary Committee shall be to investigate any breach of a Statute, regulation or ordinance or other misconduct on the part of any student and, subject to subsection (6), to recommend to the Vice-Chancellor the
punishment to be imposed on the student if it finds him guilty of such misconduct.

(5) A student charged with misconduct referred to in subsection (4) shall have right of audience before the Student Disciplinary Committee.

(6) Where the Student Disciplinary Committee has found a student guilty of misconduct referred to in subsection (4), the Committee shall recommend to the Vice-Chancellor the imposition upon the student of any one or more of the following punishments:-

(a) expulsion or suspension from the University;
(b) the withdrawal of any academic or University privilege, benefit, right or facility other than to follow courses of instruction and present himself for examination;
(c) the imposition of a fine not exceeding five hundred dollars, which fine may be deducted from any allowances payable to the student and shall be paid to the University;
(d) a censure or reprimand;
(e) such other penalty as may be provided for by or in terms of Statutes.

Finance Committee 26. (1) Subject to this Act, there shall be a Finance Committee of the Council consisting of:-

(a) the Chairman of council, who shall be Chairman; and
(b) the Vice-Chancellor; and
(c) every Pro-Vice-Chancellor; and
(d) three persons appointed by the Council from among its members who are not members of the University staff; and
(e) two persons appointed by the Senate from among its members; and
(f) the Bursar, who shall be the secretary of the Finance Committee; and
(g) the Registrar; and
(h) a representative of the Deans of Faculties appointed by the Council.

(2) The functions of the Finance Committee shall be as provided in the Statutes.

Statutes 27. (1) Subject to this Act, the University shall be administered in accordance with the Statutes.

(2) With the approval of the Minister the Council may, by statutory instrument, amend, repeal or replace the Statutes set out in the
Schedule in order to prescribe all matters which, in terms of this Act, are required or permitted to be prescribed in Statutes or which, in the opinion of the Council are necessary or convenient to be so prescribed for carrying out or giving effect to the provisions of this Act or for the proper administration of the University.

(3) Subject to this Act, Statutes made in terms of subsection (2) may provide for:-

(a) the appointment, conditions of service and functions of the Vice-Chancellor, the Pro-Vice-Chancellors, the Registrar, the Bursar, the Librarian and all members of staff and the categorization of such members of staff;

(b) the functions of the Pro-Vice-chancellors;

(c) the election or appointment of persons to the Council and the Senate to committees of the Council and the Senate;

(d) the terms of office of members of the Council and its committees, other than ex-officio members thereof;

(e) the terms of office and conditions of service of the chairman and vice-chairman of the Council;

(f) the convening of meetings of the Council and the Senate, the quorum at such meetings and the procedure to be adopted thereat;

(g) the terms of office of members of the Academic Appointments Board and the Academic Staff Promotions Committee, the convening of meetings of that Board and Committee, the quorum at such meetings and the procedure to be adopted thereat;

(h) the functions of the Academic Appointments Board, Boards of Selection, the Grading Committee, the Academic Staff Promotions Committee, the Non-academic Staff Promotions Committee and the Finance Committee;

(i) the persons who may enter into contracts and sign documents on behalf of the University, and the procedure to be followed in relation to transactions entered into by or on behalf of the University;

(j) the establishment and organization of Faculties, Departments, Centres and Institutes;

(k) the functions of Deans of Faculties, Chairmen of Departments and heads of Centres and Institutes;
(l) the holding of congregations of the University for the purpose of conferring degrees, diplomas, certificates and other honours and awards;
(m) the seal of the University and its use and custody;
(n) the academic year of the University;
(o) the discipline of members of staff and students and the procedures to be adopted in respect thereof;
(p) fees and charges to be paid for anything done by any person in terms of this Act;
(q) empowering any person specified in the Statutes to make ordinances or rules in respect of any matter referred to in paragraphs (a) to (p).

Regulations

28. (1) Subject to this Act and the Statutes and with the approval of the Council, the Senate may make regulations prescribing any matter which, in the opinion of the Senate, is appropriate to be prescribed for the better carrying out of the Senate's functions.

(2) Regulations may provide for:-
(a) teaching within the University, whether generally or in relation to specific subjects;
(b) progress reports to be submitted by members of the academic staff;
(c) schemes of study and research and the conditions subject to which such schemes may be embarked upon or continued;
(d) the use of libraries of the University;
(e) the conduct and supervision of examinations;
(f) the award of degrees, diplomas, certificates and other academic honours and awards, other than honorary degrees, honours or awards.

(3) The Senate may at any time amend or repeal any regulations.

(4) Regulations need to be published in the Gazette, but the Senate shall publish them in such manner as the Senate considers will best make them known to the persons to whom they apply.

Validity of decisions

29. No decision or act of the Council, the Senate, the Convocation or any of Council, Senate, Convocation and boards and Committees board or committee established by or in terms of this Act shall be invalid solely on the ground that:-

(a) the Council, Senate, Convocation, board or committee, as the case may be, consisted of fewer than the number of members for which provision is made by or in terms of this Act; or

Think in other terms
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Appointments and Functions of Foundation Committee

30. (1) Subject to this section, the Minister may appoint not fewer than ten and not more than twenty-five persons to constitute a committee to bring the University into existence.

(2) Persons appointed in terms of subsection (1) shall be chosen for their ability and experience in academic matters or administration or their professional qualifications or their suitability otherwise for appointment.

(3) The Minister shall designate one of the persons appointed in terms of subsection (1) to be the chairman and another such person to be the vice-chairman of the committee.

(4) The functions of the committee appointed in terms of subsection (1) shall be:-

(a) with the approval of the Minister, to appoint a Vice-Chancellor, one or more Pro-Vice-Chancellors and other officers and members of staff of the University and to fix their terms and conditions of employment;

(b) to provide for election or appointment of the first Council of the University;

(c) to acquire movable and immovable property on behalf of the University;

(d) to make arrangements for the admission of students to the University;

(e) to make Statutes for the University;

(f) generally, to do all things necessary or expedient to bring the University into existence and make this Act effective on the date fixed in terms of subsection (2) of section one.

(5) For the purpose of subsection (4), the appropriate provisions for this Act shall apply to the committee appointed in terms of subsection (1) as if it were the Council, notwithstanding that those provisions have not yet come into operation in terms of subsection (2) of section one.

(6) any decision taken or act done or authorized by the committee appointed in terms of subsection (1) shall be deemed:-

(a) on or after the date fixed by the President in terms of
subsection (a) of section one; or

(b) after the period specified by the Minister in terms of paragraph (a) of subsection (7); whichever is the later, to be a decision taken or act done or authorised, as the case may be, by the Council.

(7) Notwithstanding any other provision of this Act, if the Minister is satisfied that it is necessary or expedient for the committee appointed in terms of subsection (1) to continue to exercise its functions after the date fixed in terms of subsection (2) of section one, he may, by notice in writing to the chairman of the committee:-

(a) authorise the committee to continue exercising its functions for such period after that date, not exceeding twelve months, as the Minister may specify; and

(b) suspend or modify such of the provisions of this Act as the Minister may specify, for the purpose of enabling the committee to continue exercising its functions; and the provisions concerned shall be suspended or shall apply with the appropriate modifications for the period specified in terms of paragraph (a).
SCHEDULE (SECTIONS 2 AND 27)
STATUTES OF THE UNIVERSITY

ARRANGEMENT OF STATUTES

1. Appointment of Pro-Vice-Chancellor.
2. Length of appointment of members of Council.
5. Resolutions by circulation among members of Council.
6. Meetings and quorum of Senate.
7. Convocation.
8. Faculties.
10. Composition of Faculty Boards
11. Functions of Faculty Boards
12. Meetings of Faculty Boards.
13. Teaching Departments.
15. Appointment of Registrar, Bursar Librarian.
17. Financial procedures.
18. Auditors.
20. Ordinances.
21. Arrangements with other Universities, affiliated bodies, etc.
1. Appointment of Pro-Vice-Chancellors

(1) For the purpose of considering appointments to the office of Pro-Vice-Chancellor, there shall be a joint committee of the Council and the Senate consisting of –

(a) the chairman of the Council, who shall be chairman of the joint committee; and the Vice-Chairman of the Council; and

(b) the Vice-Chairman of the Council; and

(c) the Vice-Chancellor; and

(d) two persons appointed by the Council from among its members who are not members of the Senate; and

(e) three persons appointed by the Senate from among its members.

(2) The joint committee constituted by this Statute shall consider each applicant for appointment to a vacancy in the office of Pro-Vice-Chancellor and shall make recommendations thereon to the Council, and the Council, after considering the joint committee’s recommendations, shall make the appointment concerned with the approval of the Minister.

(3) A Pro-Vice-Chancellor shall hold office for three years from the date of his appointment and, subject to subsection (2) and the approval of the Minister, shall be eligible for re-appointment.

2. Length of appointment of members of Council

(1) Members of the Council, other than ex-officio members, shall hold office for three years, and shall be eligible for re-appointment or re-election, as the case may be; provided that –

(i) of the first sixteen members appointed by the Minister, five shall be appointed for a period ending one year after the date of commencement of the Act and further five shall be appointed for a period ending two years after the date of commencement of the Act.

(ii) of the first nine members appointed by the Senate, three shall be appointed for a period ending one year after the date of commencement of the Act and a further
three shall be appointed for a period ending two years after the date of commencement of the Act;

(2) Any member of Council, other than an ex officio member, may resign his membership at any time by notice in writing addressed to the Registrar.

3. **Casual vacancies in Council**

Any casual vacancy occurring among the appointed or elected members of the Council shall be filled as soon as possible by the person, persons or body which appointed or elected the member whose place has become vacant, and the person so appointed or elected shall hold office for the remainder of the period for which he fills was appointed or elected.

4. **Meetings and quorum of Council**

(1) The Council shall meet at least three times a year.

(2) The quorum of the Council shall be one-half of the members holding office at the time of the meeting.

5. **Resolutions by circulation among members of Council**

A resolution proposed by the Executive Committee of the Council, other than for the purpose of making a Statute, which is on its authority circulated by the Registrar to all members of the Council and which receives the written agreement of not less than two-thirds of such members shall, upon receipt of such agreement by the Registrar, have the same force and effect as a resolution passed at a meeting of the Council.

6. **Meeting and quorum of Senate**

(1) The Senate shall meet at least three times a year.

(2) The quorum of the Senate shall be one-half of the members holding office at the time of meeting.

(3) The Vice-Chancellor or, in his absence, a Pro-Vice-Chancellor, shall be the chairman of Senate.

7. **Convocation**

There shall be no quorum for meetings of the Convocation, the proceedings of which shall be regulated by the chairman, subject to any general or special direction of the Council.

8. **Faculties**

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*Think in other terms*
The University shall include such Faculties as may from time to time be established by the Council.

9. **Deans**

(1) There shall be a Dean of each Faculty, who shall be appointed by a Selection Board appointed by the Council, and chaired by the Vice-Chancellor, or in his absence, a Pro-Vice-Chancellor. The Selection Board shall consist of the Vice-Chancellor, the Pro-Vice-Chancellor(s), two persons not belonging to the Faculty appointed by the Senate, and three persons appointed by the Faculty. Normally, the Dean must be a prominent academic with a proven administrative record who commands respect among the staff in the faculty and within the University community.

(2) A Dean shall hold office for four years or such other period as may be prescribed by Ordinance, and shall be eligible for re-appointment for a further term of office.

(3) A Dean shall preside at meetings of the Faculty Board of his Faculty and at meetings called by him in terms of these statutes, and shall have such functions as are prescribed by Ordinance.

10. **Composition of Faculty Boards**

For each Faculty there shall be a Faculty Board which shall consist of –

(a) all the full-time academic staff of the Faculty; and
(b) such persons as may be assigned to the Faculty Board by the Senate; and
(c) two students elected annually by the students in the Faculty

11. **Functions of Faculty Boards**

A Faculty Board shall have the following functions –

(a) to regulate, subject to the approval of the Senate, the teaching and study of the subjects assigned to the Faculty;
(b) To report to the Senate on any matter specifically relating to the work of the Faculty;
(c) To deal with any matter referred or delegated to it by the Senate;
(d) To appoint committees, which may include a minority of persons who are not members of the Faculty Board, to carry out any of the duties or exercise any of the powers of the Board.
12. **Meetings of Faculty Boards**

   (1) The Dean of each Faculty shall call regular meetings of the Faculty Board at which matters relating to the policy of the Faculty and appointments shall be discussed and recommendations adopted for submission to the appropriate authorities on appointments.

   (2) The Vice-Chancellor and every Pro-Vice-Chancellor shall be entitled to attend any meeting of a Faculty board or any committee thereof.

13. **Teaching Departments**

   (1) The Teaching Departments and their allocation to Faculties shall be prescribed by ordinances

   (2) A Chairman of Department shall be appointed by the Vice-Chancellor, on behalf of the Council, from among the full-time members of the academic staff of the Department, and the Dean of the Faculty to which the Department is allocated.

   (3) A Chairman of Department shall hold office for a period of three years, or such other period as may be determined by ordinance, and shall be eligible for re-appointment.

   (4) A Department may be allocated to two or more Faculties.

14. **Institutes and Centres**

   The Council, after consultation with the Senate, may establish Institutes or Centres of learning within or outside the University and shall appoint at the head of any such Institute or Centre and give directions as to its studies and research and administration.

15. **Appointment of Registrar, Bursar and Librarian**

   (1) For the purpose of considering appointments to the offices of Registrar, Bursar and Librarian, there shall be a joint committee of the Council and the Senate consisting of –

   (a) the chairman of the Council, who shall be the chairman of the joint committee; and

   (b) the vice-chairman of the Council; and

   (c) the Vice-Chancellor; and
(d) every Pro-Vice-Chancellor; and

(e) two persons appointed by the Council from among its members who are not members of the Senate; and

(f) three persons appointed by the Senate from among its members

(2) The joint committee constituted by this Statute shall consider each applicant to a vacancy in the office of Registrar, Bursar or Librarian and shall make recommendations thereon to the Council.

16. Procedure generally

(1) Except as otherwise specifically provided by the Act or these Statutes, in the absence of the chairman or vice-chairman at a meeting of a board or committee the members present shall elect from those present a chairman to preside over that meeting.

(2) Except as otherwise specifically provided by the Act or these Statutes, the quorum at any meeting of a board or committee shall be as fixed by the person or authority that appointed the board or committee.

(3) Except as otherwise specifically provided by the Act or these Statutes, each board or committee shall determine and may make rules for the time, place and procedure of its meetings.

(4) The minutes of a meeting of a board or committee shall be laid on the table at the next following meeting of the body that appointed it.

(5) At a meeting of board or committee, in the event of an equality of votes on any matter, the person presiding shall have a casting vote in addition to his original vote.

(6) Subsection (3), (4) and (5) shall apply, mutatis mutandis, to the Council and the Senate, save that minutes of the Council shall be sent to the Chancellor and the Minister and a report of each meeting of the Senate shall be laid on the table at a meeting of the Council.

17. Financial Procedures

(1) The Council shall fix the financial year of the University.

(2) The Finance Committee shall submit to the Council, before the beginning of the financial year, draft estimates of income and expenditure, and such estimates, amended as the Council thinks fit, shall be approved by the Council before the beginning of the financial year.

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(3) The Council may revise the estimates during the course of the financial year and give directions for the manner in which amendments of expenditure estimates may be made, which directions may make provision for delegating the powers of revision so long as such delegation does not extend to altering the total estimated expenditure.

(4) As soon as practicable after the end of financial years, a balance sheet and income and expenditure account with supporting schedules shall be submitted to the auditors.

(5) The audited accounts, with any comments thereon made by the auditors, shall be submitted to the Council.

18. Auditors

(1) Subject to subsections (2) and (3), the Council shall, before the beginning of each financial year, appoint auditors who are registered in terms of the Accountants Act (Chapter 215).

(2) No person shall be appointed as an auditor in terms of subsection (1) if he, or any of his partners or employees, holds any other office in the University.

(3) If no appointment of new auditors is made before the beginning of any financial year, the auditors in office shall continue in office.

(4) An auditor appointed in terms of subsection (1) shall be entitled at all reasonable times to require any officer, employee or agent of the University:

(a) to produce all accounts and other records relating to the financial affairs of the University as may be in the custody of such officer, employee or agent; and

(b) to provide such information or explanation as, in the opinion of the auditor, is necessary for the purposes of the audit.

19. University seal

(1) There shall be a seal of the University, of such design as may be approved by the Council.

(2) The seal of the University shall be kept in the custody of the Registrar and, subject to the directions of the Council, shall be affixed to-

(a) certificates, degrees and diplomas conferred by the University; and

(b) any document attested by the signature of the Vice-Chancellor and the Registrar.
20. **Ordinances**

(1) The Council may, with the approval of the Minister, make ordinances providing for any matter referred to in paragraphs (a) to (p) of subsection (3) of section 27 of the Act.

(2) The Registrar shall publish any ordinance made in terms of subsection (1) in such manner as the Council may direct, being a manner which the Council considers will best make the ordinance known to the persons whom it applies.

21. **Arrangements with other universities, affiliated bodies, etc.**

(1) The Council may make arrangements with any other university whereby students of the University may be registered as students of such other university and so enabled to study for, enter the examination of and be afforded the degrees of such other university.

(2) The Council may affiliate to the University, any other institution or any branch or departments thereof and recognize selected members of the staffs thereof as teachers of the University and admit the members thereof to any of the privileges of the University and accept attendance at courses of study in such institutions or branches or departments thereof in place of such part of the courses of study in the University and upon such terms and conditions and subject to such rules as may from time to time be determined by the Council.
THE FACULTY GOVERNANCE
ORDINANCE: 2003

In terms of Statute 20(1), The Council of the National University of Science and Technology in exercise of its powers under Section 27 of the National University of Science and Technology Act Chapter 25..13 (formerly Act 1990), hereby makes the following Ordinance:-

1.0  FACULTY

A Faculty shall consist of related teaching Departments, Research Institutes, Schools and Centres as established by the Council on the recommendations of Senate.

2.0  THE FACULTY BOARD

2.1 There shall be a Faculty Board for each Faculty which shall consist of:

2.1.1 The Dean of the Faculty,

2.1.2 The Deputy Dean of the Faculty,

2.1.3 All full-time Academic Staff of the Grade of Lecturer or above of the Faculty,

2.1.4 All full-time Research Fellows of the Faculty,

2.1.5 All Teaching Assistants,

2.1.6 Where relevant, one representative of the Technical Staff of the Faculty,

2.1.7 Such persons as may be assigned to the Faculty Board by Senate, and

2.1.8 Two Student Representatives, elected annually by the students from among the Student Representatives to the Departmental Boards in the Faculty. The Chairperson shall have the authority to exclude Student Representatives from Faculty Board deliberations on matters considered by the Board to be confidential to members of staff only.

2.2 The Vice-Chancellor and Pro-Vice-chancellor(s) shall be entitled to attend Faculty Board Meetings and any Committee Meetings thereof in an ex-officio capacity

2.3 The Faculty Board may invite staff from the other Faculties and other persons to attend meetings of the Board.

Think in other terms
2.4 A Faculty Board shall meet at least three times every Semester and shall maintain a proper record of Agendas and Minutes for every Meeting.

2.5 The quorum of the Faculty Board shall be 50% of the membership.

2.6 Normally, the Faculty Assistant Registrar/Senior Assistant Registrar shall serve as the Secretary of all Faculty Board Meetings.

2.7 Fifty Percent (50%) of members of the Faculty Board may petition the Dean to require him to call a Special Meeting.

3.0 DUTIES AND RESPONSIBILITIES OF THE FACULTY BOARD

Subject to the provisions of the University Statutes, the authority of the Senate and the provisions of this Ordinance, the Faculty Board:

3.1 shall regulate, subject to the approval of the Senate, the teaching and study of the subjects assigned to the Faculty.

3.2 shall make reports to the Senate on any matters specifically relating to the work the Faculty.

3.3 shall make recommendations to the Senate for the establishment of new Courses and Programmes and the Faculty Regulations thereof, and the amendment of existing General Regulations, Faculty Regulations and Syllabi relating to studies within the Faculty.

3.4 may appoint Committees, to carry out any of the duties or exercise any of the responsibilities of the Faculty Board.

3.5 shall deal with any matter referred or delegated to it by Senate

3.6 shall exercise such responsibilities as may be conferred upon it by the Senate and the Vice-Chancellor.

3.7 shall make such other recommendations and decisions as may be required of the Faculty by other University Ordinances and Regulations and make decisions on such other matters as it may deem appropriate for other proper functioning of the Faculty.

4.0 DEAN

4.1 There shall be a Dean of each Faculty who shall be appointed by a Selection Board appointed by the Council and chaired by the Vice-Chancellor, or in his absence, a Pro-Vice-Chancellor.
The Selection Board shall consist of the Vice-Chancellor, the Pro-Vice-Chancellor(s), two persons not belonging to the Faculty appointed by the Senate, and three persons appointed by the Faculty. Normally, the Dean must be a prominent academic with a proven administrative record who commands respect among the staff in the Faculty and within the University Community.

4.2 The term of office shall be four (4) years and, on the expiry of his term of office, shall be eligible for re-appointment. Normally, a Dean may not serve for more than two consecutive terms. At the end of office, if not re-appointed, a Dean who is appointed from one of the Departments in the University shall revert to an academic position within the Faculty, if he so wishes.

4.3 The performance of a Dean shall be evaluated annually by a Committee appointed by the Vice-Chancellor and consisting of Senior Academic Staff and Administrators of which at least fifty-percent (50%) shall be drawn from the Faculty concerned.

4.4 A Dean may resign from his office by giving the Vice-Chancellor three months' written notice or such longer or shorter notice as the Dean and the Vice-Chancellor may agree on.

4.5 Subject to the approval of the Council, the Vice-Chancellor may terminate the appointment of a person as Dean:

4.5.1 on the recommendations of a Committee referred to in Section 4.3 above or
4.5.2 for any other good cause

4.6 A Dean whose appointment has been terminated in terms of Section 4.5 above may appeal to the Council within fourteen days of being notified of the termination, an on any such appeal the Council may confirm, vary or rescind the termination, as the case may be, or give such other direction in the matter as it thinks appropriate.

5.0 DUTIES AND RESPONSIBILITIES, OF THE DEAN

5.1 The Dean is the Chief Academic, administrative and Financial Officer for the Faculty and shall be responsible to the Vice-Chancellor for:-

5.1.1 The character and quality of the academic and teaching programmes of the Faculty.
5.1.2 The proper direction, control and management of the staff, students, property, equipment and finances of the Faculty
5.1.3 Contributing to the evolution and maintenance of an environment conducive to learning at the University.

5.2 Without limiting Sub-Section 5.1, a Dean’s function shall include:

5.2.1 Provision of leadership in innovative curriculum design and delivery.

5.2.2 Promotion of academic achievement and learner satisfaction consistent with the nationally and internationally accepted standards in the programmes.

5.2.3 Ensuring the quality and integrity in academic functions of the Faculty.

5.2.4 Motivation and support of research activities with the Faculty and facilitation and encouragement of inter-Faculty multi-disciplinary research programmes.

5.2.5 Fostering collegiality within the Faculty at all levels and maintaining a close working relationship with Chairpersons of Departments in the Faculty.

5.2.6 Calling and Chairing regular Meetings of the Faculty Board.

5.2.7 Chairing the Faculty Planning Committee Meetings.

5.2.8 Implementing policies approved by the Faculty Planning Committee, Faculty Board, Senate, Senior University Management and Council.

5.2.9 Provision of leadership for increasing national and international visibility and reputation.

5.2.10 Attracting new resources and planning and managing the use of all resources responsibly within the Faculty.

5.2.11 Developing innovative and strategic alliances with industry, government and international partner institutions and organizations.

5.2.12 Maintaining collaborative and consultative relationships with other Deans and with the University Administration.

5.2.13 Chairing Faculty Board of Examiners Meetings.

5.2.14 Representing the Faculty in inappropriate University Committees and other bodies as required.

5.2.15 Entitlement to attend Departmental Board and Panel of Examiners’ meetings in an ex-officio capacity.

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*Think in other terms*
5.2.16 Making recommendations with respect to Probation, Advancement and Promotion of all staff within the Faculty.

5.2.17 Presenting to the Congregation for Conferment of Degrees, persons who have qualified for the degrees of the University at examinations held in Departments for which responsibility is allocated to that Faculty. This shall exclude honorary degrees.

5.2.18 Report to the Vice-Chancellor annually on the activities of the Faculty.

5.3 In exercising his/her duties and responsibilities, the Dean shall take full cognizance of the provisions of the Ordinance on Departmental Governance.

6.0 THE DEPUTY DEAN OF A FACULTY

6.1 In every Faculty there shall be a Deputy Dean, whose term of office shall be three (3) years. The Deputy Dean shall be appointed by the Vice-Chancellor after consultation with the Faculty Planning Committee.

6.2 In addition to teaching, research and other duties and responsibilities, the Deputy Dean of a Faculty shall:

6.2.1 serve as the Acting Dean in the absence of the Dean.

6.2.2 perform such other functions as may be delegated to him/her by the Dean.

Date of Operation

This Ordinance shall apply with effect from 1 January 2003, or any later date as approved by the Minister of Higher and Tertiary Education, Science and Technology Development, and shall remain in force until otherwise repealed or varied by a further Faculty Governance Ordinance of the National University of Science and Technology.

1.0 This Ordinance may be cited as The Departmental Governance Ordinance 1982 and shall take effect from 3 April 1992.

2.0 THE DEPARTMENTAL BOARD

2.1 There shall be a Departmental Board for each Department which shall consist of:-

2.1.1 The Chairman of the Department,

2.1.2 All full-time members of the Academic Staff of the Department,
2.1.3 Honorary and Part-time Lecturers in the Department or their representative, as determined by the Departmental Board,

2.1.4 Where relevant, at least one representative of the technical staff in the Department, or where technical staff are assigned to the Faculty and not to Departments and the Board considers it helpful to have representatives of such staff, at least one representative of the technical staff in the Faculty, elected annually by such staff, provided that the representative(s) so elected shall not be entitled to attend for deliberations on matters considered by the Chairman to be confidential,

2.1.5 Two students in the Department elected annually by the students from amongst themselves, provided that the students so elected shall not be entitled to attend for deliberations on matters considered by the Chairman to be confidential.

2.2 The Vice-Chancellor, the Pro-Vice-Chancellor(s) and the appropriate Dean and Deputy Dean shall be entitled to attend Departmental Board meetings in an ex-officio capacity.

2.3 From time to time, the Chairman of the Department, after consultation with members of the Departmental Board, may invite other persons to attend Departmental Board meetings.

2.4 Each Departmental Board shall meet at least twice every Semester and shall maintain a proper system of Agendas and Minutes for such meetings.

2.5 Subject to Section 3 of this Ordinance, each Departmental Board shall regulate its own procedures, including the establishment of a quorum.

3.0 DUTIES AND POWERS OF THE DEPARTMENTAL BOARD

Subject to the provisions of the University Statutes, the authority of the Senate, provision of this Ordinance and such limitations as the Faculty of which the Department forms a part may impose, the Departmental Board:-

3.1 Shall arrange for, conduct and control the teaching and instruction of students within the Department and the setting and marking of examination papers in accordance with regulations approved by the Senate, the general academic policy agreed by the Faculty Board and the approved administrative procedures of the University.
3.2 Shall make recommendations to the Faculty Board for the establishment of new courses and the amendment of existing regulations and syllabuses relating to studies within the Department.

3.3 May delegate functions and responsibilities to individuals or groups of individuals within the department.

3.4 Shall exercise such powers as may be conferred upon it by the Faculty Board, the Senate or the Vice-Chancellor.

3.5 May provide consultancy services on matters concerning the subject assigned to the department within the limitations of its capabilities and subject to the general University policy on consultancy services.

3.6 Shall monitor the implementation of the University’s conditions relating to the undertaking of private remunerative work in respect of the members of the Department.

3.7 May take recommendations in respect of estimates of expenditure in the department Budget Committee.

3.8 Shall suggest preliminary short-list of candidates for appointment to academic and technical posts within the Department, taking into account the need to maintain strict confidentiality in handling applications, and shall forward such short-lists to the relevant Board of Selection for consideration.

3.9 Shall recommend candidates for Staff Development Programmes.

3.10 Shall formulate general guidelines on pure and applied research and suggest means of funding research programmes in the Department.

3.11 Shall submit recommendations to the Senate in respect of the appointment of External Examiners and any other consultations.

4.0 CHAIRMEN OF DEPARTMENTS

4.1 There shall be a Chairman of each Department appointed by the Vice-Chancellor, on behalf of the University Council, from among the full-time members of the Academic Staff of the Department.
Before appointing a Departmental chairman, the Vice-Chancellor:

4.2.1 shall consult and take note of the views of each member of the academic staff in the Department about the appointment.

4.2.2 Shall consult and take note of the views of at least one of the Pro-Vice-Chancellors and the Dean of the Faculty concerned.

4.3 The Chairman of a Department shall hold office as such for a period of up to three years and shall be eligible for re-appointment.

4.4 After consultation with a Pro-Vice-Chancellor, the Dean of the Faculty and the Chairman concerned, the Vice-Chancellor may terminate the appointment of a Chairman of Department as such by giving him two months’ notice in writing.

4.5 The Chairman of a Department may resign his appointment as such by giving the Vice-Chancellor two months’ notice in writing.

4.6 Where the Chairman of a Department is unable, either by reasons of his absence from the University or for any other reason, to carry out his functions as Chairman, the Vice-Chancellor may, subject to the provisions of Section 4.2 of this Ordinance, appoint an Acting Chairman of the Department for such a period and under such conditions as he may determine, provided that the period of appointment does not exceed the balance of the period of office of the substantive Chairman.

4.7 A Chairman of Department shall be paid a responsibility allowance at a rate determined from time to time by the Finance Committee of Council for the duration of his term of office as Chairman, provided that no allowance shall be payable where the Chairman is absent or unable to perform his functions for a period of more than 10 days.

4.8 An Acting Chairman of Department who is appointed Acting Chairman for a period in excess of 10 days shall be paid a responsibility allowance at a rate determined from time to time by the Finance Committee of Council for the duration of his term of office as Acting Chairman.

5.0 DUTIES AND POWERS OF THE CHAIRMAN OF DEPARTMENT
In addition to his teaching, research and other duties and responsibilities, the Chairman of Department shall:-

5.1 Serve as Chairman of Departmental Board meetings.

5.2 Represent the Department on the appropriate University Committees and other bodies as required.

5.3 At all times use his best endeavour to ensure that proper and acceptable standards of teaching and instruction are maintained in the Department.

5.4 Make recommendations with respect to probation, advancement and promotion of academic staff within the Department, provided that:-

5.4.1 In so doing the Chairman shall consult full-time academic members of the Department.

5.4.2 If the Chairman is himself a candidate for promotion, the appropriate recommendations shall be made by the Dean of the relevant Faculty after consultation with all full-time academic members of the Department.

5.5 Serve as executive officer of the Department in the implementation of Departmental Policy, as determined by the Departmental Board and other University authorities, and be responsible for the day to day administration of the Department.
ACADEMIC STAFF GRADING, TENURE AND PROMOTIONS ORDINANCE (1997): ORDINANCE 28

1.0 This Ordinance may be cited as the Academic Staff Grading, Tenure and Promotions Ordinance 1983, and shall take effect from 1 January 1984.

2.0 The Staff (Tenure) Ordinance 1973 is hereby repealed.

3.0 Objectives
In making this Ordinance, the Council has as its objective the establishment within the University of an equitable and workable system of appointments and promotions which satisfy the legitimate career aspirations of academic staff and which ensure the achievement of the University's academic aims whilst maintaining the high quality of its academic staff.

4.0 Structure of Academic Staff Grades

4.1 the following structure of grades and notches for Academic Staff shall apply within the University:

<table>
<thead>
<tr>
<th>Grade</th>
<th>Number of notches</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professor</td>
<td>As approved by the University from time to time</td>
</tr>
<tr>
<td>Associate Professor</td>
<td></td>
</tr>
<tr>
<td>Senior Lecturer</td>
<td></td>
</tr>
<tr>
<td>Lecturer</td>
<td></td>
</tr>
</tbody>
</table>

Think in other terms
4.2 The salary scales applicable to each grade and the salary step applicable to each notch within a scale shall be such as may be approved by University Council from time to time, and published as part of the University’s Salary Scales.

4.3 The University Council or its authorized committees shall have sole discretion to determine the academic staff establishment in each Academic Department and Faculty in the University, and in so doing, may designate that posts be established at any of the grades listed in Section 4.1 above, but normally:

4.3.1 there shall be only one established Professorial Chair in a Department which shall be filled by appointment;

4.3.2 each of the other academic posts on a Department’s or Faculty’s establishment may be filled at professorial level only by the promotion of existing staff.

5.0 Grading and Notching on Initial appointment

5.1 On initial appointment of the University’s Academic Staff, a successful candidate shall be graded and notched according to his or her qualifications experience and published research, and in so doing, the following criteria will apply;

5.2 Qualifications

5.2.1 The basic qualification for appointment to the University’s academic staff is a good first degree or an approved equivalent in the appropriate discipline.

5.2.2 An appointee with a good first degree or any approved equivalent in the appropriate discipline, but without any relevant post-graduate experience, shall be placed at the first notch of the teaching assistant scale.

5.2.3 An Appointee with approved research or non-research post-graduate qualifications which have been the subject of an examination process, shall be granted additional notches within a grade according to the following guidelines:-

5.2.3.1 a postgraduate diploma or postgraduate Masters Degree extending over less than 2 years of study or equivalent. (1 notch).
5.2.3.2 a postgraduate Masters Degree extending over 2 years of study or equivalent. (2 notches).
5.2.3.3 a DPhil or PhD Degree or equivalent. (3 notches).
5.2.4 The qualifications which are accepted by the University as approved equivalent to the basic levels recognized are set out in the First Schedule to this Ordinance.

5.2.5 A serving member of the University’s Academic Staff who obtains a further qualification, as described in Section (c) above, shall be awarded the appropriate additional notches with effect from the 1st of the month after the additional qualification is finally awarded, provided that such additional notches do not result in the member of staff being effectively promoted to a higher grade.

5.3 **Experience**

5.3.1 New appointees to the University’s Academic Staff will be awarded, on initial appointment, one notch on the salary scales for each year of relevant postgraduate experience, provided that such recognition of experience does not result in the appointee being appointed at a higher grade than that of the Lecturer, unless the appointee also satisfies the criteria for promotion to such higher grade as specified in Section 7.5 of this Ordinance.

5.3.2 In granting recognition to relevant postgraduate experience the University shall:

5.3.2.1 make no distinction between professional experience

5.3.2.2 recognise in full, the time spent as a full-time member of the academic (teaching and/or research) staff of a reputable university.

5.3.2.3 no grant credit in notching on the scales for the time an appointee has spent in full time study for a postgraduate qualification.

5.3.3 In all disciplines, any postgraduate experience in the appropriate discipline will be recognized as relevant, and in particular internship year following graduation as an MBChB or B. Pharm, or equivalent will be recognized as a postgraduate experience.

5.3.4 In general, the University will not provide any credit in notching an appointee, on initial appointment, for pre-graduate experience, but from time to time the University may recognize such experience and, in so doing, shall specify the type
of experience and the extent of its recognition by the University, by including such information in the Second Schedule to this Ordinance.

5.4 Published Research

The University recognizes published research, other than that forming part of a post-graduate qualification, for the purposes of determining the notch on initial appointment.

The University does not prescribe specific mechanisms or guidelines for such recognition, and relies on the appropriate Appointment Board to make recommendations in each appointee’s case. In making such recommendations, Appointment Boards shall take cognizance of the quality of the published work and whether it had been referred by persons expert in the particular field.

6.0 PROFESSIONAL SUPPLEMENT

6.1 There shall be only one Academic (Teaching and Research) grading and salary structure, and the same salary scales shall apply to all posts in all Faculties within the University.

6.2 In certain fields a pensionable, professional supplement in addition to the basic salary may be paid to staff.

7.0 PROMOTION

7.1 Criteria for Promotion

In assessing the suitability of members of the academic staff for promotion to a higher grade, the University shall take into account the following broad criteria;

7.1.1 Teaching

7.1.2 Research, Scholarship and Creative Work and

7.1.3 University Service.

7.2 Assessment of Teaching

In making an assessment of a candidate’s teaching, the University regards the following general areas as being of central importance.

7.2.1 Teaching method;

7.2.2 Course content;
7.2.3 The general performance of students in the course taught by the candidate for promotion;

7.2.4 The quality of the candidate’s supervision of graduate students;

7.2.5 The development of new and effective techniques of instruction.

7.3 Assessment of Research, Scholarship and Creative Work

7.3.1 In making an assessment of a candidate’s research, scholarship and creative work (hereinafter referred to as “research”), the University recognizes that research has a number of dimensions and, therefore, would examine a candidate's research to determine which of the following dimensions apply:

7.3.1.1 The accumulation of data that confirms an existing theory

7.3.1.2 The application of existing theory to acts specific to given contexts;

7.3.1.3 The generation of new theory and its empirical testing;

7.3.1.4 The generation of new methodologies for dealing with problems in the discipline or in practice;

7.3.1.5 Originality and innovation in contributions to issues of culture, of creative arts, writing, architectural designs etc.

7.3.2 Normally, the University would take into account for promotion purposes only research which has been published, been accepted for publication or, in the case of longitudinal studies, is in written-up form which can be referred. Invariably, the University will seek the views of referees, which it appoints, on the quality of the candidate’s research.

7.3.3 In addition to making an assessment of a candidate’s research from the point of view of its quality, the University would also make an assessment in terms of the quantity of research output.

7.4 Assessment of University Service

In assessing a candidate’s University service, the University is conscious of the fact that every member of the academic staff should be a good University citizen, performing his/her duties conscientiously and well, attending and participating on committees to which he/she is assigned. The University regards such activity as adequate University service. If a candidate has taken a leadership role in University service such as serving as Dean,
Chairman of Department, Chairman of a Committee or in organizing a Faculty or organizing vacation research for students or is involved in student counseling and does the activities outstandingly well, the University would regard such service as better than adequate.

7.5 Criteria for Promotion to Specific Grades

7.5.1 Criteria for Promotion to the Senior Lecturer Grade

7.5.1.1 Assessments at the level of satisfactory in teaching, research and University service and

7.5.1.2 An assessment at the level of outstanding in at least one of the following, teaching, research and University service.

7.5.2 Criteria for the Promotion to the Associate Professor Grade

The criteria for promotion to the Associate Professor Grade are as follows:-

7.5.3.1.1 An international reputation for scholarship in the candidate’s field as testified by external assessors, examiners or reviewers of the candidate’s work;

7.5.3.1.2 In some fields, one or more books and substantial publications in scholarly journals;

7.5.3.1.3 It is possible, but unlikely, for a Lecturer to be promoted directly to the Associate Professor Grade;

7.5.5 An Associate Professor would be required to demonstrate the sustained record required for promotion to a Professor in the period he/she was promoted or appointed as an Associate Professor.

7.6 Promotion Procedures

7.6.1 Annually, in the early part of each calendar year, the Chairman of a department shall place in the file of each academic member of that Department a report concerning the member’s teaching, research and University service in the previous year. This report shall be available to the member of staff concerned, the Faculty and the appropriate members of the University administration.
7.6.2 The Annual Reports filed in terms of Section 7.6.1 will form the basis of a chairman of Department’s report to the Promotion or appropriate Academic Appointments Board for the purposes of application for promotion.

7.6.3 A member of staff wishing to apply for promotion should do so in response to the annual invitation to apply for promotion issued by the University Administration. In the first instance, such applications shall be submitted to the Chairman of the member’s Department who will submit to the Promotions Committee, through the Dean of Faculty, a dossier containing the following documents:-

7.6.3.1 The candidate’s complete, up-to-date curriculum vitae;

7.6.3.2 The candidate’s application for promotion;

7.6.3.3 Copies of each of the Annual Reports on the member since initial appointment or since the date of promotion whichever is the most recent;

7.6.3.4 A summary of the Departmental Board’s views on the candidate’s application;

7.6.3.5 A report containing his recommendations on the candidate’s application, which shall first have been made available to the candidate for comment, but in all other respects should be regarded as confidential to the Promotions Committee;

7.6.3.6 Any comments on the Chairman’s report which the candidate may wish to submit to the Promotions Committee.

7.6.4 In circumstances where the candidate expressly wishes the Departmental Board to consider any difference of opinion between him/herself and the Departmental Chairman he/she may request the Departmental Board to do so, in which event the outcome of the Departmental Board’s deliberations would be included in the dossier submitted through the Dean to the Promotions Committee.

7.6.5 The dossier shall also include a list, in order of preference, of assessors to whom the Promotions Committee may refer. This list shall be prepared by the Departmental Board and shall be as follows in applications for promotions to:-

7.6.5.1 Senior Lecturer: 3 assessors, at least one of which shall be an outsider to the University.
7.6.5.2 Associate Professor or Professor: 6 assessors, at least two of which shall be outsiders to the University.

7.6.6 The Dean of each Faculty shall forward to the Promotions Committee the dossier received from the Chairman of Department on each candidate, together with a report and recommendation by him/herself as Dean. The Dean’s report shall be confidential, except that if he/she disagrees with the Chairman’s report, the Dean is required to make his report available to the Chairman and the candidate, in which event the candidate’s comments on the Dean’s report shall be included in the final dossier submitted to the Promotions Committee.

7.6.7 The Promotions Committee shall have final authority in all promotion matters and, in particular, shall be the sole arbiter as to whether or not to seek reports from assessors in any case for promotion. If a “prima facie” case for promotion is judged to exist then the Committee shall seek the opinion of external assessors, in which event the assessors’ reports shall be confidential to the Promotions Committee.

7.7 Composition of Annual Report

7.7.1 The Annual Report placed in each academic member of staff’s personal file each year by the Chairman of the Department shall include an assessment of the member’s teaching, research and University services as indicated in Section 1.2.1.3 and 1.4 above.

7.7.2 Report on Teaching

In compiling the section of the Annual Report on a member’s teaching the Chairman of Department shall include an evaluation arrived at after implementing at least the following means assessment.

7.7.2.1 Peer Evaluation of Teaching

The Departmental Board shall establish a panel of at least two academic members of staff for each academic member of the Department, with the responsibility of attending lectures given by their colleagues on different occasions and without prior notice to the person giving the lecture. The panel’s report will be considered by the Departmental Board and after
constructive, open discussion with the member of staff concerned, will become a component in the assessment of each member of staff's teaching.

7.7.2.2 Evaluation by Students

Students will be provided with an opportunity to complete an evaluation form in respect of each course. In the first instance, evaluation forms completed by students will be submitted to the Chairman of Department who will discuss the views expressed with the member of staff concerned and the Departmental Board before including any informal comment in the Annual Report.

7.7.2.3 Assessment by External Examiners

Any comments by External Examiners on a member’s teaching shall be included in the Annual Report.

7.7.2.4 Seminars

All departments are required to encourage members of the staff to hold seminars on relevant subjects of their choice to which staff and students should be invited to attend. The feed-back from these seminars is seen as being helpful to the Lecturer but need not be included formally in the assessment of teaching ability for the Annual Report.

7.7.3 Report on University Services

The Section of the Annual Report on a member’s University service shall comprise:

7.7.3.1 a report by the Chairman of Department on the quality and quantity of the member’s University service during the year in question;

7.7.3.2 any written comments by the member of the Chairman’s report made in terms of Section 7.7.3.1 above.

8.0 TENURE

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Think in other terms
8.1 Only citizens and residents of Zimbabwe, in accordance with section 6(2) of the University Act, shall be appointed on permanent terms of service which enable the gaining of tenure in due course should the University so determine.

8.2 Persons who are not citizen or residents of Zimbabwe shall be appointed only on fixed term contracts, which do not entitle such staff to being considered for tenure, and therefore, the further provisions of this section of this Ordinance do not apply to such staff.

8.3 All academic staff appointed by the University shall be required to serve a probationary period before being considered for tenure.

8.4 The duration of the probationary period shall be:-

8.4.1 In the case of staff who, before appointment, had tenure at another reputable university or institution of higher education: 2 years.

8.4.2 In the case of staff who had not previously had tenure: 3 years.

8.5 Appointments Boards are authorized to recommend the granting of immediate tenure, and the consequent waiver of the probationary period, in cases where the Board is recommending an appointment at the Associate Professor of Professor level and feels there are good grounds for making the appointment with immediate tenure.

8.6 The criteria for granting of tenure on completion of the requisite probationary period shall be:

8.6.1 Satisfactory teaching;

8.6.2 Satisfactory research;

8.6.3 Satisfactory University service.

8.7 The procedures for determining whether or not to grant tenure shall be as stipulated above for the consideration of applications for promotion, and therefore, the provisions of sections 7.2.3, 7.4, 7.6.2, 7.6.3, 7.6.4, 7.6.6 and 7.7 shall apply except that:

8.7.1 the appropriate final authority shall be the appropriate Academic Appointments Board rather than the Academic Promotions Committee.

8.7.2 the initiation of the process will be made by the University Administration, at a time suitably in advance of the scheduled date of completion of a member's probationary period of service.
8.8 If a member of staff is not granted tenure after the completion of his/her probationary period the University may either:-

8.8.1 extend the probationary period by up to two further years with permission for the member of staff to apply for tenure before the expiry of that time, or terminate the member of staff's employment with the University.

8.9 If at the end of the probationary period a member of staff is granted tenure then the appointment shall be without time limit up to the age fixed by the University for retirement except that:-

8.9.1 a member may resign his appointment by giving not less than 3 months’ notice in writing, provided that he/she may not give notice of resignation while he/she is on Sabbatical Leave or Contact Visit, nor may any period preceding or spent on such leave visit be counted as a period or portion of a period of notice.

8.9.2 the University Council may terminate the appointment for “good cause” by giving the member of staff not less than 3 calendar months’ notice or paying the member’s salary in lieu thereof.

8.10 Before terminating appointment in terms of Section 8.9.2 the Council:­

8.10.1 shall inform the member in writing of the matters alleged against him/her and give the member the opportunity of replying in writing to those charges.

8.10.2 may, and if so requested by the member of staff shall, before considering such dismissal, refer the case to the Staff Disciplinary Committee established in terms of Section 24 of the University Act.

8.11 “Good Cause” for the termination of an appointment in terms of Section 2.9.2 means:-

8.11.1 conviction of any offence which the Council considers to be such as to render the person concerned unfit for the execution of the duties of his/her office.

8.11.2 any physical or mental incapacity which Council considers to be such as to render the person concerned unfit to continue to hold his/her office.

8.11.3 conduct of an immoral, scandalous or disgraceful nature which the Council considers to be such as to render the person concerned unfit to continue to hold his office.
8.11.4 conduct which the Council considers to be such as to constitute failure or inability of the person concerned to perform the duties of his office or to comply with the conditions of tenure of his office.

9.0 TRANSITIONAL ARRANGEMENTS

9.1 On the coming into effect of this Ordinance, all existing academic staff shall be incorporated into the new grades designated in Section 4.1 of the Ordinance in accordance with the arrangements set out in the Fourth Schedule to this Ordinance.

9.2 In addition, all academic members of staff below the grade of Senior Lecturer shall have their grading and notching reviewed in the light of the criteria set out in the Section 5 of this Ordinance provided that such review:

9.2.1 does not result in a member of staff being re-notched to a lower grade than he/she is currently on,

9.2.2 such review does not result in a member of staff being re-notched to a new higher grade,

9.2.3 the results of such review shall only come into effect from the member of staff’s next incremental date.

10.0 INTERPRETATION

In this Ordinance:-

“Academic Staff” means all persons employed by the University as professors, associate professors, senior lecturers or lecturers and who are contractually required to carry out teaching, and administrative duties and to conduct research,

“A good first degree” means a first degree classified at the level of Upper Second or equivalent,

“Longitudinal” means research which is carried out over a period of at least 5 years before final results are obtainable.
Think in other terms
## FIRST SCHEDULE

### QUALIFICATIONS ACCEPTED BY THE UNIVERSITY AS APPROVED EQUIVALENTS

(SECTIONS 5.2.4 OF THE ORDINANCE)

1.0 Qualifications recognized as equivalent to a postgraduate Diploma or postgraduate Masters Degree extending over less than 2 years of study.

<table>
<thead>
<tr>
<th>Faculty/Department</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.1 Agriculture</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
<tr>
<td>1.2 Architecture and Quantity Surveying</td>
<td>Bachelor of Architecture Degree</td>
</tr>
<tr>
<td>1.3 Arts</td>
<td>Aggregation</td>
</tr>
<tr>
<td>1.4 Commerce</td>
<td>Membership of the Institute of Cost and Management Accountants</td>
</tr>
<tr>
<td>1.4.1 Accountancy</td>
<td>Membership of the Institute of Chartered Secretaries and Administrators</td>
</tr>
<tr>
<td>1.4.2 Business Studies</td>
<td>Membership of the Institute of Marketing Management.</td>
</tr>
<tr>
<td></td>
<td>Membership of the Institute of Chartered Secretaries and Administrators.</td>
</tr>
<tr>
<td></td>
<td>Membership of the Institute of Personnel Management.</td>
</tr>
<tr>
<td>1.5 Education</td>
<td>Graduate Certificate of Education.</td>
</tr>
<tr>
<td>1.6 Engineering</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
</tbody>
</table>
1.7 Medicine  
No specific equivalent qualifications identified.

1.8 Science  
No specific equivalent qualifications identified.

1.9 Social Studies  
No specific equivalent qualifications identified.

1.10 Veterinary Science  
Specialty certificates issued after one year's full time study, or the equivalent in part-time study, and after examination by Universities and bodies such as the Royal College of Veterinary Surgeons, the American Veterinary Medical Association, and the Australian College of Veterinary Scientists.

2.0 Qualifications recognized as equivalent to a Postgraduate Masters Degree extending over 2 years of study.

<table>
<thead>
<tr>
<th>Faculty/Department</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.1 Agriculture</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
<tr>
<td>2.2 Art</td>
<td>B.Lit., B Phil.</td>
</tr>
<tr>
<td>2.3 Commerce</td>
<td>Membership of the Institute of Chartered Accounting</td>
</tr>
<tr>
<td></td>
<td>Membership of an approved society as defined in the Accountants By-Laws promulgated in terms of the Accountants Act.</td>
</tr>
<tr>
<td>2.4 Education</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
<tr>
<td>2.5 Engineering</td>
<td>Corporate Membership of an appropriate Institute of Engineering obtained by</td>
</tr>
</tbody>
</table>

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*Think in other terms*
examination at a professional interview procedure.

<table>
<thead>
<tr>
<th>Faculty/Department</th>
<th>Qualifications</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.6 Medicine</td>
<td>M.Gen.Med. M. Med.(in Medicine, Surgery, Pathology, Paediatrics, Obstetrics and Gynaecology or Psychiatry) MRCP (UK) FRCS (Eng.), (Glasg),(Edin)or (Irel) MRCOP, FFARCS, MRCPath any other qualification s acceptable to the Medical, dental and allied Professions Council of Zimbabwe for registration as a Practitioner on a Specialist Register</td>
</tr>
<tr>
<td>2.7 Science</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
<tr>
<td>2.8 Social Studies</td>
<td>No specific equivalent qualifications identified.</td>
</tr>
<tr>
<td>2.9 Veterinary Science</td>
<td>Speciality Diplomas or Certificates issued after 2 years or 3 years full-time study, or the equivalent in part-time study, and after examination by Universities and bodies such as the Royal College of Veterinary Surgeons, the American Veterinary Medical Association, and the Australian College of Veterinary Scientists.</td>
</tr>
</tbody>
</table>

3.0 Qualifications recognized as equivalent to a DPhil or PhD Degree.

Think in other terms
3.1 Agriculture | No specific equivalent qualifications identified.
3.2 Arts | No specific equivalent qualifications identified.
3.3 Commerce | No specific equivalent qualifications identified.
3.4 Education | No specific equivalent qualifications identified.
3.5 Law | No specific equivalent qualifications identified.
3.6 Medicine | MD, Pharm. D
3.7 Science | No specific equivalent qualifications identified.
3.8 Social Studies | No specific equivalent qualifications identified.
3.9 Veterinary Science | No specific equivalent qualifications identified.
# SECOND SCHEDULE

## RECOGNITION OF PRE-GRADUATE EXPERIENCE

(SECTION 5.3.4 OF THE ORDINANCE)

<table>
<thead>
<tr>
<th>Faculty/Department</th>
<th>Recognised Postgraduate</th>
<th>Extent of Recognition</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Agriculture</td>
<td>Experience in the Agriculture Industry following award of a recognized Diploma in Agriculture.</td>
<td>One notch for each complete year of the relevant experience up to a maximum of years.</td>
</tr>
<tr>
<td>2.0 Arts</td>
<td>Nil</td>
<td>Nil</td>
</tr>
<tr>
<td>3.0 Commerce</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.1 Accountancy</td>
<td>Relevant experience at an appropriate level in any of Auditing, Taxation, Financial and Management Consultancy.</td>
<td>One notch for each complete year of experience up to maximum of 5 years.</td>
</tr>
<tr>
<td>3.2 Business Studies</td>
<td>Experience at an appropriate level</td>
<td>One notch for each complete year</td>
</tr>
</tbody>
</table>

*Think in other terms*
Think in other terms

4.0 Education complete

Depending on the job description of the post involved, teaching at Primary or Secondary level educational administrative experience following the award of a recognized certificate in education.

One notch for each complete year of experience up to a maximum of 5 years.

5.0 Engineering

Relevant experience at an appropriate level in engineering.

One notch for each complete year of experience up to a maximum of 5 years.

6.0 Law

Relevant experience at an appropriate level in law.

One notch for each complete year of experience up to a maximum of 5 years.

7.0 Medicine

Relevant experience at an appropriate level in Medical Laboratory Technology following the award of a Diploma in Medical Laboratory Technology.

One notch for each complete year of experience up to a maximum of 5 years.

8.0 Science

Depending on the job description of the post involved, certain technical experience may be

One notch for each complete year of experience up to a maximum of
recognized following the award of an appropriate technical qualification.

9.0 Social Studies

Professional full time experience Studies in areas such as counseling fiscal, public and social administration following the award of a recognized qualification.

One notch for each complete year of experience up to a maximum of 5 years.

10.0 Veterinary Science

Depending on the job description following the award of an appropriate qualification in a field related to the Veterinary profession. Examples of appropriate qualifications for this purpose are degrees in Animal Science, Microbiology or Zoology and Diplomas in Medical Laboratory or Animal Nursing.

One notch for each complete year of experience up to a maximum of 5 years.
These shall be the rules of Student Conduct and Discipline read together with the NUST Act Chapter 25.13 (formerly Act 1990).

1. This Ordinance may be cited as “The Rules of student Conduct and discipline Ordinance, Ordinance No. 30 (Amended 2006)”.

2. The Student Disciplinary Committee hereby delegates to the officials referred to in the Rules of Student Conduct and Discipline the power of investigating and exercising disciplinary authority in respect of misconduct by any student to the extent and in the manner set out in the Rules of Student Conduct and Discipline.

3. The Student Disciplinary Committee may:-

3.1 Order a student to pay to the University the amount of any financial loss caused to the University by such a student;

3.2 After reference to the Vice-Chancellor, impose any penalty on a student which in the circumstances of a particular case it deems appropriate.
SCHEDULE
RULES OF STUDENT CONDUCT AND DISCIPLINE

1.0 INTERPRETATION

The University Officers charged with the administration of these rules will at all times seek to implement the letter and spirit of the University Act and will, in particular, have regard to the following principles:

1.1 The University is a Society in which high standard of communal life must be established and maintained for the benefit of both present and future members of the University;

1.2 A high level of personal integrity and a developed sense of responsibility towards others are as important to the University as outstanding scholastic achievement;

1.3 A proper concern for the reputation of the University and what it ought to stand for makes it incumbent upon its members to live decent and orderly lives;

1.4 Individual or collective action by members of the University which constitutes a breach of these rules may require to be punished, notwithstanding that the motive or goal of such action was a commendable one in the belief of such members.

2.0 UNDERTAKING AT REGISTRATION

When registering as a member of the University a student shall be given a copy of these rules and shall sign a statement in which he/she acknowledges that he/she has been furnished with the rules, and he/she undertakes to conduct himself/herself while a student of the University in accordance therewith and with any amendments duly made thereto.

3.0 STUDENT CONDUCT

3.1 No student of the University shall:-

3.1.1 Use the University premises contrary to University Regulations, residence, Faculty or Departmental rules or do any act reasonably likely to cause such mis-use;

Think in other terms
3.1.2 Damage or deface any property of the University or do any act reasonably likely to cause damage or defacement thereto;

3.1.3 Disrupt teaching, study, research or administrative work, or prevent any member of the university or its staff from carrying on his/her study or work, or do any act reasonably likely to cause disruption or prevention;

3.1.4 Engage in any conduct whether on or off the campus which is or is reasonably likely to be harmful to the interests of the University, members of the University staff or students.

3.2 The following would be regarded by the University as instances of breaches of the rule contained in 3.1 (above):

3.2.1 Displaying violence by word or act towards any member of the University, whether academic or administrative staff or student, or a guest of the University, or any visitor to the University or in any way intimidating or obstructing the free movement of such member, guest or visitor;

3.2.2 Disrupting or seeking to disrupt any proper function of the University whether it be an official function, Council Meeting, Senate Meeting, Faculty or Committee Meeting, Lecture, teaching session, the function of any University Society or day to day administrative activity;

3.2.3 Seeking to prevent a speaker invited by any section of the University Community from lawfully expressing his/her views.

3.3 Students are informed that:

3.3.1 If a group of students forms a common intention to commit certain acts and assist each other in their commission, and in due course a breach of these Rules is committed by one or some of the group, then each member of the group who foresaw that the breach would occur, may be held to have committed that breach of the Rules. A member of such a group can avoid this happening to him/her by taking clear and unequivocal steps, before such a breach is committed, to show that he/she dissociates himself/herself from the acts of the group with whom he/she has so far been associating;
3.3.2 Where a number of students have committed a breach of these Rules and only one or more of these students can be identified, the University will not hesitate to take disciplinary action against those students who can be identified and against whom there is sufficient evidence to warrant such a disciplinary action;

3.3.3 Where a student commits an act which is both an offence according to the laws of the country and one which after investigation appears to be a breach of the disciplinary rules of the University, the University may punish such a student notwithstanding that he/she is prosecuted and/or punished by the courts of the country;

3.3.4 A Student Identity Card is solely for the legitimate use by the person to whom it has been issued.

3.4 A student shall obey any Rules made from time to time by the Vice-Chancellor and shall further obey all instructions given by the Vice-Chancellor and shall further obey all instructions given by the Vice-Chancellor, the Proctors, and all those persons whom the Vice-Chancellor has charged to assist him/her in the maintenance of discipline, and in this regard:-

3.4.1 Academic staff and Senior Administrative staff may order any member of a gathering of students which is committing an offence, or whose activities are likely to lead to a breach of Rule 3 (above), to disperse, and may further order any such member to furnish his/her full name or to accompany the member of staff for an interview with the Vice-Chancellor or a Proctor, or give both such orders. For the purposes of this section ‘Senior Administrative Staff shall include the Registrar, Deputy Registrars, the Bursar, Deputy Bursars, Librarian, Deputy Librarian, Sub-Librarians, Directors, Dean of Students, Deputy dean of Students, Assistant/Senior Assistant Registrars, Assistant/Senior Assistant Librarians, Chief Security Officer, Accountants, Principal accountants, and Wardens of University Residence.

3.4.2 If a student misbehaves in a lecture or teaching session or interferes with the conduct of a lecture or teaching session the member of staff conducting such a lecture or teaching session may order the student to leave or to cease such interference.

3.4.3 Failing to comply with any order given as stated above constitutes a serious offence.
4.0 THE POWERS OF THE UNIVERSITY PROCTORS

The Vice-Chancellor shall from time to time appoint as many Proctors as he deems necessary from among the academic staff who are not members of the Student Disciplinary Panel or Wardens. One Proctor shall be known as the Senior Proctor with the responsibility of organising and supervising the work of the other Proctors. A second Proctor shall have legal expertise and known as the Legal Proctor with a particular responsibility for the presentation of cases before the Student Disciplinary Committee.

4.1 A Proctor shall be charged with ensuring the proper observance of these Rules by students on or off the University site and to this end shall, in addition to his power under Rule 3.4, have the following powers:

4.1.1 To receive and investigate reports of student misconduct;

4.1.2 To summon any student to appear before him/her either to answer a charge or complaint against him/her or to answer questions in regard to any matter under investigation by him/her;

4.1.3 To proceed in the absence of a student who in the opinion of the Proctor has been duly summoned but has failed to appear;

4.1.4 To recommend to the Registrar that a student be summoned to appear before the Student Disciplinary Committee to answer a charge or complaint against him/her or to answer questions in regard to any matter under investigation by the Student Disciplinary committee or Proctors;

4.1.5 To reprimand a student;

4.1.6 To impose a maximum fine on a student not exceeding 25% of the average annual tuition fees as stipulated by the Fees Ordinance for the State Universities for the first offence, and a maximum not exceeding 50% of the average annual tuition fees for the second offence. Any subsequent offences should be referred to the Registrar;
4.1.7 To order a student to pay to the University the amount of any financial loss caused to the University by such student;

4.1.8 To withdraw an existing student privilege, other than residence, for a period not exceeding 1 (one) semester.

4.2 When a report is made to a Proctor of an alleged misconduct by a resident of a Residential Unit, the Proctor shall communicate such a report to the Warden of the Residential Unit concerned before taking action against the resident.

5.0 POWER OF THE WARDENS

5.1 A Warden of a Residential Unit shall have the power to investigate any breach of these Rules by a student of his/her Residential Unit committed within any residential Unit and to make any of the following orders in respect of such student adjudged by him/her to have committed a breach of these rules.

5.1.1 To reprimand a student;

5.1.2 To withdraw an existing resident student privilege;

5.1.3 To impose a maximum fine not exceeding 5% of the average annual tuition fees as stipulated by the Fees Ordinance for State Universities;

5.1.4 To order a student to pay to the University the amount of any financial loss caused to the University. Such an order may be made on the person or persons who caused the loss or, where identity cannot be established, on members of the residence in which the loss was sustained;

5.1.5 To suspend a student from his/her University Residence;

5.1.6 To expel a student from his/her University Residence for a period not exceeding two semesters.

5.2 Where a warden wishes to impose penalties 5.1.5 or 5.1.6 above, he/she shall first furnish the Senior Proctor with a full report concerning the alleged offence and the proposed penalty. On receipt of this report the Senior Proctor may, either:-
5.2.1 Confirm the proposed penalty and order of the Warden and in the event of variation, order the Warden to execute such varied order; or

5.2.2 Institute a further investigation of the matters before making such order at the conclusion as he/she deems fit; or

5.2.3 Recommend to the Registrar that a Student Disciplinary Committee be convened to examine the case.

5.3 A Warden of a University Residence and the Warden of Non-resident Students shall have the power to report any matter of student misconduct to the Proctors or, through the registrar, to the Student Disciplinary Committee.

5.4 Where a warden has imposed any of the penalties set out in Section 5.1.1 to 5.1.4 above on a student he/she shall submit a report to the Senior Proctor, Registrar and Dean of Students.

6.0 RULES FOR UNIVERSITY STUDENT RESIDENCES

6.1 General
A resident shall obey all Rules made by the University and instructions given by the Warden, Deputy and Sub-Wardens of the residence and shall refrain from conduct which:

6.1.1 May bring discredit upon his/her Residential Unit; or

6.1.2 Is prejudiced to the welfare of other residents of the Unit.

6.2 Powers of University Residence Committee Members
Members of Residence Committee shall have power;
To investigate and if necessary reprimand residents for any infringement of the Rules contained in this Section, and report such investigation or reprimand to the Warden.

6.3 Damage to University Residence Property
A residence shall be liable to compensate the University in full for any damage caused by him/her to University property. Damage caused to a study-bedroom shall be presumed to have been caused by the resident to whom such a room has been allocated unless the contrary is proved.

6.4 Fire
6.4.1 Normally, fire drills shall be conducted at least three times per Semester (beginning, middle and end of the Semester)

6.4.2 A resident having knowledge of the outbreak of fire in, or adjacent to Resident premises shall as soon as possible:-

   6.4.2.1 Raise the alarm;
   6.4.2.2 Inform the Warden, Deputy or Sub-Warden;
   6.4.2.3 Summon the Municipal fire-brigade;
   6.4.2.4 Inform the Director of Physical Planning, Works and Estates/Dean of Students.

6.5 Vacation Residence (Only for NUST Campus Residence)

6.5.1 A resident may not occupy a study-bedroom during University vacations, save with the prior written authority from the Office of the Dean of Students, on the recommendation of the Dean of the appropriate Faculty and the Warden. Applications for vacation residence must be submitted through the prescribed channels and on the prescribed form.

6.5.2 A student granted leave to reside in University Residence during vacation who no longer wishes to avail himself/herself of this privilege shall furnish the Office of the Dean of Students with at least 3 (three) days' written notice of such fact. Omission to do so will, normally, render such resident liable to monetary penalty equivalent to the amount that was due.

6.6 Absence from Residence

To be absent from University Residence for two or more consecutive nights, a resident student needs to inform the Dean of his/her Faculty in addition to the Warden. A resident student may be required to be in residence every night by such time as may be laid down in Residence Regulations unless he/she has given prior notice to the Warden or a Sub- warden that he/she will return to Residence at a later hour.

6.7 Visitors

6.7.1 Resident students’ parents may visit them in their rooms from 1000 to 2230 hours.
6.7.2 Students in University Residence may visit each other’s rooms between the following hours:

- Monday to Friday: 1000 to 2230 hrs
- Saturday: 1000 to 0000 hrs
- Sunday: 1030 to 2230 hrs

6.7.3 Students may have other Visitors between 1630 and 2030 hours.

6.7.4 Outside the prescribed visiting hours, all parts of the Residence except the Common rooms and entrance foyers are out of bounds.

6.7.5 Special arrangements for visits may be made by application to the Warden of the Residence concerned.

6.7.6 These provisions apply to all students – undergraduate and postgraduate, living in undergraduate residence.

6.7.7 No visitor or non-resident student may make unauthorised use of accommodation or dining facilities in University Residence. Students introducing visitors or non-resident students to the Residences may be held responsible by the Wardens for the conduct of such visitors, and non-resident students making unauthorized use of the residence facilities shall be guilty of misconduct.

6.8 Withdrawal from Residence

If a student should leave the University or withdrawal from Residence before the end of the session for which he/she has been admitted, fees already paid by him/her are not normally returnable, except that a student gives proper notice before the end of a session that he/she wishes to vacate Residence for the remainder of the session may be refunded the balance of Residence fees in respect of the remaining period of session.

6.9 Loss of Valuables

A resident shall report as soon as possible to the Warden, Deputy or Sub-Warden the loss of any article from Residence.

6.10 Relationship of Resident and Staff

Think in other terms
A resident shall not require a member of the Central Services Department Staff to perform a service outside the scope of his/her normal employment duties.

6.11 Illness

For a resident who is confined in bed, the Sub-Warden/Warden must ensure that his/her illness is reported to the University Student Health Service.

7.0 RULES FOR THE USE OF VEHICLES

7.1 A student wishing to keep or use a motor vehicle including a motor cycle, motor scooter or motorized bicycle within the boundaries of the University site shall previously notify the Registrar in writing on the form prescribed.

7.2 Save with the prior written permission of the Registrar, a student shall not, within University grounds:-

7.2.1 Park a vehicle in a parking place marked “for staff and visitors only”;
7.2.2 Park a vehicle in any place at which parking by any persons has been prohibited;
7.2.3 Bring a vehicle within any University building;
7.2.4 Ride or drive a vehicle on any part other than roads, tracks or parking places;
7.2.5 Leave a vehicle in an unusable condition for a period longer than is reasonably required to effect necessary repairs.

7.3 Whenever a vehicle registered with the University is driven, ridden or parked in contravention of the Rules set out in Section 7.2 it shall be presumed that it was so driven, ridden or parked by the person in whose name the vehicle has been registered with the University unless the contrary is proved.

7.4 Penalties

7.4.1 The Wardens, Proctors and such other persons so authorized by the Vice-Chancellor shall have power to investigate breaches of the Rules contained in this Section and to impose penalties calculated as proportions of the average annual tuition fees as stipulated by the Fees Ordinance for State Universities.

7.4.1.1 First offence, 2% of annual Tuition Fees
7.4.1.2 Second offence, 4% of annual fees

7.4.2 In the case of a third subsequent offence the name of the offender, with particulars of his previous offences under this Section, shall be reported to the Proctors, who shall exercise appropriate authority in Terms of Rule 4.
RULES OF PROCEDURE IN DISCIPLINARY PROCEEDINGS BEFORE THE STUDENT DISCIPLINARY COMMITTEE

1.1 The Chairman of the Committee shall regulate proceedings in a manner as simple and informal as possible which is, notwithstanding, best fitted to do substantial justice and at all times in accord with the principles of natural justice. More particularly, a student charged with breach of the Rules of Student Conduct and Discipline shall at any investigation thereof before the Committee and with no derogation of his/her rights in terms of Section 23 (3) of the University Act:-

1.1.1 Be furnished with a full and fair opportunity to meet such allegations if he so desires;

1.1.2 Be permitted to present any relevant facts or call any witness capable of giving testimony relevant to the investigation;

1.1.3 Be permitted to put questions to witnesses save those which are irrelevant, frivolous or vexatious;

1.1.4 Be permitted to be present at all times save when the Committee is deliberating upon its decision of the matter;

1.1.5 Be advised as fully and clearly as possible of the Committee’s decision or recommendation and of its reasons for arriving at that decision or recommendation.

1.2 The Proctors and Wardens shall conduct any proceedings before them in accordance with Rule 8.1 save that the provisions of Section 25 (3) of the University Act will not be applicable.

1.3 In the event of the Legal Proctor conducting an investigation before the Student Disciplinary Committee it shall further be his/her duty:-
1.3.1 To elicit all evidence brought to his/her attention which is relevant to the investigation and admissible, whether favourable to or prejudicial to the student whose conduct is the subject thereof;

1.3.2 If so required by the Committee, to advise the Committee as to the issues which they have to decide and as to any point of law or procedure so as to ensure that the conduct of the investigation is consistent with the principles of natural justice;

1.3.3 To be absent at all times from the deliberations of the Committee upon its final judgments.

1.4 A notice to a student summoning him/her to appear before the Committee for investigation of an alleged breach of the University Rules of Student Conduct and Discipline shall be contained in a letter addressed to him/her and advising him/her of:-

1.4.1 The place at which he/she is to attend;

1.4.2 The date and time at which he/she is to attend, provided that such date shall be not less than 5 days after the date upon which such notice is received;

1.4.3 The rule which he/she is to have contravened and full particulars of his/her alleged contravention;

1.4.4 His/her right to make any relevant statements he/she wishes to the Committee;

1.4.5 His/her right to call witnesses to attend and give any relevant testimony on his/her behalf before the Committee;

1.4.6 His/her right to be accompanied and represented before the Committee by a legal practitioner;

1.4.7 The right to furnish to the Proctors in advance of the investigation any information which he/she wishes to have given due consideration.

1.5 A member of the Committee who has acquired, other than in the course of his University life, knowledge of evidence in an investigation of misconduct to be held before the Committee shall not participate in such investigation.
1.6 The member of the Committee who is a relative of a student charged with breach of the Rules of Student Conduct and Discipline shall not participate in the Committee's proceedings.

1.7 The Committee shall only find a student to have committed a breach of the rules of Student Conduct and Discipline when it is satisfied beyond reasonable doubt that the student has committed such breach.

1.8 In the event of the Committee finding a student to have committed a breach of the rules, either on the student's own admission or at the conclusion of an investigation, it shall, before determining the punishment it should impose or the terms of its recommendation to the Vice-chancellor, permit such a student a full opportunity to make a statement or produce evidence which he/she wishes to be taken into consideration in mitigation of his/her punishment.

1.9 The Chairman of the Committee or his/her nominee shall keep full notes of any proceedings before the Committee but these need not be a verbatim record.

Date of Operation

This Ordinance shall apply with effect from 1 October, 2006, or any later date as approved by the Minister of Higher and Tertiary Education, Science and Technology Development, and shall remain in force until otherwise repealed or varied by further Rules of Student Conduct and Discipline Ordinance of the National University of Science and Technology.
GENERAL ACADEMIC REGULATIONS FOR UNDERGRADUATE DEGREES

1.0 PREAMBLE

1.1 The Senate shall be the final authority for the interpretation of these regulations.

1.2 The Senate reserves the right to alter, amend, cancel, suspend, or replace any of these regulations.

1.3 The Senate has the power to exempt any student from any of the regulations.

1.4 A student who has started a programme of study following one set of regulations shall not be affected by regulations subsequently adopted unless agreed to in writing by the student.

1.5 There shall be academic regulations for each Faculty which shall be subject to approval by the Senate and which shall include provision for admission to Programmes, Subjects and Modules within the Faculty and schemes of examinations for these Programmes.

1.6 The General Academic Regulations shall take precedence over the Faculty Regulations.

1.7 Detailed syllabi for Subjects or Modules in a Subject will not form part of the General or Faculty Regulations but shall be submitted to the appropriate Faculty Boards for approval.

1.8 In these regulations the following shall be used as described:-
“Academic Year” - A defined portion of a Programme consisting of two semesters.

“Part” - A defined portion of a Programme covering one academic year.

"Continuous Assessment" - Prescribed assignments to be completed within a given period and forming a part of a module.

“Industrial Attachment” - A prescribed period of hands-on experience in a relevant work setting.

“Module” - Is a component within a Programme which is separately examinable.

“Programme” - A plan of study lasting over a period of time which leads to the award of a degree, diploma, or certificate of the University.

“Project” - A defined practical assignment which is separately examinable.

"Semester" - A prescribed period normally comprising 15 weeks, including teaching, revision and examinations.

“Subject” - A field of study offered by a Department.

“Credit” - Quantified means of expressing the volume of learning based on the workload students need in order to achieve the expected outcomes of a module.

“Credit accumulation” - The process of collecting credits awarded for achieving the learning outcomes of a module component of a programme.

1.9 A schedule of Programmes, Subjects and Modules and their codes for use in computerised student records shall be maintained by the Registrar. These codes shall be alphanumeric.
2.0 PROGRAMMES

2.1 The University may offer programmes for undergraduate Bachelor’s Degrees at Honours Level.

2.2 Honours Degrees

2.2.1 The structure of Honours Degree Programmes shall be as prescribed in the Faculty Regulations. These structures may vary in accordance with the particular requirements of different Faculties and Subjects but all Honours Programmes shall normally contain the following elements:

(a) one or more ‘subjects’ shall be studied over at least four years of full-time study (or equivalent), including one academic year of Industrial Attachment. These subjects shall be studied intensively and progressively (i.e. studies in the final year(s) assume prior knowledge of the Subject at first, second and third year level) and be taught and examined at a level requiring great breadth and depth of knowledge and understanding.

(b) the combination of subjects and modules within an Honours Programme shall be prescribed so as to focus on specific topics and to disallow a wide choice of disparate options. This specific focus may be influenced by the requirements for professional recognition and registration within a particular field.

(c) one or more subsidiary subjects or modules may be studied within the Honours programme but assessment in these subjects/courses either will not contribute to the final classification of the degree awarded or will be assigned a relatively lighter weighting in the overall calculation.

(d) a student for an ‘Honours’ degree shall normally be required to complete a project or dissertation within the programme of study. Normally, at least 60% of the courses taken in an ‘Honours’ Programme will be in the major subject(s)

2.2.2 The following are Degrees offered by the University:

Bachelor of Architectural Studies Honours (BArch Studies Hons)
Bachelor of Commerce Honours (BCom Hons)
Bachelor of Engineering Honours (BEng Hons)
3.0 ENTRY REGULATIONS

3.1 Normal Entry

3.1.1 For normal entry candidates should:-

(a) have satisfied the general requirements as prescribed below; and
(b) have satisfied the special requirements for entry into the particular programme chosen; and
(c) have passed English Language and Mathematics at Ordinary Level or approved equivalents.

General Requirements

Passes in at least 5 subjects at Ordinary Level and at least 2 subjects at Advanced Level or their equivalents.

The following are acceptable to the University:-

Ordinary Level Pass or Equivalent.
Ordinary Level of the Associated Examining Board’s General Certificate of Education.
Credit standard of the Cambridge Overseas Higher School Certificate;
Ordinary Level of the University of London’s General Certificate of Education;
Ordinary Level of the Zimbabwe General Certificate of Education/Zimbabwe School Examinations Council.
Subsidiary standard of the Cambridge Overseas Higher School Certificate;

Advanced Level Pass or Equivalent
Advanced Level of the Associated Examining Board’s General Certificate of Education.
Principal subject standard of the Cambridge Overseas Higher School
Certificate;
Advanced Level of the University of London’s General Certificate of Education.

3.1.2 **General Subject Provisions**
Subjects must have been chosen from the approved list below and restrictions against the combination of overlapping subjects must have been observed.

3.1.3 **APPROVED SUBJECTS FOR ADMISSION PURPOSES:**
Subjects approved by the Associated Examining Board; and/or the Cambridge Local Examination Syndicate and/or the London General Certificate of Education/and/or Zimbabwe General Certificate of Education/Zimbabwe School Examinations Council.

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<td>OA</td>
<td>Accounts, Principles of</td>
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<tr>
<td>OA</td>
<td>Ancient History</td>
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<tr>
<td>A</td>
<td>Ancient History and Literature</td>
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<td>Applied Mechanics</td>
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<td>Applied Statistics</td>
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Think in other terms
Think in other terms

OA  Law
OA  Mathematics
A   Mathematics, Applied
OA  Mathematics, Pure
O   *Metalwork
O   *Metalwork Engineering
OA  Music
OA  Ndebele
OA  Physical Science
OA  Physics
O   Physics with Chemistry
OA  Political Studies
OA  Portuguese
O   Principles of Economics
OA  Psychology
OA  Religious Studies
O   Rural Biology
OA  Shona
OA  Social Science
OA  Sociology
OA  Statistics
O   *Surveying
OA  Technical Drawing
O   Technical Graphics
O   *Woodwork
OA  Zoology

* Not more than one subject indicated above by an asterisk may be recognised
  for the purpose of satisfying Ordinary Level requirements.

Other subjects and other Examining Boards may be accepted by the Senate
on the recommendation of the Registrar.

3.1.4 Restrictions against the combination of Overlapping Subjects:

In the selection of subjects for the purpose of satisfying the general requirement,
subjects listed under Column A in the Table below cannot be counted with any
 corresponding subjects under Column B.

Think in other terms
<table>
<thead>
<tr>
<th>COLUMN A</th>
<th>COLUMN B</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accounting</td>
<td>Accounts, Principles of Accounts, Bookkeeping.</td>
</tr>
<tr>
<td>Art</td>
<td>History of Art</td>
</tr>
<tr>
<td>Biology</td>
<td>Rural Biology, Botany, Zoology, General Science</td>
</tr>
<tr>
<td>Chemistry</td>
<td>Physical Science, Physics with Chemistry, General Science</td>
</tr>
<tr>
<td>Economic Geography</td>
<td>Geography, Environmental Studies</td>
</tr>
<tr>
<td>Economics</td>
<td>Economic Principles, Commerce, Economic History</td>
</tr>
<tr>
<td>Elementary Physiology</td>
<td>Human Biology</td>
</tr>
<tr>
<td>Elements of Sociology</td>
<td>Sociology</td>
</tr>
<tr>
<td>Engineering Drawing</td>
<td>Technical Drawing, Technical Graphics and Design</td>
</tr>
<tr>
<td>Environmental Studies</td>
<td>Geography</td>
</tr>
<tr>
<td>General Mathematics</td>
<td>Mathematics</td>
</tr>
<tr>
<td>General Science</td>
<td>Physics, Physical Science, Physics with Chemistry, Biology, Zoology, Botany, Rural Biology</td>
</tr>
<tr>
<td>Geography</td>
<td>Economic Geography</td>
</tr>
<tr>
<td>Government &amp;</td>
<td>Government &amp; Politics</td>
</tr>
<tr>
<td>Political Studies</td>
<td>Human Biology</td>
</tr>
<tr>
<td>Health Science</td>
<td>Zoology, Biology, Health Science</td>
</tr>
<tr>
<td>Mathematics</td>
<td>Physics with Chemistry, Physics with Chemistry, General Science, Physics, Physical Science, General Science</td>
</tr>
<tr>
<td>Physical Science</td>
<td>Pure Mathematics, Applied</td>
</tr>
</tbody>
</table>
Think in other terms

3.1.5 **Faculty Requirements**

For admission to a particular programme of study and/or for Subject/ Courses within the programme there may be specific restrictions on the choice of subjects in the General Requirements and/or additional requirements concerning entry. Such additional requirements shall be prescribed in the Faculty Regulations.
3.2 **Special Entry**

3.2.1 The following persons may apply for Special Entry and for permission to proceed to a first degree with exemption from the whole or part of the normal entry requirements:

3.2.1.1 A person who has obtained a degree of this or another University or degree awarding Institution.

3.2.1.2 A person who has obtained from a University or an Institution of similar status, academic qualifications (other than degrees) acceptable to the Senate;

3.2.1.3 A person who has obtained an appropriate number of subjects at an approved examination equivalent to the standard of the Ordinary Level of the General Certificate of Education examination and has subsequently passed an intermediate or equivalent examination at a University acceptable to the Senate;

3.2.2 Students who qualify under this regulation for Special Entry may apply to the Senate to be exempted from certain courses and examinations. Permission may be given to complete the programme for a Bachelor’s degree in less than the normal required period provided that no student shall be allowed direct entry to the Final Part of any Programme;

3.2.3 Students who apply for admission under this regulation may be required to attend interviews and/or special tests at the University to determine their suitability for admission to Bachelor’s degree studies.

3.3 **Mature Entry**

Persons who are at least 25 years of age on the first day of the academic year in which admission is sought and who are not eligible for entry under the Normal or Special Entry Regulations may apply for Mature Entry provided that:

3.3.1 Applicants must have passed at least five approved ‘O’ level subjects including English Language and Mathematics (or equivalents) and must have demonstrated potential suitability for university studies by virtue of their attainments and/or relevant work experience.
3.3.2 Normally, applicants should have completed their full-time school or college education at least five years before the start of the academic year in which admission is sought.

3.3.3 Requirements for Mature Entry

Applicants who wish to be considered under the Mature Entry provisions may be required to attend interviews and/or special tests at the University designed to assess their command of the English Language, numeracy and reasoning ability and general suitability for admission to Bachelor’s degree studies. Applicants who have previously attended Mature Entry tests and/or interviews without success will not be considered for admission under this form of entry unless in the intervening period they have acquired additional qualifications and/or experience.

3.4 Submissions of Applications

3.4.1 Applications must be submitted on the official Admission forms.

3.4.2 The closing dates for receipt of application forms for Normal Entry shall be as advised for each year. Another date shall also be advised for receipt of late application forms. Late applications may be considered upon payment of the prescribed late-application fee until the advised date for such applications.

3.4.3 The closing date for Special Entry and Mature Entry applications shall be as advised for each year.

3.5 General Provisions

3.5.1 Every student must satisfy the University that he/she has an adequate command of the English Language. New students may be required to undertake a test in English proficiency set by the University, upon registering for Bachelor’s degree studies.
3.5.2 Students admitted under the Special Entry provisions may be exempted from this requirement.

3.5.3 A student may not register simultaneously for more than one programme at the University without the permission of the Senate.

3.5.4 Registration will take place in accordance with the arrangements prescribed each year through the Registrar’s Office.

3.5.5 A student's registration shall not be confirmed until he/she has fulfilled the requirements for payment of fees.

3.5.6 Normally, no student shall be admitted to any programme or any course more than two weeks after its commencement. Any exception to this Regulation must have the written endorsement of the Chairperson of the Department and the Dean of Faculty concerned and will be subject to approval through the Registrar’s office.

3.5.7 Students who enter or return to the University late shall not be entitled to special tuition.

3.5.8 Such students shall be liable to pay the late registration fine, unless permission for such late registration has been given by the Registrar.

3.5.9 A student registered for a Subject and/or Course is expected to attend all classes prescribed for such Subject and/or Course. Where tutorials, seminars, fieldwork, vacation work and practical sessions are prescribed a student is required to attend and to complete any assignment set.

3.5.10 If a student is unable to attend classes for health reasons for longer than 72 hours, he/she must notify the appropriate Faculty Office of the facts as soon as possible and submit certification in support thereof by a medical practitioner registered in accordance with the Medical, Dental and Allied Health Professions Act.

For absence on grounds other than health, prior permission from the Dean on the recommendation of the Chairperson of Department concerned shall be
necessary.

3.5.11 After taking due consideration of the academic progress of a student, the Senate may require or allow a student originally registered for one programme or Subject to register for another Programme or Subject on the completion of either the First Part or the Second Part of the Programme for which he/she is registered.

3.5.12 Normally, no programme shall commence with fewer than five students.

4.0 STRUCTURE OF PROGRAMMES

4.1 The duration of Bachelor’s Degree Programmes shall be prescribed in the Faculty Regulations.

4.1.1 Maximum Time Allowable to Complete an Undergraduate Degree Programme.

Except as otherwise provided for in the General Academic Regulations, a student must complete a Degree Programme within the specified duration period as provided for in the respective Faculty Regulations.

The maximum time allowable to complete a Degree Programme shall be calculated based on the expected course duration and shall include deferments. The maximum time allowable to complete a Degree Programme shall be calculated as follows:

For all undergraduate degrees offered by the University either Full-time or Part-time it shall be the normal duration period of the degree programme plus 2 years.

4.1.2 Process of Requesting for an Extension of Programme Time Limit for Undergraduate Degree Programmes.

A student who reaches the maximum time limits allowed for their programme shall submit an Application in writing for an Extension of Programme Time Limit in the prescribed Form to the Department and payment of a fee determined by the University. The Department shall recommend its decision to the Faculty which in turn will recommend to the Academic Board. The application shall be considered by the Academic Board on behalf of the Senate, which may approve or reject the application. The decision of the Academic Board shall be final.
A student whose application is rejected or does not submit an application shall be deregistered from the programme. A student who wishes to rejoin the University shall be required to re-apply.

A student who is differently abled may apply for a time limit extension for reasons directly related to their disability. Such an application shall be in the prescribed Form and must be accompanied by a supporting letter from a Medical Doctor. Such an application for an extension due to a disability shall be exempted from payment of an application fee.

Applications to extend a time limit shall be submitted before the programme Time Limit expires.

Each Programme shall be divided into Years of Study.

An academic year of study shall comprise of not less than 30 weeks excluding vacations. Before the beginning of each academic year there shall be an orientation week for Part I students. Normally, before university examinations begin, there shall be a minimum period of one week of individual study/revision.

The possible combinations of Modules within a Subject shall be in accordance with the Faculty Regulations and shall be subject to approval by the Chairperson of the Department and the Dean concerned.

5.0 MARKING SCHEME DEGREE CLASSIFICATION

5.1 All Bachelor's degrees, except the MBBS degree, shall be classified in the following divisions:

5.1.1 First Division, Upper Second Division, Lower Second Division, Pass.

5.1.2 In determining the degree classification of a programme, the weightings of all parts of the degree programme shall be taken into consideration. The actual weightings shall be prescribed in the programme regulations.

5.2 The following Grading Scheme shall be adopted for all Modules and Programmes:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% and above</td>
<td>1</td>
<td>(First Division)</td>
</tr>
<tr>
<td>65% - 74%</td>
<td>2.1</td>
<td>(Upper Second Division)</td>
</tr>
<tr>
<td>60% - 64%</td>
<td>2.2</td>
<td>(Lower Second Division)</td>
</tr>
<tr>
<td>50% - 59%</td>
<td>PASS</td>
<td>(P)</td>
</tr>
</tbody>
</table>

Think in other terms
5.3 The following Credit Accumulation regulations shall apply to all Modules and Programmes:

5.3.1 A Credit shall be equivalent to 10 notional hours of learning.

5.3.2 All programmes offered by the University shall use an academic credit allocation system approved from time to time by the Senate. The University shall adopt the following credit level framework prescribed by the Zimbabwe Council for Higher Education for all programmes offered:

<table>
<thead>
<tr>
<th>SADC-QF LEVEL</th>
<th>QUALIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>8</td>
<td>Bachelor’s Honours</td>
</tr>
<tr>
<td>7</td>
<td>Bachelor’s General</td>
</tr>
</tbody>
</table>

5.3.3 A student who successfully completes a module shall be awarded the credits approved for the module at the assigned level.

5.3.4 **Award of Credit**

A student shall be awarded credits on successful completion of a module.

5.3.5 **Credit Accumulation and Degree Qualification**

A student shall progressively accumulate credits for modules that they successfully complete. A student shall be required to accumulate sufficient credits to progress through the programme and would be required to gain the total credits required for the award of the degree qualification as prescribed in the Faculty Regulations.

5.3.6 **Accreditation of Prior Learning**

A student who is exempted from the first year of study shall be awarded credit determined by the Faculty recognising prior learning that matches the learning outcomes gained from an accredited institution and relevant work experience.
6.0 ASSESSMENT OF CANDIDATES FOR BACHELOR’S DEGREES

6.1 Normally, evaluation shall be based on Continuous Assessment as well as University Examinations. Unless otherwise approved by the Senate, Continuous Assessment will contribute between 25% and 50% of the overall assessment.

6.2 Each Department shall determine which items of coursework and practical work will be included in the Continuous Assessment and shall define the relative weighting assigned to each item of coursework or practical work. Each Department shall inform the students of these details at the beginning of the module and shall maintain written records of each student’s Performance in these elements of Continuous Assessment. Items incorporated in the Continuous Assessment may include assignments, tests, essays, fieldwork, laboratory work and projects.

6.3 University Examinations shall normally be taken by students at the end of each appropriate semester as prescribed in the Faculty Regulations.

6.4 External Examiners shall be appointed to moderate all University Examinations.

6.5 All matters relating to the conduct of University Examinations shall be the responsibility of the Registrar.

6.6 To be admitted to any University Examination, a candidate must:

6.6.1 be registered as a student of the University in accordance with the General Regulations;

6.6.2 have satisfactorily completed approved modules of study at the University. ‘Satisfactory completion’ of modules may require submission of written work, attendance at lectures, seminars, tutorials, Industrial Attachment and other activities as stated in the Faculty Regulations;

6.6.3 have completed and submitted work on Continuous Assessment and has been awarded a mark for such work.

6.7 Exclusion from a University Examination shall require the authority of the Senate.

6.8 The Examiners may require any candidate to attend an oral examination and/ or write a special examination.

7.0 DETERMINATION OF CANDIDATES’ RESULTS

Results shall be determined by the Senate on the recommendations from the Faculty Boards of Examiners.

Think in other terms
7.1 Departmental Panels of Examiners shall comprise of all full-time lecturing staff in that Department, the External Examiner(s) and, where appropriate, as determined by the Departmental Panel, part-time lecturers and/or teaching assistants for the Course/Subject concerned.

7.2 Faculty Boards of Examiners shall comprise of the Dean and Deputy Dean of the Faculty, the Chairperson of each Department, and one other academic member of the Department nominated by the Departmental Panel from each Department involved in the subjects for that examination and normally the External Examiner(s) for the Department. The Chairperson of the Board of Examiners shall normally be the Dean of the Faculty who shall have a casting vote.

7.3 The Departmental Panel of Examiners shall:

7.3.1 agree, for each candidate, marks in terms of percentages, for Continuous Assessment, for the University Examinations and overall marks (combining the Continuous Assessment and University Examination) in courses and, where required, in terms of the Faculty Regulations, in Subjects.

7.3.2 recommend to the Faculty Board of Examiners whether a candidate should pass or fail the relevant Module(s) and Subject(s) taken.

7.3.3 where Subject/Course prizes are available for award, make recommendations for the award of these prizes.

7.4 The Faculty Board of Examiners shall:

7.4.1 consider the recommendations of the Panels of Examiners and recommend to the Senate an overall result for each candidate and any other conditions as it may deem appropriate;

7.4.2 make recommendations to the Senate with regard to the award of any prizes which may be available for candidates within the Programme.

7.5 In determining results, all Departmental Panels of Examiners and Faculty Boards of Examiners shall have regard to all special requirements as prescribed in the Faculty Regulations. Such regulations may require candidates to satisfy the examiners in Continuous Assessment and University Examinations separately and/or that candidates must satisfy the examiners in individual components of the University Examinations either separately or in aggregate.

Think in other terms
8.0 PROVISIONS FOR PASSING A COURSE OR PART, AND PROCEEDING IN A PROGRAMME

8.1 A candidate shall be deemed to have passed a Part of a Programme if he/she has satisfied the Examiners in terms of the Scheme of Examination as prescribed in the relevant Faculty Regulations.

8.2 Each Scheme of Examination shall indicate which Courses must be passed before a candidate may be allowed to proceed to a subsequent part of the Programme (or portion thereof).

8.3 Normally, a student shall not be allowed to proceed in a Subject without having passed the previous final examination(s) in that subject and having satisfied all the prerequisites for proceeding in that Subject as may be specified in the Faculty Regulations and to timetable feasibility.

8.4 A student who passes in one part with an aggregate of 45% or above may be permitted to proceed to a subsequent part carrying a course or courses subject to the provisions in Faculty Regulations.

9.0 FAILURE TO SATISFY THE EXAMINERS

9.1 A candidate who fails to satisfy the Examiners in terms of these General Academic Regulations and Faculty Regulations may be required by the Senate to:

9.1.1 proceed to the next part of the Programme carrying not more than 25% of the modules from the preceding Parts

9.1.2 repeat

9.1.3 discontinue

9.1.4 withdraw

9.2 Where a dissertation or a project is prescribed in any programme, a candidate shall be informed in advance of the deadline for submission of such dissertation or project. Unless prior permission for an extension of this deadline has been granted by the Academic Board, any candidate who fails to meet this submission deadline shall normally fail and would be required to repeat the dissertation or project. A candidate who fails the dissertation or project but obtains a mark of 40% - 49% may on the recommendation of the Examiners, be permitted to submit the dissertation or project at a later date, normally within three months of the publication of the results. Unless otherwise determined by the Senate, the maximum mark allowable for such referred work shall be 50%.
9.3 **CARRY OVER**

9.3.1 The number of carry-over modules may be limited by Faculty Regulations.

9.3.2 For all Parts, other than the Industrial Attachment year which consists of only one module, the total number of carry-over modules shall not exceed 25% of the number of normally scheduled modules in a particular year of a Programme.

9.3.3 A student shall be required by Senate to undertake Continuous Assessment with their carry-over modules. This assessment will then be taken into account in the usual way in determining the overall assessment.

9.3.4 No candidate may carry over a particular module for more than two years.

9.4 **REPEAT**

9.4.1 A candidate who is not allowed to proceed to the subsequent Part of the Programme, but has passed at least 50% of the modules in that Part of the Programme, may be allowed to apply to repeat.

9.4.2 'Repeat' means that the student may apply for readmission into the same Programme and his/her application will be considered through the normal procedures.

9.4.3 If a student is repeating a module(s), he/she shall only be credited with the marks obtained during the 'repeat' year. A Repeat student shall only repeat failed courses.

9.5 **DISCONTINUE**

9.5.1 A candidate who fails more than half of the modules for any year of their programme or obtains an overall aggregate mark of less than 35% (40% in the Faculty of Medicine) shall discontinue.

9.5.2 'Discontinue' means that the student must discontinue the Programme in which he/she failed. Such a student will be free to apply for admission/transfer into a different programme and his/her application will be considered through the normal admission procedures.

9.6 **WITHDRAW**

9.6.1 A candidate who is not allowed to proceed to the subsequent Part of the Programme, and
9.6.1.1 has passed less than 25% of the modules in that Part of the Programme, or

9.6.1.2 has failed the same Part of the Programme twice, or

9.6.1.3 has failed two different Programmes, will be required to withdraw.

9.6.2 'Withdraw' means that the student must withdraw from the University. Once 'withdrawn' the student may not apply for admission until after a period of two years has elapsed.

10.0 INDUSTRIAL ATTACHMENT

10.1 Programmes at the University shall normally include one academic year of supervised Industrial Attachment approved by the appropriate Departmental Board, in the penultimate year of the undergraduate course. Exception will be in the MBBS programme, where the period of this attachment shall be determined by the Faculty Board.

10.2 The implementation of Industrial Attachment programme shall be as provided by Faculty Regulations.

10.3 Assessment of the Industrial Attachment programme will be carried out in accordance with the following regulations:

10.3.1 To obtain an overall pass, a student must pass both the Continuous Assessment and the Final Assessment components of the Industrial Attachment.

10.3.2 A student who fails the Continuous Assessment component will be required to repeat.

10.3.3 The Overall Assessment shall be as follows:-

50% Continuous Assessment and 50% Final Assessment.
10.3.4 The Continuous Assessment mark shall be determined by the Departmental Panel of Examiners from the marks awarded by the industrial and academic supervisors on the appropriate forms.

10.3.5 The Final Assessment mark shall be determined on the basis of the final report assessment (40%) and oral presentation assessment (10%).

10.3.6 Two copies of the final report in a form approved by the University must be submitted to the Department within two weeks of the end of the lecture period for the second semester of the academic year.

10.3.7 A student who fails to meet the required date for submission of the final report will normally be considered to have failed the Final Assessment.

10.3.8 A Student who fails the Final Assessment but has passed the Continuous Assessment component may be allowed to resubmit the industrial attachment report within two months, and be reassessed. Unless otherwise determined by Senate, the maximum mark allowable for such referred work shall be 50%.

10.3.9 The General Academic Regulations on repeat, discontinue and withdraw shall apply to industrial attachment.

10.4 A student who fails the Industrial Attachment Part shall not proceed to the Final Year of the Degree Programme.

11.0 INDUSTRIAL ATTACHMENT GENERAL GUIDELINES FOR STUDENTS

GUIDELINES FOR STUDENTS

11.1 The student is subject to university regulations and the company regulations during the industrial attachment.

11.2 The student is expected to:-

11.2.1 conform to the company’s regulations, working time and discipline;
11.2.2 fulfil the supervisor’s instructions concerning the training process and carrying out of the industrial research project;

11.2.3 write a log book on a daily basis and submit a report after finishing the training in a given department (or training unit);

11.2.4 take part only with educational purpose in mind according to the ultimate instructions of the supervisor;

11.2.5 put his/her best efforts to acquire extensive knowledge and skills in order to achieve the required standard of training;

11.2.6 keep good relations with all the staff of the company;

11.2.7 promote the good name of NUST.

11.3 The choice of a company for the industrial attachment will not be based on any probable monetary benefits the students may stand to gain.

11.4 The student must always bear in mind that his/her conduct during the industrial attachment period will reflect not only on him/her but also on NUST and that it may also affect considerably the future Industrial attachment placements and the relationship between NUST and the company.

12.0 GUIDELINES FOR THE INDUSTRY ON THE TREATMENT OF THE STUDENT DURING THE INDUSTRIAL ATTACHMENT

12.1 The student will be subject to the company’s regulations and is expected to function like a full-time employee of the company.

12.2 For the period of the industrial attachment the student will have an insurance and medical aid cover from the University.

12.3 The company is requested to provide the student every opportunity to function like a full-time employee and permit him/her to actively participate in all aspects of the business including management and administration except where confidentiality constraints may not permit his/her participation.
12.4 Wherever possible, the company is requested to assist the student by providing welfare measures such as providing help in finding suitable accommodation close to the company, access to canteen facilities, company transport facilities etc.

12.5 If the company wishes to pay the student an extra allowance, the arrangement is only between the two parties, that is the student and the company involved.

13.0 APPEALS AGAINST TERMINATION OF STUDIES

13.1 Any candidate who, having failed to satisfy the Examiners, is required to withdraw from the University or discontinue a programme, has a right to appeal.

13.2 A committee shall be established by the Senate to consider such an appeal.

13.3 Any candidate who wishes to lodge an appeal against withdrawal or discontinuation must do so in writing to the Registrar within 21 days after the publication of the Examination results.

13.4 On appeal, the candidate must state clearly the grounds of the appeal. Medical grounds must be substantiated in writing by a medical practitioner registered in terms of the Health Professions Act. Any other evidence which the candidate wishes to submit in support of his/her case must also be lodged with the written appeal.

13.5 The Registrar will refer all timeous appeals to the Appeals Committee for consideration.

13.6 The Appeals Committee will consider, as legitimate grounds for appeal, new evidence of mitigating circumstances (except mere lack of diligence or other fault on the part of the student) which was not previously available to the Examiners. Extenuating circumstances of a force majeure’ nature, which explain and are directly relevant to the student’s academic performance and which he/she could not reasonably have been expected to have foreseen or avoided, will be considered.

13.7 The Committee shall be empowered to hear an appellant orally and to seek all such information or evidence as it may consider pertinent.

13.8 No right to automatic oral hearing is conferred upon appeals and the University will not reimburse any expenses incurred by an appellant in making a personal appearance.
before the Committee.

13.9 The Committee shall make recommendations in each case, as it deems appropriate. Its recommendations shall be submitted to the Senate for approval, or to the Academic Board or the Vice-Chancellor on behalf of the Senate for consideration.

14.0 AEGROTAT PROVISIONS

14.1. If a candidate, having completed a substantial component of a Part of his/her Programme, is prevented by serious illness or other sufficiently substantiated cause, from completing the prescribed requirements for that Part of the Programme, he/she may be deemed by the Senate to have satisfied the examiners for that Part upon the recommendation of the Board of Examiners concerned and upon such other conditions as the Senate may decide, provided that:

14.1.1 The candidate will not normally be exempted from presenting a thesis or dissertation where such is prescribed.

14.1.2 The award of an Aegrotat Degree shall be without classification.

14.2 Where a student qualifies for an Aegrotat Degree, he/she may opt instead to write a special examination in order that an overall grade may be determined and formally credited to the student. Application for such an option must be submitted in writing to the Registrar not later than four weeks before the scheduled examinations.

14.3 The Senate may require any candidate, irrespective of his/her Programme or Faculty, whose examination performance has been adversely affected by sufficiently substantiated circumstances of ‘force majeure’ nature to write a special examination at an appropriate future date, normally not later than three months after the date of the last examination missed.

In such a case, unless otherwise stipulated by the Senate, the mark obtained in the special examination will be counted in the overall assessment for purposes of degree classification.

14.4 A candidate who wishes to be considered for an Aegrotat Degree must apply in writing, together with written substantiation for his/her case, to the Registrar normally within ten days of the end of the University Examinations for the Programme concerned. Appeals which are submitted on medical grounds must be supported by
a certificate from a medical practitioner registered in terms of the Health Professions Act.

14.5 A candidate who is awarded an Aegrotat Degree may not re-enter the examination for that same degree, but shall be eligible to apply to proceed to an appropriate higher degree.

15.0 PLAGIARISM

15.1 Definition
Plagiarism is the unacknowledged use of another person's material or ideas. As such, plagiarism is an academic offence in the sense that theft is in ordinary daily life.

15.2 Recommendations on the severity of the penalty shall be determined by the appropriate Departmental Board or Board of Examiners. Cases of plagiarism shall be handled in the following manner:

15.3 Minor Cases of Plagiarism

15.3.1 FIRST OFFENCE: In the case of plagiarism being discovered in a piece of work such as an essay or laboratory report or Dissertation the student shall get a Chairman's warning but shall be given an opportunity to re-do and re-submit an acceptable piece of work after one week and shall be awarded a maximum of 50%.

15.3.2 SECOND OFFENCE: The student shall get a Dean’s warning and shall be awarded a mark of zero for the submitted work.

15.3.3 THIRD OFFENCE: The Senate shall take disciplinary measures such as suspension or expulsion of the student who will have been awarded a mark of zero.

15.4 Major Cases of Plagiarism

15.4.1 In the case of plagiarism being discovered in a project at the end of the year the candidate shall be denied the opportunity to resubmit the project, but will be required to submit a new project.

15.4.1.1 The new project shall be submitted not later than June of the following year.
15.4.1.2 The new project will be awarded a maximum mark of 50%

15.4.2 In the case of plagiarism being discovered in a project for the second time and after re-submission, a mark of zero shall be awarded and recorded, and the Senate shall take disciplinary action either to suspend or expel the student.

16.0 MISCONDUCT AT EXAMINATIONS

16.1 Subject to Ordinance 30, any candidate found using unauthorised material, or attempting to obtain information from other candidates or their papers, or otherwise guilty of misconduct during the examination shall be disqualified not only in that examination and subject, but in the whole examination, and further disciplinary action may be taken by the University.

17.0 PUBLICATION OF RESULTS

17.1 The Registrar shall be responsible for the publication of the results of University Examinations as approved by the Senate.

17.2 Results lists shall be published individually to the student’s web portal, and where necessary, shall be posted on University Notice Boards.

18.0 ACADEMIC TRANSCRIPT

On leaving the University each student may obtain, on application to the Registrar, one copy of a formal transcript of his/her complete academic record at the University.

19.0 AWARD OF DEGREES

The award of Degrees of the University shall be subject to approval by the University Council.

Candidates completing the requirements for such award will be entitled to receive a formal certificate of the University, bearing the University seal and signed by the Vice-Chancellor and the Registrar, confirming the award.

Think in other terms
20.0 NUST COURSE CODING SYSTEM

The NUST coding system is based on a format of Three Alphabetical Letters and Four Figures i.e.

\[
\begin{array}{cccccc}
X & X & X & 0 & 0 & 0 \\
\end{array}
\]

Three Letters are explained as follows:

- First letter stands for the Faculty.
- Subsequent two letters stand for the department.

The Four Figures are explained as follows:

The First “digit” or figure from the last letter denotes the year of study i.e.

- PART I CODE 1
- PART II CODE 2
- PART III CODE 3
- PART IV CODE 4
- PART V CODE 5

The Second “digit” or figure from the last letter denotes the semester, i.e.

- 0 - (Zero) whole year course
- 1 - First semester course
- 2 - Second semester course

The last two “digits” or figures denote the course number
However, it must be noted that fixing semesters for subjects does not deny the department flexibility to offer these subjects at any other point of the programme as long as it accords the relevant sequence in the teaching.

The last two positions (figures) are designated for the different subjects offered by the departments. Each subject number is at the discretion and choice of the department concerned.

The need for two positions for each subject arose as a concern for departments that have more than nine subjects on offer although normally not more than nine subjects can be on offer per given semester.

**DEFERMENT AND LEAVE OF STUDIES POLICY**

**PURPOSE**

The formulation of the policy on deferment of studies is an acknowledgement that students enrolled at the National University of Science and Technology (NUST) may apply for a deferment of studies and take leave from studies.

The policy is developed with the objective of ensuring that students are able to apply for deferment or leave of studies. In addition this policy will facilitate efficient and effective management of deferment of studies by the University.

**SCOPE**

This policy shall allow the Deferment and Leave of Studies in all programmes offered by NUST. Students who have been formally offered a place to study at the University and have not registered, have the option to defer the offer while students who have registered and have commenced studies may apply to take Leave from studies at any time.

Applications by students with pending disciplinary cases shall be considered after finalisation of their disciplinary cases. Applications for Deferment and Leave of Studies shall be considered by the University according to their respective individual merits. Conditions listed on the offer Letter of Admission must be satisfied before an application for Deferment or Leave of Studies is considered.

1. This Policy shall allow Deferment and Leave of Studies from the National University of Science and Technology Undergraduate and Postgraduate degree programmes.
2. Definitions

Deferment: Postponement of studies for a period of up to 12 months, normally covering the Academic Year, for a person who has been offered a place, or a person who is allowed to proceed to the next part of the programme and has not registered.

Leave of Studies: A period of 6 to 12 months covering the normal teaching period when a registered student is excused from formal study. Leave applies to students that have commenced studies.

Offer: When an applicant is informed in writing that he has been offered a place in a programme to study.

Programme: A plan of study lasting over a period of time which leads to the award of a diploma or a degree of the University.

3. Deferment

Applicants who have received a written offer of a place or applicants who have been allowed to proceed to the next part of the programme and have not registered, MAY be granted deferment of studies on application, a written application in the prescribed form must be submitted before the end of the registration period.

The maximum period of deferment shall be one Academic Year (12 months). A period of the semester of six months may be granted where appropriate. Deferment shall not be granted once a student is registered. Granting of a deferment of studies shall be on condition that the applicant has paid part of the prescribed fees. Application for deferment during the First Semester where there are course prerequisites for the Second Semester shall NOT be granted and the applicant shall not register for the Second semester.

4. Leave of Studies

When a student has registered and commenced studies, he may apply for Leave of Studies for a period of between one and two semesters in an academic year. An application in the prescribed form for Leave of Studies shall be granted upon recommendation of the Department and the Faculty. In the case of Higher Degrees, the Faculty Higher Degrees Committee shall consider the application for leave of Studies and recommend to the Academic Board in accordance with the General Academic Regulations for Higher Degrees. Application
for Leave of Studies during the First Semester where there are course prerequisites for the Second Semester shall NOT be granted and the applicant shall not register for the Second semester. Such applicants shall apply for Leave of studies for the whole academic year (Semester I and Semester II)

IMPORTANT NOTES

The following are the circumstances under which Deferment or Leave of Study shall be considered:

1. Medical reasons and special circumstances (such as family crisis, tuition fees and national duty) are normally the acceptable reasons for Deferment or Leave of Studies.

2. A student may indicate in which semester he would like to resume his studies; however, the actual resumed semester will be subject to the discretion of the University. Normally the maximum Deferment or Leave of Studies period shall be two semesters.

3. If a student has completed some coursework requirements before Deferment or Leave of Study is granted, the Department offering the degree programme has the discretion to decide whether he shall be required to resubmit these requirements upon resuming his studies.

4. No refund of fees shall be given to students whose applications are approved. Students whose deferment is made before the start of a semester or Block shall have their fees credited to their accounts.

5. In the event that there is an increase in programme fees during the deferment period, a student will not be required to pay the difference if their deferment is approved.

6. A student should continue with their studies until a formal approval has been received from the University.

7. If the programme, for which Deferment or Leave of Study is approved, is not on offer when one is due to resume studies, the University reserves the right to transfer the student to another degree programme subject to the student meeting of entry requirements for this other programme.

8. A student may not defer a course but instead should defer studies for a whole semester.

9. Where a Leave of Study is granted, the fees paid shall be credited on a pro-rata basis. In a case of a student who has attended more than 75% of the lectures, the student shall not be credited with fees paid for the semester which a Leave of studies has been granted.
10. In the event of a curriculum review during a student’s deferment or leave of study period, the student shall be required to sign for the new approved curriculum when the student resumes studies.
GENERAL REGULATIONS FOR POSTGRADUATE DIPLOMAS MASTERS DEGREES BY COURSEWORK, 
MASTER OF PHILOSOPHY DEGREES
DOCTOR OF PHILOSOPHY DEGREES
HIGHER DOCTORATE DEGREES

1.0 PREAMBLE

1.1 The Senate shall be the final authority for the interpretation of these Regulations.

1.2 The Senate reserves the right to alter, amend, repeal, suspend or replace any of these Regulations.

1.3 The Senate has the power to exempt any student from any of the Regulations.

1.4 A student who has started a programme of study following one set of Regulations shall not be affected by Regulations subsequently adopted unless agreed to in writing by the student.

1.5 There shall be Academic Regulations for each Faculty which shall be subject to approval by the Senate and which shall include provision for admission to Programmes.

1.6 The General Academic Regulations shall take precedence over the Faculty Regulations.

1.7 In these Regulations the following terms shall be used as described:

- “Continuous Assessment” - Prescribed assignments to be completed within a given period and forming a part of a module.

- “Module” - A component which is separately examinable within a subject.

- “Part” - A defined portion of a Programme.

- “Programme” - A plan of study lasting over a period of time which leads to the award of a diploma or
“Project” - A defined practical assignment which is separately examinable.

“Subject” - A field of study offered by a Department.

“Credit” - Quantified means of expressing the volume of learning based on the workload students need in order to achieve the expected outcomes of a module.

“Credit Accumulation” - The process of collecting credits awarded for achieving the learning outcomes of a module component of a programme.

A schedule of Programmes, Subjects and Modules and their codes shall be maintained by the Registrar. These codes shall be alpha/numeric; alphabetical codes being used to identify Programmes and Subjects, with prefixing numerical module codes being used to indicate the level of study and individual examination components (units) within that module.

2.0 PROGRAMMES

2.1 Postgraduate Diploma Programmes
The University may offer Post Graduate Diploma Programmes in the following fields of study:

2.1.1 Faculty of Applied Science
Applied Biology
Applied Biochemistry
Applied Chemistry
Applied Mathematics
Applied Physics
Computer Science
Radiography
Sports Science and Coaching
Environmental Science and Health
Forest Resources and Wildlife Management

2.1.2 Faculty of Commerce

Think in other terms
Accounting
Actuarial Science
Banking
Management
Marketing
Finance
Risk Management and Insurance

2.1.3 Faculty of Engineering
Chemical Engineering
Civil and Water Engineering
Electronic Engineering
Industrial and Manufacturing Engineering
Fibre and Polymer Engineering

2.1.4 Faculty of the Built Environment
Architecture
Construction Project Management
Landscape Architecture
Quantity Surveying
Urban Design

2.1.5 Faculty of Communication and Information Science
Journalism and Media Studies
Library and Information Science
Publishing Media Studies
Records and Archives Management

2.1.6 Faculty of Science and Technology Education
Art, Design and Technology Education
Science Mathematics and Technology Education
Technical and Engineering Education and Training

2.2 MASTERS DEGREE PROGRAMMES BY COURSEWORK

The Masters Degree Programmes by Coursework shall normally consist of prescribed lectures, practicals and assignments, a dissertation and written examinations.

The University may offer Masters Degree Programmes by Coursework in the following fields of
study:-

2.2.1 **Faculty of Applied Sciences**

*Master of Science in:*
- Applied Biology
- Applied Biochemistry
- Computer Science
- Applied Mathematics
- Operations Research and Statistics
- Applied Physics
- Radiography
- Sports and Coaching
- Environmental Science and Health
- Forest Resources and Wildlife Management

2.2.2 **Faculty of Commerce**

*Master of Business Administration*
- Development Studies
- Disaster Management

*Master of Science in:*
- Accounting
- Actuarial Science
- Banking
- Finance
- Management
- Marketing
- Risk Management and Insurance

2.2.3 **Faculty of Engineering**

*Master of Engineering in:*
- Chemical Engineering
- Civil and Water Engineering
- Electronic Engineering
- Industrial and Manufacturing Engineering
- Fibre and Polymer Engineering
2.2.4 Faculty of the Built Environment
Architecture
Construction
Landscape Architecture
Quantity Surveying
Urban Design

2.2.5 Faculty of Communication and Information Science
Journalism and Media Studies
Library and Information Science
Publishing Media Studies
Records and Archives Management

2.2.6 Faculty of Medicine
Medicine
Midwifery

2.2.7 Faculty of Science and Technology Education
Accounting and Business Studies
Art
Biology
Chemistry
Civil and Construction Engineering
Clothing Textile
Computer Science
Design and Technology
Electrical and Electronic Engineering
Mechanical and Industrial Engineering
Mathematics
Physics
Technical Graphics
Wood Science

2.3 MASTER OF PHILOSOPHY DEGREE PROGRAMMES

The University may offer Master of Philosophy Degree Programmes in the following fields of study:

2.3.1 Faculty of Applied Science
Applied Biology
Applied Biochemistry
Applied Chemistry
Applied Mathematics
Applied Physics
Computer Science
Operations Research and Statistics
Operations Research
Statistics
Radiography
Sports Science and Coaching
Environmental Science and Health
Forest Resources and Wildlife Management

2.3.2 Faculty of Commerce
Accounting
Actuarial Science
Banking
Finance
Management
Marketing
Risk Management

2.3.3 Faculty of Engineering
Chemical Engineering
Civil and Water Engineering
Electronic Engineering
Industrial and Manufacturing Engineering
Fibre and Polymer Engineering

2.3.4 Faculty of the Built Environment
Architecture
Construction Project Management
Landscape Architecture
Quantity Surveying
Urban Design

2.3.5 Faculty of Communication and Information Science
Journalism and Media Studies

Think in other terms
Library and information Science
Publishing Media Studies
Records and Archives Management

2.3.6  **Faculty of Medicine**
Medicine

2.3.7  **Faculty of Science and Technology Education**
Accounting and Business Studies
Art
Biology
Chemistry
Civil and Construction Engineering
Clothing Textile
Computer Science
Design and Technology
Electrical and Electronic Engineering
Mechanical and Industrial Engineering
Mathematics
Physics
Technical Graphics
Wood Science

2.4  **DOCTOR OF PHILOSOPHY DEGREE PROGRAMMES**
The University may offer Doctor of Philosophy Degree Programmes in the following fields of study:

2.4.1  **Faculty of Applied Sciences**
Applied Biology
Applied Biology and Biochemistry
Applied Mathematics
Applied Physics
Computer Science
Radiography
Operations Research and Statistic
Operations Research
Statistics
Sports Science and Coaching
Environmental Science and Health
Forest Resources and Wildlife Management

2.4.2 Faculty of Commerce
Accounting
Actuarial Science
Banking
Finance
Management
Marketing
Risk Management

2.4.3 Faculty of Engineering
Chemical Engineering
Civil and Water Engineering
Electronic Engineering
Industrial and Manufacturing Engineering
Textile Technology

2.4.4 Faculty of the Built Environment
Architecture
Construction Project Management
Landscape Architecture
Quantity Surveying
Urban Design

2.4.5 Faculty of Communication and Information Science
Journalism and Media Studies
Library and information Science
Publishing Media Studies
Records and Archives Management

2.5 HIGHER DOCTORATE DEGREE PROGRAMMES
The University may offer Doctor of Science Degree in the following fields of study:

2.5.1 Faculty of Applied Sciences
Applied Biology
Applied Biochemistry
Applied Chemistry
Applied Mathematics
Applied Physics
Computer Science
Operations Research and Statistics
Operations Research
Statistics
Radiography
Sports Science and Coaching
Environmental Science and Health
Forest Resources and Wildlife Management

2.5.2 Faculty of Commerce
Accounting
Actuarial Science
Banking
Finance
Management
Marketing
Risk Management

2.5.3 Faculty of Engineering
Chemical Engineering
Civil and Water Engineering
Electronic Engineering
Industrial and Manufacturing Engineering
Textile Technology

2.5.4 Faculty of the Built Environment
Architecture
Construction Project Management
Landscape Architecture
Quantity Surveying
Urban Design

2.5.5 Faculty of Communication and Information Science
Journalism and Media Studies
Library and information Science
Publishing Media Studies
Records and Archives Management

2.5.6 Other Higher Doctorates include the Doctor of Laws and Doctor of Literature (D.Litt.) which may be offered in the Faculties of Humanities and Commerce.

2.5.7 Faculty of Medicine
Medicine

2.5.8 Faculty of Science and Technology Education
Accounting and Business Studies
Art
Biology
Chemistry
Civil and Construction Engineering
Clothing Textile
Computer Science
Design and Technology
Electrical and Electronic Engineering
Mechanical and Industrial Engineering
Mathematics
Physics
Technical Graphics
Wood Science

3.0 ENTRY REGULATIONS

3.1 POSTGRADUATE DIPLOMAS

The normal minimum entry requirements shall be an appropriate First Degree or approved equivalent qualification.

3.1.1 Other qualifications may be considered by the Senate on the recommendation of the Department and Faculty concerned.

Normally, for such qualifications the University shall require proof of relevant experience and may require applicants to pass a qualifying examination to decide on their acceptability for admission.

Think in other terms
3.1.2 For admission to a particular programme of study and/or for subjects/courses within the programme there may be specific restrictions on the choice of subjects in the general requirements and/or additional requirements shall prescribe such additional requirements.

3.2 MASTERS DEGREES BY COURSE WORK
The normal entrance requirement shall be an appropriate Honours Degree or approved equivalent qualification.

3.2.1 Other qualifications may be considered by the Senate on the recommendation of the Department and Faculty concerned.

Normally, for such qualifications the University shall require proof of relevant experience and may require applicants to pass a qualifying examination to decide on their acceptability for admission.

3.2.2 For admission to a particular programme of study and/or for subjects/courses within the programme there may be specific restrictions on the choice of subjects in the general requirements and/or additional requirements shall prescribe such additional requirements.

3.3 MASTER OF PHILOSOPHY DEGREES

3.3.1 The normal entrance requirements shall be an appropriate Honours Degree in the first or Upper Second Division.

3.3.2 An appropriate Honors Degree in the Lower Second Division or Third Division may be considered provided performance in the intended field of study was in the First or Upper Second Division.

3.3.3 Other qualifications may be considered by the Senate on the recommendation of the Department and Faculty concerned. Normally, for such qualifications the University shall require applicants to pass a qualifying examination to decide on their acceptability for admission.

3.4 TRANSFER FROM MASTER OF PHILOSOPHY TO DOCTOR OF PHILOSOPHY DEGREE

A student who is registered for the Master of Philosophy Degree may apply, after
completing one year, if his/her Supervisor so recommends, to transfer his/her registration and to proceed to Doctor of Philosophy Degree programme. Retrospective registration may be permitted.

On recommendation of the Supervisor (s) the Departmental Board may recommend to Senate through the Faculty Higher Degrees Committee that a student, who is registered for the Master of Philosophy degree transfers his/her registration and proceeds to the Doctor of Philosophy programme.

3.5 TRANSFER FROM DOCTOR OF PHILOSOPHY TO MASTER OF PHILOSOPHY

A student who is registered for the Doctor of Philosophy Degree but wishes to proceed to the Master of Philosophy Degree, may apply if his/her Supervisor so recommends, to transfer his/her registration and to proceed to the Master of Philosophy Degree Programme. The length of requisite further study, if any, shall be prescribed.

On recommendation of the Supervisor(s) the Departmental Board may recommend to Senate through the Faculty Higher Degrees Committee that a student who is registered for the Doctor of Philosophy degree transfers his/her registration and proceeds to the Master of Philosophy programme.

3.6 DOCTOR OF PHILOSOPHY

The normal entrance requirement shall be an appropriate Masters Degree.

3.7 HIGHER DOCTORATE DEGREES

Applicants shall be approved graduates in the tenth or subsequent year after the date of their graduation and must have published work of an exceptionally high standard such as would confer on them an authoritative and international standing in their subject and in their particular field of research.

4.0 FACULTY REGULATIONS

There shall be Faculty Regulations which should be read in conjunction with the General Academic Regulations.

For admission to a Programme of study and/or for Subject/Course within the Programme there may be specific restrictions on the choice of subjects and additional requirements for entry. Faculty Regulations may prescribe additional requirements.
5.0 SUBMISSION OF APPLICATIONS

5.1 POST GRADUATE DIPLOMAS AND MASTERS DEGREES BY COURSEWORK

5.1.1 Applications shall be submitted on the official forms.
5.1.2 Application forms shall be submitted by the closing dates as advertised.
5.1.3 Late applications may be considered upon payment of the prescribed late application fee.

5.2 MASTER OF PHILOSOPHY AND DOCTOR OF PHILOSOPHY DEGREES

5.2.1 Applications shall be submitted on the official forms.
5.2.2 There shall be no deadlines for the submission of applications.
5.2.3 Acceptances and rejections shall be determined by the Senate on the recommendations by the Departmental Board through the appropriate Faculty Higher Degrees Committee.

5.3 HIGHER DOCTORATE DEGREES

5.3.1 Applications shall be made on the official forms.
5.3.2 An eligible candidate may make an application at any time and shall, at the same time, submit evidence of his qualifications; such evidence shall consist of published work, papers or books containing original contribution to the advancement of knowledge.
5.3.3 Where a part of the work submitted is not in a candidate’s sole name, the candidate shall produce satisfactory evidence of his/her part in the initiation, direction and conduct of the work.
5.3.4 A candidate shall indicate what part, if any, of the work has been submitted for a Degree in this or any other university, by himself/herself or in the case of joint work, by any of his co-authors.
5.3.5 The term ‘published’ in these Regulations shall mean printed in a periodical or as a pamphlet or book which has been available for criticism by relevant experts. The Examiners shall be given discretion to disregard any of the work submitted, if any, in their opinion, the work has not been so available for criticism either on account of its in access or because it has been submitted for the Degree at too short an interval after it publication.
5.3.6 The application and supporting documentation shall be submitted to the appropriate Departmental Board for preliminary consideration. The Departmental Board shall make recommendations to the Faculty Higher
5.3.7 If the Faculty Higher Degrees Committee considers that the application has sufficient merit, it shall recommend to Senate the appointment of both Internal and External Examiners and that the applicant be formally registered as a candidate for examination.

6.0 STRUCTURE AND DURATION OF PROGRAMMES

6.1 POSTGRADUATE DIPLOMAS

The minimum duration of the Postgraduate Diploma Programmes shall be:

- Full-time: 1 year
- Part-time: 2 years

6.2 MASTERS DEGREES BY COURSEWORK

The minimum duration of the Masters Programme by Coursework shall be:

- Full-time/modular: 1 year
- Part-time: 2 years

6.3 MASTER OF PHILOSOPHY DEGREE

The duration of the Master of Philosophy Programmes shall be:

- Full-time: 18 months
  - 3 years maximum
- Part-time: 3 years
  - 5 years maximum

6.4 DOCTOR OF PHILOSOPHY DEGREES

The duration of the Doctor of Philosophy Degree Programmes shall be:

- Full-time: 3 years
  - 4 years maximum
- Part-time: 5 years
  - 6 years maximum

Think in other terms
6.5 **Maximum Time Allowable for Postgraduate Degree Programmes by Coursework.**

The maximum limit of study allowable to complete a Postgraduate Degree by Coursework shall be as follows:

For a Full-time mode of study, the maximum limit of study allowable to complete shall be the normal duration period plus 1 year.

For a Part-time mode of study, the maximum limit of study allowable to complete shall be the normal duration period plus 1 year.

6.6 **Process of Requesting for an Extension of Programme Time Limit for Postgraduate Degree Programmes by Coursework**

A student who reaches the maximum time limits allowed for a Programme shall submit an Application in writing for an Extension of the Programme Time Limit in the prescribed Form to the Department and payment of a fee determined by the University. The Department shall recommend its decision to the Faculty which in turn shall recommend to the Academic Board. The application shall be considered by the Academic Board on behalf of the Senate, which may approve or reject the application. The decision of the Academic Board shall be final.

A student who is differently abled may apply for a time limit extension for reasons directly related to their disability. Such an application shall be in the prescribed Form and must be accompanied by a supporting letter from a Medical Doctor. Such an application for an extension due to a disability shall be exempt from payment of an application fee.

An application to extend a time limit shall be submitted before the programme Time Limit expires.

6.7 **Process of requesting for an Extension of Programme Time Limit for Postgraduate Research Degree.**

6.7.1 If a student reaches his/her time limit and has not submitted his/her thesis, the student’s registration status shall automatically lapse and may be withdrawn from the University. Only in very exceptional circumstances shall a student be granted a time limit extension after submitting an application.

6.7.2 An application for an extension using a prescribed Form, shall be considered on its merits by the Department and Faculty Higher Degrees Committee which shall recommend to the Senate through the Academic Board.
6.7.3 In his/her application, a student must clearly state the reason why he/she failed to submit the thesis on time and demonstrate how he/she shall use the requested extension period effectively in order to complete the writing of the thesis and meet the new deadline.

6.7.4 An application to extend a time limit shall be submitted three months before the programme Time Limit expires and shall be considered by the Academic Board on behalf of the Senate. The decision of the Academic Board shall be final.

If a student’s application is approved and the student fails to submit the thesis at the end of the final extension period, the student shall be withdrawn. Any data or material gathered during the period of study prior to the withdrawal shall remain the property of the University.

7.0 PROGRAMME AND STUDY OF MASTER OF PHILOSOPHY AND DOCTOR OF PHILOSOPHY DEGREES

7.1 Applications for the Master of Philosophy and Doctor of Philosophy studies shall not follow the normal University calendar. Faculty Higher Degrees Committees can receive and process these anytime of the Year.

7.2 Registration/Enrolment for the Master of Philosophy and Doctor of Philosophy Degrees shall follow after acceptance of submitted proposals and suggested supervisors by the Academic Board.

7.1 Each student shall be required to pursue a prescribed programme of study under the direction of a supervisor, who shall be a member of the academic staff of the University in the appropriate discipline. Normally, one or more Associate Supervisors will also be appointed.

7.3 Each student shall be required to pursue a prescribed programme of study under the direction of a Supervisor who shall be a member of the academic staff of the University in the appropriate discipline. If the need arises, a Co-supervisor and an Associate Supervisor(s) may also be appointed.

7.4 The appointment of all Supervisors shall be made by the Senate on the recommendations of the appropriate Faculty Higher Degrees Committee.

7.3 The Supervisor shall report on each student’s progress every six months to the Faculty Higher Degrees Committee through the appropriate Departmental Board.
7.5 A student shall maintain regular contact with the supervising Department and shall be required to attend for certain periods at the University as directed by their approved Supervisor(s).

7.4 Students shall maintain regular contact with the supervising Department and shall be required to attend for certain periods at the University as directed by their approved Supervisor(s). Replaces 7.3 as above

7.6 The student shall complete the relevant Progress Report Form and submit it after every six months to the Supervisor. The Supervisor shall report on each student’s progress every six months to the Faculty Higher Degrees Committee through the appropriate Departmental Board.

7.7 The Faculty Higher Degrees Committee shall recommend and submit the student’s progress report to the Academic Board for publication.

7.8 A student who fails to submit a progress report within a six-month period of study shall receive a written warning from the Chairperson of the Department.

7.9 No break in the normal continuity of study shall be permitted, except by permission of the Senate on the recommendation of the Faculty Higher Degrees Committee.

7.10 A student who fails to submit a progress report within a twelve-month period of study shall be regarded as having had a break in the normal continuity of study and may be deregistered from the programme.

7.11 A full-time student may be engaged in limited teaching at the University.

7.12 A student who is employed outside the University, or a staff member employed in the University, other than on the research programme for which he/she proposes to be registered, may normally be accepted for registration only on a part-time basis.

7.13 If a student does not begin his/her studies for the Master of Philosophy or Doctor of Philosophy Degree within one calendar year from the date of approval, his/her registration shall lapse, and he/she will be required to re-apply to the University if he/she still desires to proceed.

7.14 A student may be required, as part of their Programme, to complete elements of course work to enhance their research studies, provided that such course work shall amount to not more than 25% of the minimum period allowed for the full programme.
The prescription of any coursework element shall require the approval of the Senate on the recommendation of the Departmental Board through the Higher Degrees Committee concerned. Where such course work is prescribed, the Department concerned shall ensure that the student is informed in writing of the precise requirements for satisfactory completion of the course work for reporting in due course to the Board of Examiners.

7.15 SUBMISSION OF THESIS

The Supervisor and the Chairman of the Faculty of Higher Degrees Committee shall satisfy themselves that the thesis is in a form suitable for submission for examination and that, where items of course work have been set, the candidate has satisfactorily completed these items.

The Chairman of the Department and the Chairman of the Faculty Higher Degrees Committee shall request that the thesis be subjected to professional proofreading and editing before submission.

Plagiarism is an academic offence in the sense that theft is in ordinary daily life hence every submission shall be checked for originality. An originality report showing the similarity index shall be submitted together with the thesis.

A thesis whose originality report shows an unacceptably high level of similarity index shall not be accepted for examination by the Faculty Higher Degrees Committee.

A soft copy, together with four hard copies of the thesis, in loose-bound form shall be submitted by the Department to the Deputy Registrar Academic Affairs for examination.

After examination, the Deputy Registrar Academic Affairs shall submit one corrected loose-bound copy of the thesis to the Academic Board.

After approval by the Academic Board, a soft copy together with five hard copies of the final thesis, in hard-bound form shall be submitted by the Department to the Deputy Registrar Academic Affairs.

8.0 MARKING SCHEME AND CLASSIFICATION

8.1 POSTGRADUATE DIPLOMAS AND MASTERS DEGREES BY COURSEWORK

Postgraduate diplomas and Masters Degrees by Coursework shall be awarded in the
Think in other terms

categories; distinction, merit, credit and pass.

The following Grading Scheme shall be used for the Modules and Programmes:

80% and above - DISTINCTION (D)
70% - 79% - MERIT (M)
60% - 69% - CREDIT (C)
50% - 59% - PASS (P)
Below 50% - FAIL (F)

8.2 MASTER OF PHILOSOPHY DEGREES

The Master of Philosophy Degrees shall not be classified.

8.3 DOCTOR OF PHILOSOPHY DEGREES

The Doctor of Philosophy Degrees shall not be classified.

8.4 HIGHER DOCTORATE DEGREES

The Higher Doctorate Degrees shall not be classified.

9.0 ASSESSMENT OF CANDIDATES

9.1 MODE OF ASSESSMENT

9.1.1 Normally, evaluation shall be based on continuous assessment, dissertation and formal examinations. The percentage allocation of each component of the assessment shall be set by the Senate on the recommendation of the appropriate Faculty Board;

9.1.2 Satisfactory completion of modules may require submission of written work, attendance at lectures, seminars, tutorials, industrial attachment and other activities as stated in the Faculty Regulations;

9.1.3 Each Department shall determine which items of the module shall be included in the continuous assessment and shall define the relative weighting assigned to each item. Each Department shall inform the students of these details at the beginning of the module and shall maintain written records of each student’s performance in these elements of continuous
assessment. Items incorporated in the continuous assessment include assignments, tests, essays and projects;

9.1.4 External Examiners shall be appointed to moderate all formal examinations;

9.1.5 All matters relating to the conduct of formal examinations shall be the responsibility of the Registrar;

9.1.6 To be admitted to any formal examination, a candidate shall:-

a) be registered as a student of the University in accordance with the General Academic Regulations;
b) have satisfactorily completed approved modules of study at the University.

9.1.7 Exclusion from a formal examination shall require the authority of the Senate.

9.1.8 The Examiners may require any candidate to attend an oral examination and/or write a special examination.

9.2 CREDIT ACCUMULATION

9.2.1 The following Credit Accumulation regulations shall apply to all Modules and Programmes:

9.2.2 A Credit shall be equivalent to 10 notional study hours of learning.

9.2.3 All programmes offered by the University shall use an academic credit allocation system approved from time to time by the Senate. The University shall adopt the following SADC qualification framework as prescribed by the Zimbabwe Council for Higher Education for all programmes offered:

<table>
<thead>
<tr>
<th>SADC-QF LEVEL</th>
<th>QUALIFICATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>10</td>
<td>Doctorate</td>
</tr>
<tr>
<td>9</td>
<td>Masters</td>
</tr>
</tbody>
</table>
9.2.4 A student who completes a module shall be awarded the credits approved for the module at the assigned level.

9.2.5 **Award of Credit**

A student who passes a module shall be awarded the approved credit for that module.

9.2.6 **Credit Accumulation and Degree Qualification**

A student shall progressively accumulate credits for modules that they successfully complete. A Student shall be required to accumulate sufficient credits to progress through the programme and shall be required to gain the total credits required for the award of the degree qualification as prescribed in the Faculty Regulations.

9.2.7 **Accreditation of Prior Learning**

A student who is exempted from the first year of study shall be awarded credit determined by the Faculty recognising prior learning that matches the learning outcomes of the programme gained from an accredited institution and relevant work experience.

9.3 **MASTER OF PHILOSOPHY AND DOCTOR OF PHILOSOPHY DEGREES**

9.3.1 **THESIS**

9.3.1.1 **TITLE OF THESIS**

A candidate shall submit to the Faculty Higher Degrees Committee, the title of his/ her thesis for approval by Senate at least six months before final submission of the thesis. After the title has been approved, it may not be changed except with the permission of the Senate.

9.3.2 **SUBMISSION OF THESIS**

The Supervisor and the Chairman of the Faculty Higher Degrees Committee
shall satisfy themselves that the thesis is in a form suitable for submission for examination and that, where items of coursework have been set, the candidate has satisfactorily completed these items. Four copies of the thesis, in loose-bound form shall be submitted to the Deputy Registrar (Academic Affairs).

9.3.3 After completing the study, a student shall submit a thesis which should comply with the following conditions:

9.3.3.1 The greater portion of the work submitted shall have to be done by the student after registration for the degree.

9.3.3.2 The presentation of the thesis shall be of an acceptably high standard.

9.3.3.3 A Master of Philosophy thesis shall provide evidence that the candidate has mastered relevant research techniques, has shown scholarship, has developed a capacity for criticism of his/her own and other work, and has widened his/her knowledge and understanding of literature of his field of study.

9.3.3.4 A Doctor of Philosophy thesis shall constitute an original and substantial contribution to the advancement of knowledge in the Subject chosen, and show evidence of a greater depth of scholarship than that required for the Master of Philosophy degree described above.

9.3.3.5 The length of the thesis shall normally be established in consultation with the Supervisor and the Faculty Higher Degrees Committee.

9.3.3.6 The thesis shall be written in English.

9.3.3.7 The literary form of the thesis shall be satisfactory.

9.3.3.8 The thesis shall consist of the candidate’s own account of his/her research.

9.3.3.9 The thesis may describe work done in conjunction with the candidate’s Supervisor(s), and include material obtained or produced with technical or other assistance, provided that the candidate shall state clearly his/her personal share in the investigation and specifically acknowledge all such assistance. This statement shall be certified by his/her Supervisor and bound as part of the preface of the thesis.
Think in other terms

Work done jointly with persons other than the candidate’s Supervisor(s) may be accepted as a thesis, or part of a thesis, in certain circumstances, provided the candidate’s share is clearly certified.

9.3.3.10 Work already published, including that published in Joint names, may be included only if it forms an integral part of the thesis. A series of publications alone shall not be acceptable as a thesis.

9.3.3.11 An abstract of the thesis, in single spacing form, not exceeding one page shall be incorporated as part of the preface to the thesis.

9.3.4 A candidate shall not be permitted to submit as his/her thesis, a thesis which had been submitted to another university. However, a candidate shall not be precluded from incorporating work which he/she shall indicate on his/her thesis for entry to the examination and also in his/her thesis, any work which has been so incorporated.

9.3.5 The format of the thesis submitted for examination shall be as follows: Typed, or printed, double-spacing form or reproduced there from, (except for the abstract which shall be in single-spacing form) in the following format:-

9.3.5.1 Size of paper: International A4: (210 mm x 297 mm). No restriction shall be placed on the drawing of maps.

9.3.5.2 There shall be a margin of 40 mm on the left-hand side of the page, to allow for binding, a margin of 10 mm on the right-hand side and a margin of 20 mm at the top and at the bottom of the page.

9.3.6 A candidate may submit as subsidiary matter in support of his/her candidature, any publications or contributions to the advancement of his/her subject which he/she may have published independently or jointly. In the event of a candidate submitting such subsidiary matter, he/she shall be required to state fully his/her own share in any joint work. Where there is a substantial computing content in the thesis, a machine readable copy of the source programme shall be submitted together with the copies of the thesis.

9.3.7 After the completion of the examination process, a candidate shall
submit four copies of the successful thesis which shall be bound in accordance with University Regulations.

10.0 DETERMINATION OF CANDIDATES’ RESULTS

10.1 POSTGRADUATE DIPLOMA AND MASTERS DEGREE BY COURSEWORK

10.1.1 Results shall be determined by the Senate on recommendation of Faculty Boards of Examiners.

10.1.2 Departmental Panels of Examiners shall comprise all full-time lecturing staff in that Department, the External Examiner(s) and, where appropriate, as determined by the Departmental Panel, Part-time Lecturers for the course/subject concerned.

10.1.3 Faculty Boards of Examiners shall consist of the Dean and Deputy Dean of the Faculty, the Chairman of each Department, the External Examiner for the Department and normally one other academic member of the Department, nominated by the Departmental Panel from each Department involved in the subjects for that examination.

The Departmental Panel of Examiners shall:

10.1.3.1 agree, for each candidate, marks in terms of percentages, for continuous assessment, for the dissertation where applicable, for the formal examination and overall course work in terms of the Faculty Regulations for courses.

10.1.3.2 recommend to the Faculty Board of Examiners whether a candidate should pass or fail the relevant module(s) and subject(s) taken, and recommend the category of passing.

10.1.3.3 where subject/module prizes are available for award, make recommendations for the award these prizes.

10.1.4 The Faculty Board of Examiners shall:

10.1.4.1 consider the recommendations of the Panels of Examiners and recommend to the Senate an overall result for each candidate and any other conditions as it may deem appropriate;
10.1.4.2 make recommendations to the Senate with regard to the award of any prizes which may be available for candidates within the programme.

10.2  MASTER OF PHILOSOPHY AND DOCTOR OF PHILOSOPHY DEGREES

10.2.1  EXAMINATION AND DETERMINATION OF CANDIDATES’ RESULTS

Results shall be determined by the Senate on the recommendation of the Faculty Board of Examiners which shall consists of the following:

10.2.1.1  the Dean or Deputy Dean of the Faculty (Chairman), the Chairman of the Faculty Higher Degrees Committee, the Chairman of Department concerned, Supervisor(s), one Internal Examiner who is an expert in the field.

THE EXTERNAL EXAMINER: The External Examiner need not be present at the Board of Examiners Meeting for the Master of Philosophy Degrees.

10.2.1.2  candidates shall be assessed on the merits of their thesis but where elements of course work have been prescribed, they shall also satisfy the examiners that this has been satisfactorily completed.

10.2.1.3  when a candidate is ready to submit his/her dissertation in detail for examination, the Departmental Board shall recommend to the Senate through the Faculty Higher Degrees Committee, the appointment of Examiners, one being an External Examiner and two being members of staff of the University who are specialists in the field of study concerned. These Examiners shall assess the dissertation in detail and shall each submit a written report with comments and recommendations to the Dean of the Faculty concerned. A member of staff who has been appointed as Supervisor for the dissertation may not be appointed as one of these Examiners.

10.2.1.4  on receipt of reports of the Examiners, the Dean of the Faculty concerned shall refer these reports to the Board of Examiners.

10.2.1.5  the Board of Examiners shall normally examine the candidate orally. The Board of Examiners may require further examination through written papers, or practical examination, or both, on the subject of the
thesis and, if they see fit, subjects relevant thereto.

10.2.1.6 After the Board of Examiners has considered the written reports of the Examiners it may recommend to the Senate that the candidate be passed or failed.

10.2.1.7 If the thesis is adequate, but the candidate fails to satisfy the Examiners at the oral or other examination, the Board of Examiners may recommend to the Senate that the candidate be permitted to represent the same thesis and submit to further oral or other examination within a period of one calendar year.

10.2.1.8 The candidate may be required to make editorial amendments to his/her thesis to the satisfaction of the Chairman of the Board of Examiners, after consultation with the Chairman of the Department concerned before lodgement of the final bound copies of the dissertation.

10.2.1.9 If the thesis, though inadequate, shall seem of sufficient merit to justify such action, the Board of Examiners may recommend to the Senate that the candidate be permitted to represent his/her thesis in a revised form within one calendar year from the decision of the Senate with regard thereto. The Board of Examiners shall not, however, make such recommendation without submitting the candidate to any oral examination or, exceptionally, if an oral examination is impracticable, a written examination.

10.2.1.10 In the event of a disagreement between Examiners on the merits of the work, the Board of Examiners may refer the thesis to a second External Examiner.

10.3 HIGHER DOCTORATE DEGREES

10.3.1 The Board of Examiners shall consist of the following persons:

The Dean or Deputy dean of the Faculty (Chairman), All Professors in the Faculty, The Chairman of the Faculty Higher Degrees Committee, The Chairman of the Department concerned, The Internal Examiners and, where appropriate, one or more suitably qualified persons who shall, normally be members of the academic staff. Such persons may be appointed to the Board at the discretion of the Dean after consultation with the Chairman of the Department concerned.
10.3.2 Assessment of the work submitted by the candidate shall be made initially by two or more External Examiners and by two or more Internal examiners appointed by the Senate on the recommendation of the appropriate Faculty Higher Degrees Committee.

10.3.3 Each External Examiner shall be required to submit a formal written report on the submission, to the Deputy Registrar (Academic Affairs) with his/her recommendations.

10.3.4 On receipt of the report from the External Examiner(s), the Deputy Registrar (Academic Affairs) shall refer it to the Chairman of the Department concerned, through the Dean of the Faculty, for consideration by the Internal Examiners.

10.3.5 Having read the submission and the report(s) from the External Examiners, the Internal Examiners shall report formally and make recommendations to a Board of Examiners which shall, in turn, report and recommend to the Senate.

11.0 FAILURE TO SATISFY EXAMINERS

11.1 A candidate who fails to satisfy the examiners in terms of the Faculty Regulations may be required by the Senate to ‘repeat’ or to ‘withdraw’.

11.2 ‘Repeat’ means that the student may apply for readmission into the same Programme and his/her application shall be considered through the normal procedures. This measure would normally be taken in respect of a student who has failed in a Programme. Such a candidate shall be re-admitted only if a place is available after normal entry candidates have registered. If a student is repeating a module(s), he/she shall only be credited with the marks obtained during the ‘repeat’ examination. Nevertheless where this is provided in the Faculty Regulations a ‘repeat’ student may be exempted from re-attendance and re-examination in any module(s) in which he/she previously passed, or may take another approved course or other approved modules instead of the module(s) previously passed. Exemptions shall be granted only in those cases where a candidate has scored credit or better pass.

11.3 ‘Withdraw’ means that the student shall withdraw from the University. This measure would normally be taken in respect of a student who has either failed in two
programmes failed overall twice in one Part of one Programme. Once ‘withdrawn’ the student shall not apply again for admission until after a period of two years has elapsed.

11.4 Where a dissertation or a project is prescribed in any programme, candidates shall be informed in advance of the deadline for submission of such dissertation or project. Unless prior permission for an extension of this deadline has been granted by the Academic Board, any candidate who fails to meet this submission deadline shall normally fail and would be required to repeat the dissertation or project. A candidate who fails the dissertation or project but obtains a mark of 40% - 49% shall on the recommendation of the Examiners, be permitted to submit the dissertation or project at a later date, normally within three months of the publication of the results. Unless otherwise determined by the Senate, the maximum mark allowable for such referred work shall be 50%.

12.0 APPEALS AGAINST TERMINATION OF STUDIES

12.1 Any candidate who, having failed to satisfy the Examiners, is required to withdraw from the University or discontinue a programme, has a right to appeal.

12.2 A committee shall be established by the Senate to consider such an appeal.

12.3 Any candidate who wishes to lodge an appeal against withdrawal or discontinuation must do so in writing to the Registrar within 21 days after the publication of the Examination results.

12.4 On appeal, the candidate must state clearly the grounds of the appeal. Medical grounds must be substantiated in writing by a medical practitioner registered in terms of the Health Professions Act. Any other evidence which the candidate wishes to submit in support of his/her case must also be lodged with the written appeal.

12.5 The Registrar will refer all timeous appeals to the Appeals Committee for consideration.

12.6 The Appeals Committee will consider, as legitimate grounds for appeal, new evidence of mitigating circumstances (except mere lack of diligence or other fault on the part of the student) which was not previously available to the Examiners. Extenuating circumstances of a force majeure’ nature, which explain and are directly relevant to the
Think in other terms

student’s academic performance and which he/she could not reasonably have been expected to have foreseen or avoided, will be considered.

12.7 The Committee shall be empowered to hear an appellant orally and to seek all such information or evidence as it may consider pertinent.

12.8 No right to automatic oral hearing is conferred upon appeals and the University will not reimburse any expenses incurred by an appellant in making a personal appearance before the Committee.

12.9 The Committee shall make recommendations in each case, as it deems appropriate. Its recommendations shall be submitted to the Senate for approval, or to the Academic Board or the Vice-Chancellor on behalf of the Senate for consideration.

13.0 AEGROTAT PROVISIONS

13.1 If a candidate, having completed a substantial component of a Part of his/her Programme, is prevented by serious illness or other sufficiently substantiated cause, from completing the prescribed requirements for that Part of the Programme, he/she may be deemed by the Senate to have satisfied the examiners for that Part upon the recommendation of the Board of Examiners concerned and upon such other conditions as the Senate may decide, provided that:

13.1.1 The candidate will not normally be exempted from presenting a thesis or dissertation where such is prescribed.

13.1.2 The award of an Aegrotat Degree shall be without classification.

13.2 Where a student qualifies for an Aegrotat Degree, he/she may opt instead to write a special examination in order that an overall grade may be determined and formally credited to the student. Application for such an option must be submitted in writing to the Registrar not later than four weeks before the scheduled examinations.

13.3 The Senate may require any candidate, irrespective of his/her Programme or Faculty, Whose examination performance has been adversely affected by sufficiently substantiated circumstances of ‘force majeure’ nature to write a special examination at
an appropriate future date, normally not later than three months after the date of the
last examination missed.

In such a case, unless otherwise stipulated by the Senate, the mark obtained in the
special examination will be counted in the overall assessment for purposes of
degree classification.

13.4 A candidate who wishes to be considered for an Aegrotat Degree must apply in
writing, together with written substantiation for his/her case, to the Registrar normally
within ten days of the end of the University Examinations for the Programme
concerned. Appeals which are submitted on medical grounds must be supported by
a certificate from a medical practitioner registered in terms of the Health Professions
Act.

13.5 A candidate who is awarded an Aegrotat Degree may not re-enter the examination
for that same degree, but shall be eligible to apply to proceed to an appropriate
higher degree.

14.0 PLAGIARISM

14.1 Definition

Plagiarism is the unacknowledged use of another person's material or ideas. As
such, plagiarism is an academic offence in the sense that theft is in ordinary daily
life.

14.2 Recommendations on the severity of the penalty shall be determined by the
appropriate Departmental Board or Board of Examiners. Cases of plagiarism shall
be handled in the following manner:-

14.3 Minor Cases of Plagiarism

14.3.1 FIRST OFFENCE: In the case of plagiarism being discovered in a piece of
work such as an essay or laboratory report or Dissertation the student shall
get a Chairman's warning but shall be given an opportunity to re-do and re-
submit an acceptable piece of work after one week and shall be
awarded a maximum of 50%.

14.3.2 SECOND OFFENCE: The student shall get a Dean's warning and shall be
awarded a mark of zero for the submitted work.

Think in other terms
14.3.3 **THIRD OFFENCE**: The Senate shall take disciplinary measures such as suspension or expulsion of the student who will have been awarded a mark of zero.

14.4 **Major Cases of Plagiarism**

14.4.1 In the case of plagiarism being discovered in a project at the end of the year the candidate shall be denied the opportunity to resubmit the project, but will be required to submit a new project.

14.4.1.1 The new project shall be submitted not later than June of the following year.

14.4.1.2 The new project will be awarded a maximum mark of 50%

14.4.2 In the case of plagiarism being discovered in a project for the second time and after resubmission, a mark of zero shall be awarded and recorded, and the Senate shall take disciplinary action either to suspend or expel the student.

15.0 **MISCONDUCT AT EXAMINATIONS**

15.1 Subject to Ordinance 30, any candidate found using unauthorised material, or attempting to obtain information from other candidates or their papers, or otherwise guilty of misconduct during the examination shall be disqualified not only in that examination and subject, but in the whole examination, and further disciplinary action may be taken by the University.

16.0 **PUBLICATION OF RESULTS**

16.1 The Registrar shall be responsible for the publication of the results of University Examinations as approved by the Senate.

16.2 Results lists shall be published individually to the student’s web portal, and where necessary, shall be posted on University Notice Boards.

17.0 **ACADEMIC TRANSCRIPT**

On leaving the University each student may obtain, on application to the Registrar, one
copy of a formal transcript of his/her complete academic record at the University.

18.0 AWARD OF DEGREES

The award of Degrees of the University shall be subject to approval by the University Council.

Candidates completing the requirements for such award will be entitled to receive a formal certificate of the University, bearing the University seal and signed by the Vice-Chancellor and the Registrar, confirming the award.

DEFERMENT AND LEAVE OF STUDIES POLICY

PURPOSE

The formulation of the policy on deferment of studies is an acknowledgement that students enrolled at the National University of Science and Technology (NUST) may apply for a deferment of studies and take leave from studies.

The policy is developed with the objective of ensuring that students are able to apply for deferment or leave of studies. In addition this policy will facilitate efficient and effective management of deferment of studies by the University.

SCOPE

This policy shall allow the Deferment and Leave of Studies in all programmes offered by NUST. Students who have been formally offered a place to study at the University and have not registered, have the option to defer the offer while students who have registered and have commenced studies may apply to take Leave from studies at any time.

Applications by students with pending disciplinary cases shall be considered after finalisation of their disciplinary cases. Applications for Deferment and Leave of studies shall be considered by the University according to their respective individual merits. Conditions listed on the offer Letter of Admission must be satisfied before an application for Deferment or Leave of Studies is considered.

1. This Policy shall allow Deferment and Leave of Studies from the National University of Science and Technology Undergraduate and Postgraduate degree programmes.
2. Definitions

Deferment: Postponement of studies for a period of up to 12 months, normally covering the Academic Year, for a person who has been offered a place, or a person who is allowed to proceed to the next part of the programme and has not registered.

Leave of Studies: A period of 6 to 12 months covering the normal teaching period when a registered student is excused from formal study. Leave applies to students that have commenced studies.

Offer: When an applicant is informed in writing that he has been offered a place in a programme to study.

Programme: A plan of study lasting over a period of time which leads to the award of a diploma or a degree of the University.
1.0 INTRODUCTION
The Library is the nerve centre of academic activity, working to enrich the total study experience by utilising new and emerging technologies in the provision of information services. It creates learning spaces both physical and virtual using state of the art tools and methods to stimulate learning and respond to student needs.

2.0 HISTORICAL BACKGROUND
The NUST Library was established in 1992 with a small collection of 2000 books and two members of Staff. It has since grown to over 55,000 books, more than 54 electronic databases, 50,000 plus e-books and 50 members of staff. The Library computerised its systems by installing INNOPAC Millennium, an Integrated Library Management System in 2003 through the assistance from SIDA/SAREC which availed a grant to NUST.

3.0 Physical Address
The Main Library is located at 114 Fort Street, in the city centre of Bulawayo until the construction of a new state-of-the-art Library is completed.

3.1 Physical expansion
Resources are not the only expansion witnessed at the NUST Library. Apart from the main Library, there has since been established 3 more branch libraries:

3.1.1 The Graduate School of Business Library
3.1.2 FOBE Library (Faculty of the Built Environment)
3.1.3 Faculty of Medicine Library (located at Mpilo Hospital in Bulawayo)

3.2 The Library is an institutional member of:
- ZIMLA (Zimbabwe Library Association),
- One of the inaugural Members of ZULC (Zimbabwe University Libraries Consortium),
- IFLA (International Federation of Library Associations and Institutions)
- AFLIA (African Library and Information Associations and Institutions) and
- EIFL (Electronic Information for Libraries)

4.0 Who Can Use the Library?
4.1.1 All full-time and part-time registered NUST students, NUST members of staff, visiting academics and NUST Members of Council are eligible for membership of the Library.
4.1.2. Students and staff from other Universities, researchers from both the private and public sectors can apply for readership.

4.2. Is the Library easily accessible?
Yes it is. The Library opens up to 2100hrs during the semester. Online services like electronic resources are accessible 24 hours a day through remote access.

5.0 SERVICES

5.1 Reference Services
The Reference Section or Help Desk provides personal assistance to library users. It is essentially concerned with helping patrons locate relevant information pertinent to their needs, either within or outside the Library. Queries range from patron registration, accessing past examination papers, using the Library catalogue and assistance in using the library’s electronic databases.

5.2 Ask the Librarian facility
This is an e-mail based reference service for those seeking assistance with library and research related questions. This service is accessible via the Library website.

5.3 Library Chat facility
This is a virtual reference service that opens doors for students, faculty members and researchers to connect with the library’s reference team and receive real-time library and research assistance through chat. This service is accessible via the Library website.

5.4 E-Resources
The Library provides access to over 54 scholarly databases that comprise of e-journals and more than 50,000 electronic books. These resources can be accessed from within campus as long as you are on the NUST network. They are also accessible ‘remotely OR off campus’ as long as you are a registered NUST student or member of staff with a University I.D.
Advantages of using these resources are that:

- They are convenient, can be accessed from anywhere
- They provide both current and retrospective information in one click
- They allow multiple access to a single resource
- They are quicker to search or browse AND
- They come in mixed media, e.g., images, video, audio, and so on.

The Library also provides access to other numerous e-resources like thesis and dissertations, past examination papers, subject guides and the Institutional Repository access is 24/7 round the clock.
5.5  **Faculty Liaison**
The Library has a team that works in partnership with academic units. Their role is to:
   5.5.1. Provide information services
   5.5.2. Keep faculties up to date with library developments and activities
   5.5.3. Engage in collection development
   5.5.4. Conduct e-resources training
   5.5.5. Conduct information literacy skills training
   5.5.6. Ensure there is effective and efficient use of library resources by staff and students.

5.6  **Institutional Repository**
This is a digital depository of NUST’s intellectual output. It
   5.6.1. Creates global visibility to NUST’s scholarly research.
   5.6.2. Collects content in a single location.
   5.6.3. Provides access to institutional research output by self archiving it.
   5.6.4. Stores and preserves the other institution's digital assets.

5.7  **Past Examination Papers**
Past examination papers are accessible online from the Library homepage.

5.8  **Information Literacy Skills (ILS)**
The Library conducts ILS training programmes to equip students with the requisite skills necessary for the effective use of online information.

   It enables students to:
   - Identify the different sources of information
   - Use online search strategies,
   - Evaluate information and its sources critically
   - Understand the economic, legal and social issues surrounding the use of information.

   Faculty Librarians are responsible for organising and conducting training.

5.9  **Circulation Services**
The Circulation Services of the Library encompass activities offered at the circulation/issue desk and the reserve section of the library. The aim is to ensure the proper movement of library material among patrons. The following are some of the services in the unit:

5.9.1  **Short loan/Reserve Service**
Books in high demand can be placed on Short term Loan or Reserve at the recommendation of academic staff.
5.9.2 **Long Term Loans**
Library material that may be required for constant use in a department can be placed on Long Term Loan at the request of the chairperson of the department.

5.10 **Library Fines**
Reading material borrowed from the Library should be returned on or before the due date. Overdue material attracts a fine at a rate to be determined by the Library from time to time. Different levels of fines shall apply on Ordinary Loans, Short term Loans, Library use Only/Reserved Material, Overdue items (15 days) or more and lost material.

5.11 **Book Requests**
Academic units are to make requests for books to be purchased at the beginning of the year or upon introduction of a new course. The Library will only consider requests that have been signed and authorised by the chairperson of the department.

5.12 **Photocopying Services**
The Library has outsourced photocopying services for the convenience of library users. A small fee is levied for the service. All photocopying is subject to the Copyright Act.

6.0 **RULES AND REGULATIONS**

6.1 **General Rules**

6.1.1 Users must present a valid University Identity Card, to the Security Guard upon entering Library premises.

6.1.2 For security reasons, bags, cases, etc, do not go inside the Library. Bags should be left at the baggage bay accessible through the side entrance.

6.1.3 Smoking, eating, and drinking are strictly prohibited.

6.1.4 Cell phones must be switched off or put on silent so that they do not distract others

6.1.5 Viewing of pornographic sites is prohibited in the library.

6.1.6 Readers are expected to observe silence in the library. Conversation and any other behavior likely to disturb or inconvenience others must be avoided in the reading areas.

6.1.7 All losses of and damage to library materials must be reported to the Library promptly.

6.1.8 All items taken in or out of the Library are subject to a security check.

6.1.9 The Library will confiscate any material not belonging to NUST Library if there is no proof it was borrowed legally from the lending institution.

6.1.10 Users are required to comply with the provisions of the Copyright Law. The Library and its resources are to be used for the purpose of Academic Learning and Research and not for the other forms of commercial gain.

6.1.11 Results for students with overdue material and unpaid fines will be withheld until payment is received in full.
6.1.12 Breaking into the University Library Computer system will attract a heavy fine or suspension from the library.
6.1.13 Personal belongings may be brought into the library at the user's own risk. The Library will not be held responsible for loss of, or damage to personal property.
6.1.14 Repeated infringement of the above rules would result in the Librarian suspending and or referring the matter to the University Proctor.

6.2 Borrowing Regulations

6.2.1. Only registered users can borrow material from the Library.
6.2.2. All items taken out of the Library must bear the current Library Due Date Stamp and a receipt.
6.2.3. Fines will accrue on all overdue material.
6.2.4. Library material shall not be issued to persons who hold overdue books or with outstanding fines.
6.2.5. Items not in demand may be renewed once/except for Short loan books.
6.2.6. All items are subject to RECALL if in demand.
6.2.7. Periodicals, Reference Books, Thesis, Dissertations and material stamped 'Library Use Only' may not be taken out the Library.
6.2.8. Members of staff going for staff development must return all books before proceeding for study leave.
6.2.9. Library users terminating membership of the Library must return all outstanding material and clear all fines before they can be cleared.

For more information, visit us at: library.nust.ac.zw
FACULTY OF COMMERCE

Dean
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J Moyo, National Foundation Certificate, Bulawayo Polytechnic, Z’bwe, A+ Certification, NUST, Z’bwe

Think in other terms
1.0 PREAMBLE
The Faculty of Commerce, established in 1991, comprises of 6 departments and currently plays surrogate to the Graduate School of Business and the Institute of Development Studies. It is one of the oldest Faculties of the National University of Science and Technology. The Faculty currently offers 8 four-year Bachelor of Commerce Honours and 12 Masters Programmes across various units.

2.0 LIST OF DEPARTMENTS AND PROGRAMMES
The Faculty of Commerce at NUST is made up of 6 departments, 1 Graduate School of Business and 1 Institute of Development Studies with programmes listed below:

2.1 Department of Accounting
2.1.1 Bachelor of Commerce Honours Degree in Accounting
2.1.2 Master of Science Degree in Accounting and Finance

2.2 Department Banking
2.2.1 Bachelor of Commerce Honours Degree in Banking and Investment Management
2.2.2 Master of Science Degree in Banking and Financial Services

2.3 Department of Business Management
2.3.1 Bachelor of Commerce Honours Degree in Management
2.3.2 Master of Science Degree in Strategic Management

2.4 Department of Finance
2.4.1 Undergraduate
2.4.1.1 Bachelor of Commerce Honours Degree in Finance
2.4.1.2 Bachelor of Commerce Honours Degree in Fiscal Studies

2.4.2 Postgraduate
2.4.2.1 Master of Science Degree in Finance and Investment
2.4.2.2 Master of Science Degree in Fiscal Studies
2.4.2.3 Master of Science Degree in Financial Engineering

2.5 Department of Insurance and Actuarial Science
2.5.1 Undergraduate
2.5.1.1 Bachelor of Commerce Honours Degree in Actuarial Science
2.5.1.2 Bachelor of Commerce Honours Degree in Risk Management and Insurance

2.5.2 Postgraduate
2.5.2.1 Master of Science Degree in Risk Management and Insurance

Think in other terms
2.6 Department of Marketing
2.6.1 Undergraduate
2.6.1.1 Bachelor of Commerce Honours Degree in Marketing
2.6.2 Postgraduate
2.6.2.1 Master of Science Degree in Marketing

2.7 Graduate School of Business
2.7.1 Postgraduate
2.7.1.1 General Master of Business Administration Degree
2.7.1.2 Executive Master of Business Administration
2.7.1.3 Master of Business Administration in Strategic Management

2.8 Institute of Development Studies
2.8.1 Postgraduate
2.8.1.1 Master of Science Degree in Development Studies
2.8.1.2 Master of Science Degree in Disaster Management

3.0 FACULTY REGULATIONS
These regulations should be read in conjunction with the General Academic Regulations for Undergraduate Degrees of the University (hereinafter referred to as the General Regulations).

4.0 ENTRY REQUIREMENTS
4.1 Normal Entry
Applicants for normal entry must have a minimum of two ‘A’ level passes including the relevant subjects stipulated herein under the appropriate programmes.

4.2 Special Entry
Holders of the Zimbabwe Higher National Diploma from the Polytechnic colleges or the Technical colleges (or their equivalent) who have passed the Diploma with merit (credits and distinctions) in half of the programme modules may qualify for special entry into Part II of the Faculty of Commerce Undergraduate Honours Degree Programme.

4.3 Mature Entry
Applicants who are not eligible for entry under the normal or special entry regulations may apply for mature entry provided that they have passed at least five approved ‘O’ level subjects including English Language and Mathematics and must have attained relevant work experience on the programmes which they wish to study.

4.4 Applicants for postgraduate study programmes must have, in addition to the above, the minimum qualifications detailed herein under the appropriate programmes.
5.0 PROGRAMMES AND MODE OF STUDY
5.1 All undergraduate programmes consist of taught modules, Industrial Attachment/Work-based experience (work-based learning) and a final year project.
5.2 Postgraduate programmes by coursework may consist of a component of research whose weighting shall be specified.
5.3 The weighting of modules and programmes shall be based on the notional study hours (NSH) credit system in which all learning activities of a student of average ability, taking place in and outside scheduled contact sessions, are taken into consideration (1 credit = 10 notional hours). A student must attain a prescribed minimum number of credits to qualify for the award of a degree or diploma.
5.4 Programmes shall be delivered in any of the following modes: full-time, block-release, part time or parallel sessions and shall include one or more of face-to-face, online and blended learning approaches.

6.0 ASSESSMENT
6.1 Undergraduate programmes
6.1.1 Unless specified otherwise, all taught modules’ continuous assessment component shall contribute 30% and the final examinations shall contribute 70% of the overall assessment.
6.1.2 In addition, students are expected to conduct a research leading to a final year project report. The report shall be assessed at 100%.
6.1.3 Assessment of modules with a practical component, unless specified otherwise, shall be weighted as follows: continuous assessment 20%; practical 20% and examination 60%.
6.1.4 The continuous assessment component shall normally consist of at least two distinct and appropriately weighted pieces of work submitted by the students including assignments, tests, presentations, reports, projects and portfolios.
6.1.5 The practical component shall normally consist of at least two separate and appropriately weighted submissions of laboratory/workshop/studio/fieldwork reports, tests, assignments, products, artefacts and portfolios.
6.1.6 Assessment of the Industrial Attachment shall consist of continuous assessment (assessment reports from university and the candidates’ workplace) and the examination component (work-based experience file, log book and an analytical report).
6.1.7 The overall pass mark in each module and in aggregated part or programme marks shall be 50%.
6.1.8 General Regulations of the University concerning pass and fail, proceeding to the next part, carry over modules, repeat, discontinue and withdraw shall apply.
6.1.9 In determining the part aggregate, all taught modules shall normally carry an equal weighting of between 10 to 15 credits each, while the final year project report shall carry a double weighting of between 20 to 30 credits.

Think in other terms
6.1.10 For the determination of the overall degree programme aggregate students shall refer to specific departmental regulations.

6.2 Postgraduate programmes

6.2.1 The pass mark in each module and in aggregated part or programme marks shall be 50%.

6.2.2 For the determination of the overall degree programme aggregate students shall refer to specific departmental regulations which shall apply.

6.2.3 Assessment of postgraduate programmes by research only shall be guided by the General Academic Regulations for Master of Philosophy degrees, Doctor of Philosophy degrees and Higher Doctorate degrees.

7.0 AWARD OF THE DEGREE AND CLASSIFICATION

7.1.1 Students for each degree programme must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.

7.1.2 For the degree to be awarded, the minimum number of credits must be satisfied i.e. 480 credits for the Honours Bachelor Degree and 270 credits for the Masters Degree.

7.1.3 The classification of the degree programmes shall be as in the General Regulations.

7.1.4 Higher degrees by research only shall not be classified.
DEPARTMENT OF ACCOUNTING

Lecturer and Chairperson
Dr D Madzivanyati, PhD in Business Administration (Aldersgate College), MSc Accounting and Finance (De Montfort University), BA Accounting and Finance (De Montfort University), Advanced Diploma (CIMA), Certified Public Accountant CPA (Z)

Secretary
Ms P Dondo, BCom (Hons) Human Resources Management, (LSU Z’bwe), HND in Office Management (Byo Poly Z’bwe), ND in Secretarial (Byo Poly Z’bwe), Certificate in HIV/AIDS Care and Counselling (UNISA SA)

ACADEMIC STAFF

Senior Lecturer
Mr R Hove, MSc Accounting & Finance (Stirling University), BCompt in Accounting (UNISA SA), IAAA Accounting (Institute of Administrative Accountants), HND in Accounting (UK)

Lecturers
Mr M Benyu, MSc in Accounting and Finance (NUST Z’bwe), BCom Honours in Accounting (NUST Z’bwe), CA(Z), Postgraduate certificate in Theory of Accounting (CTA)

Mr P C Korera, MSc Finance & Investments (NUST Z’bwe), BCom Honours in Accounting (NUST Z’bwe), CGMA (ACMA), Advanced Diploma in Management Accounting (CIMA)

Mr A C Mpofu, MSc Information Systems (NUST Z’bwe), MBA Banking and Finance (NUST Z’bwe), BSc Information Systems (Rhodes University SA), Pastel Certified Trainer, Pastel Technician, Pastel Practitioner (SAGE, SA)

Mrs F Y Mpofu, MCom Accounting (MSU Z’bwe), MSc Finance & Investments (NUST Z’bwe), BCom Honours in Accounting (NUST Z’bwe), Advanced Diploma (CIMA), HND Accounting (Byo Poly Z’bwe), ND Accounting, (Byo Poly Z’bwe)

Mr P N Mushure, CA (Z), MBA Finance (UZ Z’bwe), BSc Accounting Honours (UNISA SA), BBS (Hons) Finance (UZ Z’bwe), Postgraduate Diploma in Financial Management (FQE) (ICAZ & UCT), Postgraduate Certificate in Theory of Accounting (CTA), ACMA, ACIS, AIBZ, (AIIA)
Mr C Ncube, MSc in Information Technology & Knowledge Management (Universita Degli Studi Di Trento), BSc in Computer Science (Universita Degli Studi Di Trento), Certificate in Java Mobile Application Development (University of Bolzano, Italy)

Mr A Nyalila, BSc Economics (Honours) (UZ Z’bwe), CA (Z)

Mrs F Shumba, MBA Accounting & Finance (USIU USA), BSc Accounting & Finance (USIU USA), Diploma in Accounting (Ahmadu Bello University Nigeria), ICSA (UK), Postgraduate Diploma in Higher Education (NUST Z’bwe)

Mr B Sibanda, MCom Accounting (MSU Z’bwe), BCom Accounting (MSU Z’bwe), CPA Z’bwe, DT&VE (Gweru Polytechnic Z’bwe), MZAAT, (PEI), Accounting Certificate of Senior Management (AFZ) Z’bwe

Mrs S Warima, MSc Finance & Investments (NUST Z’bwe), BTech Accounting (UZ Z’bwe), CIS.
UNDERGRADUATE DEGREE PROGRAMME
SPECIAL REGULATIONS

0.0 PREAMBLe
0.1 The purpose of the programme is to produce technically focused and well-rounded students with a comprehensive knowledge base for identifying, analysing, evaluating and solving problems in core areas of accounting; auditing; taxation and financial management. Students should be able to reflect on their decisions and applications in these fields to assess the effect thereof in the holistic context of accounting as a practice and demonstrate initiative and responsibility, and that shall enable the development of leadership qualities.

1.0 ENTRY REGULATIONS
1.1 To qualify for normal entry into the BCom Honours in Accounting Degree Programme, applicants in addition to satisfying the minimum conditions prescribed under the General Regulations and the Faculty Regulations for English Language and Mathematics, must have obtained at least two passes at ‘A’ Level; one of the two subjects passed at ‘A’ level should be Accounting and any other Commercial subject or Mathematics.

2.2 Special entry – Applicants who have successfully completed the Higher National Diploma in Accountancy or have otherwise obtained equivalent qualifications may apply for direct entry into Part II of the degree programme.

2.3 No applicant may complete the degree programme in less than two academic sessions.

2.4 Successful completion of Industrial Attachment component at Part III level is compulsory.

3.0 STRUCTURE OF DEGREE PROGRAMMES AND SELECTION OF MODULES
3.1 The degree shall be awarded to students who have successfully completed the programme and passed the examinations in accordance with regulations set out above in the Faculty Regulations.

3.2 The Programme consisting of module work shall normally be completed over a maximum period of 4 years both on a full-time, part-time block-release basis or parallel basis.

4.0 ASSESSMENT OF CANDIDATES
4.1 A candidate shall be expected to sit for formal written examination at the end of each semester. For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.

4.2 The taught component shall be examined by both coursework and a formal written examination. Coursework shall account for 30% of the overall assessment while the formal written examination shall account for 70% of the overall assessment. For the taught component, the pass mark shall be 50% for all the modules.
5.0 DETERMINATION OF RESULTS OF MODULES
5.1 Students must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
5.2 For the degree to be awarded, the minimum number of credits of 490 credits must be satisfied.
5.3 The classification of the degree shall be as follows:

75% -100%  First Division
65%-74%  Upper Second Division
60%-64%  Lower Second Division
50%-59%  Pass
Below 50%  Fail
5.4 For the purposes of degree classification, the parts of the degree programme shall be weighted as follows:

<table>
<thead>
<tr>
<th>Part</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part II</td>
<td>30%</td>
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<tr>
<td>Part III</td>
<td>20%</td>
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<tr>
<td>Part IV</td>
<td>50%</td>
</tr>
</tbody>
</table>

6.0 SUPPLEMENTARY EXAMINATIONS
6.1 Supplementary examinations will not be offered.

7.0 REPEATING MODULES
7.1 A student who fails more than 50% of the modules taken in a particular Part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a student may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.
7.2 A student who fails the Dissertation Stage with a mark below 50% shall be expected to apply to repeat the module.

8.0 PROCEEDING AND DISCONTINUING
8.1 A student who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice shall be required to withdraw from the Programme.

9.0 AWARDEDING OF A DEGREE AND CLASSIFICATION OF THAT DEGREE
9.1 Students must satisfy the examiners in all the prescribed modules and in all requirements for the degree.
9.2 For the degree to be awarded, the minimum number of credits must be satisfied i.e. 490 credits for the Honours Bachelor Degree.

10.0 NOTIFICATION OF RESULTS
10.1 Results are accessible online.
## PROGRAMME SUMMARY

### PART I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CAC 1101</td>
<td>Financial Accounting IA</td>
<td>10</td>
</tr>
<tr>
<td>CBU 1102</td>
<td>Business Communication</td>
<td>10</td>
</tr>
<tr>
<td>CIN 1103</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td>CBA 1104</td>
<td>Principles of Microeconomics</td>
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<tr>
<td>CBU 1108</td>
<td>Principles of Management</td>
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</tr>
<tr>
<td>CIN 1106</td>
<td>Quantitative Analysis for Business I</td>
<td>10</td>
</tr>
<tr>
<td>CTL 1101</td>
<td>Conflict Transformation and Leadership</td>
<td>10</td>
</tr>
<tr>
<td>CAC 1201</td>
<td>Financial Accounting IB</td>
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</tr>
<tr>
<td>CBA 1205</td>
<td>Principles of Macroeconomics</td>
<td>10</td>
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<td>CIN 1207</td>
<td>Quantitative Analysis for Business II</td>
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<tr>
<td>CMK 1209</td>
<td>Principles of Marketing</td>
<td>10</td>
</tr>
<tr>
<td>CAC 1203</td>
<td>Introduction to Information Technology</td>
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<td><strong>Total Part I</strong></td>
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### PART II

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<td>CAC 2101</td>
<td>Financial Accounting IIA</td>
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<tr>
<td>CAC 2103</td>
<td>Audit Skills</td>
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<tr>
<td>CAC 2105</td>
<td>Management and Cost Accounting IA</td>
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<td>CAC 2104</td>
<td>Information Systems</td>
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<td>CIN 2106</td>
<td>Company Law I</td>
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<td>CFI 2101</td>
<td>Corporate Finance I</td>
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<tr>
<td>CAC 2201</td>
<td>Financial Accounting IIB</td>
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<tr>
<td>CAC 2203</td>
<td>Audit Process</td>
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<td>CAC 2205</td>
<td>Management and Cost Accounting IB</td>
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<tr>
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<td>CIN 2206</td>
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<td>CFI 2201</td>
<td>Corporate Finance II</td>
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### PART III

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<td>CAC 3001</td>
<td>Industrial Attachment</td>
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### PART IV

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<th>Module Code</th>
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<tr>
<td>CAC 4101</td>
<td>Financial Reporting</td>
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<tr>
<td>CAC 4102</td>
<td>Taxation I</td>
<td>10</td>
</tr>
<tr>
<td>CAC 4103</td>
<td>Audit Skills, Theory and Practice</td>
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*Think in other terms*
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<thead>
<tr>
<th>Course Code</th>
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<tr>
<td>CAC 4104</td>
<td>Accounting Information Systems</td>
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<tr>
<td>CAC 4105</td>
<td>Management and Cost Accounting II</td>
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<tr>
<td>CAC 4201</td>
<td>Advanced Financial Accounting</td>
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<tr>
<td>CAC 4202</td>
<td>Taxation II</td>
<td>10</td>
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<tr>
<td>CAC 4203</td>
<td>Advanced Auditing</td>
<td>10</td>
</tr>
<tr>
<td>CAC 4204</td>
<td>Financial Management</td>
<td>10</td>
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<tr>
<td>CAC 4205</td>
<td>Strategic Management Accounting</td>
<td>10</td>
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<tr>
<td>CAC 4006</td>
<td>Research Project</td>
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<td><strong>Total Part IV</strong></td>
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**TOTAL CREDITS FOR THE PROGRAMME**

<table>
<thead>
<tr>
<th>Part</th>
<th>Credits</th>
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<tbody>
<tr>
<td>I</td>
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<tr>
<td>II</td>
<td>120</td>
</tr>
<tr>
<td>III</td>
<td>120</td>
</tr>
<tr>
<td>IV</td>
<td>130</td>
</tr>
</tbody>
</table>

Total minimum credits: 490
PART I
CAC 1101 Financial Accounting IA  10 Credits
The module is designed for those students with “A” Level Accounting. The module focuses on principles and techniques of Financial Accounting and their application in the preparation of financial statements of sole traders, partnerships, limited companies and non-profit making organisations culminating in analysis and interpretation of financial data.

CAC 1202 Financial Accounting IB  10 Credits
The module builds on the foundation laid in Financial Accounting IA. The module aims at developing a thorough understanding of the practical framework of Accounting and an ability to prepare, analyse and interpret financial statements. It covers the following areas of study: Accounting for limited companies, published accounts analysis and interpretation of final accounts, cash flow statements as well as latest developments of International Financial Reporting Standards (IFRS) applications in relationship to the areas covered.

CAC 1203 Introduction to Information Technology  10 Credits
The module introduces students to the role of computers in the business world and builds on the uses of different application packages in their field of study. It covers the following: basic fundamental concepts, management’s need for information and types of systems, transaction processing as well as an industry specific project.

PART II
CAC 2101 Financial Accounting IIA  10 Credits
The module builds on the foundation laid in Financial Accounting IA and B. The module aims at providing students with knowledge of Accounting as related to partnership, accounting for specialised transactions, interpretation of financial statements, published accounts etc.

CAC 2201 Financial Accounting IIB  10 Credits
The module is a continuation of Financial Accounting IIA. The module aims at helping students develop a thorough understanding of the practical framework of accounting and imbibe an ability to apply the International Financial Reporting Standards (IFRS), Financial Reporting Standards as adopted by the Institute of Chartered Accountants of Zimbabwe and PAAB.

CAC 2103 Audit Skills  10 Credits
The module is meant to provide an understanding of the nature, purpose and scope of Auditing, principles of Auditing and application of ISA. It also addresses the role of the external audit, planning, current issues in Auditing and its regulatory framework.
CAC 2203 Audit Process 10 Credits
The module focuses on the performing of the audit process and its application in the context of the regulatory framework and for business control and development.

CAC 2104 Information Systems 10 Credits
The module is a continuation of Introduction to Information Technology. It aims at strengthening the understanding, use of computers, fundamental concepts, information system concepts, types of systems, transaction processing etc.

CAC 2204 Introduction to Taxation 10 Credits
The module introduces students to the role of tax in an economy and goes on to the applications of the Income Tax and Finance Acts sections relevant to the taxation of an individual in respect of employment income. It also covers taxation of estates, tax administration and allowable deductions as well as the third schedule of the Income Tax Act.

CAC 2105 Management and Cost Accounting IA 10 Credits
The module aims at providing an understanding of the principles, concepts and techniques of Management and Cost Accounting and helps students develop an ability to apply this knowledge to practical situations related to cost ascertainment, cost control and planning.

CAC 2205 Management and Cost Accounting IB 10 Credits
The module is a continuation of Management and Cost Accounting IA. It is designed to equip students with a thorough and comprehensive knowledge related to management accounting techniques in planning, control decision making under various conditions and implementation of management policies.

PART III
CAC 3001 Industrial Attachment 120 Credits

PART IV
CAC 4101 Financial Reporting 10 Credits
The module focuses on Accounting Theory and current issues relating to financial reporting. It concentrates on the role of Accounting Theory, users and objectives of corporate reports, Accounting for price level changes, analysis and interpretation of financial statements, cash flow statements and application of International Financial Reporting Standards (IFRS).

CAC 4201 Advanced Financial Accounting 10 Credits
The module is a continuation of the Financial Reporting and Financial Accounting II modules. It aims at students having a thorough knowledge of Advanced Accounting principles and practices as they apply to the rapidly changing international business environment. It focuses on group financial statements, accounting for foreign currency transactions, valuation of businesses, re-organisations,

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Think in other terms
mergers and takeovers and deferred taxation and relevant International Financial Reporting Standards (IFRS).

**CAC 4102 Taxation I**  
10 Credits  
The module introduces individual taxation, culminating in the computation of tax payable by individuals in employment, as well as the tax position of landlords. Aspects of taxation such as PAYE and double taxation agreements are covered. Administration provisions of the Income Tax Act are also dealt with.

**CAC 4202 Taxation II**  
10 Credits  
The module deals with the taxation of persons other than individuals, including businesses, companies, trusts and deceased estates. Taxes other than income tax are dealt with viz. capital gains tax, indirect taxes, tax planning, tax incentives as well as capital allowances relating to growth points, export processing zones and farmers and miners.

**CAC 4103 Audit Skills, Theory and Practice**  
10 Credits  
The module builds on the basic principles and techniques acquired in Part II of the Auditing modules. It seeks to consolidate students’ grasp of Auditing theory and the latest Auditing techniques and practices as enunciated in the International Standards on Auditing (ISAs).

**CAC 4203 Advanced Auditing**  
10 Credits  
The module is a continuation of the Part II and CAC 4103 Auditing modules. The module seeks to provide a comprehensive knowledge of the financial reporting provisions of the Companies Act Chapter 24:03 and focuses on Auditing issues and disclosure aspects of Financial Statements and specialised Audits and Investigations. It also covers Computer Auditing

**CAC 4104 Accounting Information Systems I**  
10 Credits  
The module builds on the information systems acquired in Part II. It seeks to consolidate the developments, installation and management of Information Systems. It emphasises on the understanding of Information Technology and information systems concepts with regard to planning, organising, controlling and decision making of an organisation as well as use of information technology tools.

**CAC 4204 Financial Management**  
10 Credits  
The module focuses on the principles, concept and techniques used in making financial management decisions. It aims at ensuring that the students understand the concepts and applications behind theoretical models, select the techniques most appropriate to optimise the employment of resources, treasury management function, working capital etc.

**CAC 4105 Management and Cost Accounting II**  
10 Credits  
The module is a continuation of the Management and Cost Accounting IB (CAC 2205) at Part II level and seeks to consolidate students’ knowledge and understanding in behavioural aspects of Management
and Cost Accounting, covering Management & Cost Accounting, Budgetary Control, Standard Costing and current issues in Management Accounting.

CAC 4205 Strategic Management Accounting 10 Credits
The module is a continuation of the Management and Cost Accounting II (CAC 4105) and discusses the characteristics of strategic Management Accounting decision including performance evaluation, control quantitative techniques, TQM, ABC and non-financial performance measures.

CAC 4006 Research Project 20 Credits
The purpose of the project is to develop students’ research skills and analytical skills, with a strong emphasis on research skills.

MODULES OFFERED TO OTHER DEPARTMENTS

CAC 1107 Accounting IA 10 Credits
The module is designed for students without “A” level Accounting. It introduces students to basic principles, concepts and techniques of accounting in general. The module focuses on the use of accounting information by managers. The module covers the following areas accounting cycle, Accounting as an Information system, trial balance, preparation of financial statements for individual companies, non-profit making organisations as well as Accounting ratios.

CAC 1208 Accounting IB 10 Credits
The module aims at equipping students with basic management accounting techniques in planning, control and decision making. It is intended for non-accounting students and covers the following areas: relationship of cost and management accounting to other branches of accounting, cost classification, inventory valuation, material and labour costing, cash budgets etc.

CAC 2106 Accounting IIA 10 Credits
The purpose of the module is to build on topics encountered in Accounting IA and B which were tailored for future managers, rather than accountants. Topics will include contract accounts, standard costing, profit volume analysis, introduction to partnership accounts etc.

CAC 2206 Accounting IIB 10 Credits
The module will introduce simple group accounts and cash flow statements. Further topics include accounting for the issue and redemption of shares, business valuations and financial statements analysis.
# Modules Offered by Other Departments

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CBA 1104</td>
<td>Micro Economics (Refer to Banking)</td>
<td>10</td>
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<tr>
<td>CBA 1205</td>
<td>Macro Economics (Refer to Banking)</td>
<td>10</td>
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<tr>
<td>CBU 1108</td>
<td>Principles of Management (Refer to Business Management)</td>
<td>10</td>
</tr>
<tr>
<td>CBU 1102</td>
<td>Business Communication (Refer to Business Management)</td>
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</tr>
<tr>
<td>CIN 1106</td>
<td>Quantitative Analysis for Business (I Refer to Insurance)</td>
<td>10</td>
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<td>CIN 1207</td>
<td>Quantitative Analysis for Business 11 (Refer to Insurance)</td>
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<td>CIN 1103</td>
<td>Commercial Law I (Refer to Insurance)</td>
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<td>CIN 2106</td>
<td>Company Law I (Refer to Insurance)</td>
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<td>CIN 2206</td>
<td>Company Law 11 (Refer to Insurance)</td>
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<td>CFI 2201</td>
<td>Corporate Finance 11 (Refer to Insurance)</td>
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<td>Corporate Finance 1 (Refer to Finance)</td>
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</tr>
<tr>
<td>CMK 1209</td>
<td>Principles of Marketing (Refer to Marketing)</td>
<td>10</td>
</tr>
</tbody>
</table>

*Think in other terms*
1.0 PREAMBLE
1.1 The regulations for the Master of Science Degree hereinafter referred to as the Master of Science in Accounting and Finance complement but are subordinate to the University General Academic Regulations for Master’s Degree by Coursework, hereinafter referred to as the General Academic Regulations.

1.2 This programme is designed to enhance and develop the knowledge and skills of accounting in public practice, industry and academia. The degree encompasses studies at an advanced level in finance and managerial accounting, auditing, corporate and international finance and investments.

1.3 Students completing the programme would have studied all the necessary prerequisite modules to apply for associate membership of key Zimbabwean accounting professional bodies such as the Institute of Chartered Secretaries and Administrators of Zimbabwe, ACCA, CIMA and CFA.

2.0 OBJECTIVES
2.1 To attain an advanced conceptual understanding of the fields of accounting and finance, complemented by a wide range of practical applications and case studies.

2.2 To gain an insight into research methodologies and techniques which extend and support their learning.

2.3 To expose them to the contemporary issues and problems confronting modern accountants and finance specialists.

3.0 AIM
3.1 The programme is tailored to provide accounting students with the necessary groundwork required within the accounting field, including the latest standards that represent best practices in the industry.

4.0 ENTRY REGULATIONS
4.1 For entry into the programme, a candidate must have a good honours degree or equivalent with a pass level of 2.2 or better from a recognised university in accounting and finance related fields. Working experience would be an added advantage.

5.0 STRUCTURE OF DEGREE PROGRAMMES AND SELECTION OF MODULES
5.1 Each module shall be taught for a total of 56 contact hours i.e. seven consecutive days of 8 hours each. Hence each semester shall comprise one intensive block of 28 days inclusive of weekends.

5.2 Formal examinations shall normally be held at the end of each part of the programme.

5.3 Candidates to be admitted to the examination must have satisfactorily attended modules of study including submission of required continuous assessment coursework. They should have also paid the required fees for the programme.

5.4 Examinations shall normally be by way of written papers. However, examiners are at liberty to request any candidate to undergo oral examination in addition to the written examinations.
6.0 ASSESSMENT OF CANDIDATES
6.1 Coursework shall account for 30% of the overall assessment while the formal examination shall account for 70% of the overall assessment.
6.2 The pass mark shall be 50% based on the aggregate of continuous assessment and the examination.

7.0 DURATION OF PROGRAMME AND DELIVERY SYSTEMS
7.1 The Programme consisting of coursework shall normally be completed over a maximum period of 24 months on a part-time block-release basis. The academic year shall normally begin in July/August.

7.2 Determination of results
The following marking scheme shall be adopted:

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%-100%</td>
<td>Distinction</td>
</tr>
<tr>
<td>70%-79%</td>
<td>Merit</td>
</tr>
<tr>
<td>60%-69%</td>
<td>Credit</td>
</tr>
<tr>
<td>50%-59%</td>
<td>Pass</td>
</tr>
<tr>
<td>Below 50%</td>
<td>Fail</td>
</tr>
</tbody>
</table>

8.0 SUPPLEMENTARY EXAMINATIONS
8.1 Supplementary examinations will not be offered.

9.0 REPEATING MODULES
9.1 In cases where the Programme is not fully semesterised, a candidate who fails a module or modules taken in a particular block may, on the recommendations of the Senate, be granted permission to repeat the failed modules when next offered.
9.2 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.
9.3 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.
9.4 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.
9.5 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.
9.6 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.
10.0 PROCEEDING AND DISCONTINUING
10.1 Students can proceed to the next level carrying previous modules, provided they pass at least 50% of the modules in the preceding stage. Students who fail to meet this condition are required to repeat the failed modules prior to proceeding to the next level. Students will not be allowed to proceed to Stage III carrying a Stage I module, neither will they be allowed to proceed to Stage IV (Dissertation stage) carrying any module from the preceding stages.

11.0 AWARDING OF A DEGREE AND CLASSIFICATION OF THAT DEGREE
11.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
11.2 For the degree to be awarded, the minimum number of credits of 320 must be satisfied.
11.3 The classification of the degree will be as in the General Regulations.

12.0 NOTIFICATION OF RESULTS
12.1 The results are accessible online.
**PROGRAMME SUMMARY**

### STAGE I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CAC 5101</td>
<td>International Financial Reporting and Analysis</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5102</td>
<td>Assurance and Management Control</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5103</td>
<td>Accounting Information Systems</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5104</td>
<td>International Governance and Regulation</td>
<td>20</td>
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<tr>
<td><strong>Total Credits Stage I</strong></td>
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<td><strong>80</strong></td>
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### STAGE II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
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<tbody>
<tr>
<td>CAC 5201</td>
<td>Advanced Financial Accounting</td>
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</tr>
<tr>
<td>CAC 5202</td>
<td>Strategic Financial Management</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5203</td>
<td>Local and International Taxation</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5204</td>
<td>Project Management</td>
<td>20</td>
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<td><strong>Total Credits Stage II</strong></td>
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### STAGE III

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<tbody>
<tr>
<td>CAC 5301</td>
<td>Advanced International Financial Reporting and Analysis</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5302</td>
<td>Strategic Managerial Accounting and Performance</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5303</td>
<td>Corporate Finance and Financial Markets</td>
<td>20</td>
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</tbody>
</table>

### ELECTIVES

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>CAC 5306</td>
<td>Public Sector Accounting</td>
<td>20</td>
</tr>
<tr>
<td>CAC 5308</td>
<td>Corporate Governance Ethics</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total Credits Stage III</strong></td>
<td></td>
<td><strong>80</strong></td>
</tr>
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</table>

### STAGE IV

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<th>Credits</th>
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<tbody>
<tr>
<td>CAC 5400</td>
<td>Dissertation</td>
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<tr>
<td><strong>Total MSc credits</strong></td>
<td></td>
<td><strong>320</strong></td>
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</table>

**TOTAL CREDITS FOR THE PROGRAMME**

- **Stage I**: 80
- **Stage II**: 80
- **Stage III**: 80
- **Stage IV**: 80
- **Total minimum credits**: 320

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*Think in other terms*
MODULE SYNOPSES

STAGE I

CAC 5101 International Financial Reporting and Analysis 20 Credits
The module aims to gain a comprehensive understanding of the framework, concepts, and practices associated with international financial reporting. A greater understanding of corporate valuation is acquired through the study of this module through the development of integral knowledge of financial statements and financial analysis. Upon completion of this module students should be able to better assess the tools, definitions, and acceptable practises of international financial reporting, based on the international financial reporting standards (IFRS), now required in many countries and economic trade areas. To help ensure short-term and long-term organisational success, the impact of financial and economic fluctuations are examined while topics such as foreign exchange, cash accounting, ratios analysis, and trend analysis will be considered as well.

CAC 5102 Assurance and Management Control 20 Credits
The aim is to dissect how management controls the entity and relationships with external partners to enhance organisational value. This module investigates the roles of audit and assurance in management control, and promotes organisational compliance with a focus on internal controls, risk management procedures, assurance and management information. The concept of due diligence, including the acquisition and the monitoring of activities of business partners is also analysed at both the national and international levels. The student will appreciate the nature and roles of assurance engagements and internal audits and develop an understanding of risk management and risk reporting in a global context.

CAC 5103 Local and International Taxation 20 Credits
The aim of the module is to gain a comprehensive understanding of the regulations, concepts, and practices associated with local and international taxation. A greater understanding of taxation is acquired through the study of this module as you develop integral knowledge of the global taxation practices. Upon completion of this module students should be able to better assess the regulations, definitions and acceptable practises of local and international taxation based on the different tax laws as required in many countries and economic trade areas.

CAC 5104 International Governance and Regulation 20 Credits
The aim is to analyse the regulation of governance, recognise varying international governance practise, and examine the links between governance and corporate performance. This module will enable the student to gain a practical understanding of how governance structures can promote good decision making and performance, and increase the accountability of directors and managers. Key external regulations can affect organisations such as international tax and law, are highlighted extensively. The capacity to assess and monitor director remuneration will also be an acquired asset by the time module is complete.

Think in other terms
STAGE II

CAC 5201 Advanced Financial Accounting 20 Credits
The module aims to gain a comprehensive understanding of the advanced financial accounting concepts, and practices associated with International Financial Reporting Standards. A greater understanding of group financial statements, accounting for foreign currency transactions and financial instruments is acquired through the study of this module as students develop integral knowledge of financial statements. Upon completion of this module students should be able to better assess the tools, definitions and acceptable practises of International Financial Reporting Standards.

CAC 5202 Strategic Financial Management 20 Credits
The aim of this module is to examine and integrate into practice a blend of global financial management strategies and case-based applications. Through intense case study analysis, this module focuses on topics that range from the acquisition, deployment and management of international financial resources, to financial planning and analysis. The student will learn how to devise strategies for identifying and developing international financial resources, and to effectively communicate these strategies with organisational team members, partners and governments. The student will also become adept at analysing an organisation for reorganisation and restructuring from a strategic perspective.

CAC 5203 Accounting Information Systems and Technology 20 Credits
The aim is to introduce the use and purpose of accounting information systems (AIS) and other relevant technologies from a value creating and organisational alignment perspective. Multiple approaches for employing (AIS) are investigated in this module through a variety of decision making and critical thinking approaches. The student will understand how appropriate internal controls are established and how to verify compliance through audits linked to AIS. This module will equip the student with the skills to analyse business processes and optimise organisational performance by means of AIS, and the aptitude to develop decision making models linked to organisational strategies. The students will also evaluate the challenges associated with computer crimes and information technology security.

CAC 5204 Project Management 20 Credits
The module aims to enable students to develop project planning and management skills following the learning by doing approach. It involves policies, plans and project problem analysis, project identification, stakeholder analysis, alternative option analysis using financial, economic and social criteria, project selection, project planning and budgeting, human resources arrangements, inception phase and annual work plans, accounts keeping, financial reports and final project report. The module takes a holistic approach to project appraisal from initiation to completion taking into account financial and non-financial effects.

STAGE III

CAC 5301 Advanced International Financial Reporting and Analysis 20 Credits
The aim is to enhance the knowledge and skills acquired from prior International Financial Reporting and Analysis study and to provide more advanced practice of the application of international financial reporting standards (IFRS). This module involves an in-depth analysis of IFRS,

Think in other terms
which includes the application of its regulations and the interpretation of financial statements for the assessment of performance and position of an entity, the student will learn how to apply IFRS to a variety of transactions, assess organisational position and understand the reporting of assets, liabilities, provisions and equity. The module also includes subject matter such as reporting overseas activities and advanced group accounting.

CAC 5302 Strategic Managerial Accounting and Performance Management  20 Credits
The aim is to explore the use of management accounting and accounting systems to link strategic leadership, resource management and organisational performance. This module develops the ability to manage resources, create and sustain value and develop a system of organisational score and goal-keeping tools. The ability to integrate these skills with accounting systems will enable the organisation to make performance-based decisions. The student will be able to ascertain, measure, and revise strategic goals associated with performance and develop a performance metrics system that will measure performance against the overall organisational strategic goals. In addition, ethical and moral dimensions of strategic financial decision-making will be explored.

CAC 5303 Corporate Finance and Financial Markets  20 Credits
The aim is to deliver an understanding of the organisational structure of international finance from a corporate perspective and provide an overview of financial markets and institutions, enabling students to understand and critically assess a broad array of economic and financial information. A variety of related subjects including international trade policy; payment methods; how foreign exchange impacts on an organisation; transfer pricing and sources and use of global funds are discussed. The student will also gain a practical understanding of how trends in the balance of trade and balance of payments, and the global demand for commodities, affect organisations linked by the global economy. In addition, a wide range of relevant topics will be explored, including the flow of funds from lenders to borrowers. The role of financial intermediaries, investment banks, and securities firms will be emphasised. Money and capital markets are analysed, and students will investigate foreign exchange rate regimes, and the role played by multilateral financial organisations in the global economy.

ELECTIVE MODULES

CAC 5304 Social Entrepreneurship  20 Credits
The objective of this module is to examine the characteristics and goals of the social entrepreneur as well as an in-depth view into the practices of creating social value for individuals and communities. The student’s ability to develop and implement social change will increase significantly as the student becomes acquainted with the theories of social entrepreneurship and learn how to identify the characteristics of the social entrepreneur. Upon completion of this recommended module, the student will also be able to evaluate the organisational structure, human resources, funding, marketing and stakeholder participation; all vital success factors in a social change project. The study of the theories and practice of creating partnerships for social change, the aptitude to resource initiatives to link community needs and the talent to develop a plan to implement social change will all be covered in this study of social entrepreneurship.
CAC 5305 Treasury Management and Ethics  
20 Credits

The aim is to explore, form a practical perspective, the tools used in managing the treasury function of an organisation. This module studies the instruments necessary to finance an organisation, including banks as well as the money and capital markets. This will involve topics such as risk mitigation techniques, payment methods, data transfer, and working capital management methods. The student will learn how to determine a proper capital structure, manage the costs of long-term capital, and quantitatively evaluate capital resource investments.

CAC 5306 Public Sector Accounting  
20 Credits

The aim is to gain a comprehensive understanding of the framework, concepts and practices associated with International Public Sector Reporting Standards. A greater understanding of International Public Sector Accounting Standards would help students acquire knowledge on how to assess the performance of public sector entities. Upon completion of this module students should be able to better assess the tools, definitions and acceptable practices for public sector entities as set out in standards developed by the International Accounting Standards Board.

CAC 5307 Municipal Accounting  
20 Credits

The aim is to gain a comprehensive understanding of the framework, concepts and practices associated with municipal accounting as guided by International Public Sector Reporting Standards. A greater understanding of the performance, financial position and cash flows of municipal entities is acquired through the study of this module as students develop integral knowledge of municipal financial statements. Upon completion of this module students should be able to better assess the tools and, definitions and acceptable practices for municipal accounting.

CAC 5308 Financial Markets Corporate Governance Ethics  
20 Credits

The module focuses on how ethical and moral considerations are included in the public issues facing organisations and the decision-making process of managers. It covers the following areas: ethical theories and principles, ways of improving ethical practices in organisations, fraud detection and reduction, corporate control strategies, getting insight into indifferent corporate governance systems, models and mechanisms; stakeholder rights and responsibilities and other corporate governance aspects relating to shareholders and stakeholders.

STAGE IV

CAC 5400 DISSERTATION  
80 CREDITS

A student is required to write an original dissertation relevant to the field of study.
Think in other terms
DEPARTMENT OF BANKING

Lecturer and Chairperson

T Vhimisai, MSc Banking and Financial Services (NUST), B. Com (Hons) Banking (NUST), Dip (Banking) IOBZ – Associate

Senior Secretary

P Mindu, B. Com (Hons) Business Management (NUST), MDP (NUST), ND Secretarial Studies (Bulawayo Polytechnic College)

Secretary

C Dzikite, B. Com (Hons) Human Resources Mgmt (LSU), HND in Office Management (Bulawayo Polytechnic College)

ACADEMIC STAFF

Lecturers

M. Webb Ndlovu, MSc Banking and Financial Services (NUST), B. Com (Hons) Banking (NUST), Dip. Russian Language & Eco. (Moscow), Cert. Music (CDU), Cert. Higher Edn Mgt, (Wits), RSA

P Nkala, MSc Banking and Financial Services (NUST), B. Com (Hons) Banking (NUST)

C M Mhlope, MSc Eco (UZ), BSc Econ (UZ), Dip in Project Management (UNDP- Zimbabwe Development Bank)

A Nyathi, MSc International Securities, Investment and Banking (Reading University), UK; B.com (Hons) Finance (NUST), Registered Public Accountant (Zimbabwe) R.P.Acc.(Z), ACCA, ACIS, AIOBZ, AICMZ, ICSAZ, Associate member (Association of Certified Fraud Examiner), Certificate in Analysis and Management of Credit Risk, Postgraduate Diploma in Higher Education (NUST)

S Mpofu, MSc Banking and Financial Services (NUST) B. Com (Hons) Banking (NUST), Postgraduate Diploma in Higher Education (NUST)

T Mutambanadzo, MSc Banking and Financial Service (NUST). B. Com (Hons) Banking (NUST), Cert Advanced Bank Credit Mgt, (Damelin), SA

T Bhiri, MSc Banking and Financial Services (NUST), B. Com (Hons) Banking (NUST), Postgraduate Diploma in Higher Education (NUST)

Think in other terms
I Ndlovu, MSc Banking and Financial Services (NUST), B Com (Hons) Econ, (MSU)

S O Dhlamini, MSc Banking and Financial Services (NUST), B Com (Hons) Econ, (MSU)

J Tembo, PhD Business Management (UNISA), MSc Banking & Financial Services (NUST), BBS (Hons) Finance & Banking (UZ)

S Muwando, MSc Finance and Investment (NUST), B. Com (Hons) Banking (NUST)

N Tshuma, MSc Banking and Financial Services (NUST), B. Com (Hons) Banking (NUST), Postgraduate Diploma in Higher Education (NUST)
UNDERGRADUATE DEGREE PROGRAMME
SPECIAL REGULATIONS

1.0 PREAMBLE
1.1 The Department of Banking seeks to offer world-class programmes of study in banking, investment management and financial economics. The Department aims to prepare quality practitioners for the banking, financial services, and other sectors of the economy, suitable for serving in a wide variety of environments. Undergraduate programmes of study are offered on full time and block release basis while postgraduate programmes are run on a block-release or Weekend School basis.

2.0 ENTRY REQUIREMENTS
2.1 Normal Entry
To qualify for normal entry into the Bachelor of Commerce (Honours) Degree in Banking and Investment Management programme, a candidate, in addition to satisfying the minimum conditions prescribed under the General Regulations and the Faculty Regulations for Five ‘O’ Level passes including English Language and Mathematics (A, B, or C grades), must have passed Economics and any one of the following subjects at “A” Level: Accounting, Business Studies/Management of Business or Mathematics.

2.2 Special Entry
Applicants who do not have the required “A” Level passes but have successfully completed the Higher National Diploma in Banking and Finance or have otherwise obtained equivalent qualifications may apply for direct entry into Part II of the degree programme.

2.3 Mature Entry
There is also provision for mature entry for persons who may not have the appropriate academic qualifications for entry but who have suitable or relevant experience and who satisfy the University of their ability to complete the degree module satisfactorily.

3.0 STRUCTURE OF DEGREE PROGRAMME AND SELECTION OF MODULES
3.1 The degree will be awarded to candidates who have successfully completed the programme and passed the examinations in accordance with Faculty Regulations.
3.2 The Programme, consisting of coursework, shall normally be completed over a maximum period of 4 years both on a full-time and block-release basis.

3.3 Pre-requisites
3.3.1 A Student must have passed Microeconomics (CBA 1105) and Macroeconomics (CBA 1206) before proceeding to Corporate Finance (CFI 2101).
3.3.2 A Student must have passed Accounting I (CAC 1107) before proceeding to Accounting II (CAC 1208).
3.3.3 A Student must have passed Banking and Foreign Exchange (CBA 2202) before proceeding to International Banking and Finance (CBA 4107).

4.0 ASSESSMENT OF CANDIDATES
4.1 Candidates shall be assessed in accordance with provisions of the General Academic Regulations.
4.2 Normally, evaluation shall be based on Continuous Assessment as well as University Examinations. Continuous Assessment and the formal written examination shall constitute 30% and 70% of the overall assessment respectively.
4.3 Items incorporated in the Continuous Assessment may include assignment, tests, essays, field work, projects and oral presentations.
4.4 The formal written examinations shall normally be taken by students at the end of each appropriate semester.

5.0 DETERMINATION OF RESULTS OF MODULES
5.1 Students must satisfy the examiners in all the prescribed modules and in all requirements for the programmes. For the degree to be awarded, the minimum number of credits of 530 credits must be satisfied.
5.2 The classification of the degree shall be as follows: -

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
<th>Division</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% -100%</td>
<td>Distinction</td>
<td>(First Division)</td>
</tr>
<tr>
<td>65%-74%</td>
<td>Merit</td>
<td>(Upper Second Division)</td>
</tr>
<tr>
<td>60%-64%</td>
<td>Credit</td>
<td>(Lower Second Division)</td>
</tr>
<tr>
<td>50%-59%</td>
<td>Pass</td>
<td></td>
</tr>
<tr>
<td>Below 50%</td>
<td>Fail</td>
<td></td>
</tr>
</tbody>
</table>

5.3 For the purposes of degree classification, the parts of the degree programme shall be weighted as follows: -

<table>
<thead>
<tr>
<th>Part</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part II</td>
<td>30%</td>
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<tr>
<td>Part III</td>
<td>20%</td>
</tr>
<tr>
<td>Part IV</td>
<td>50%</td>
</tr>
</tbody>
</table>

6.0 SUPPLEMENTARY EXAMINATIONS
6.1 Supplementary examinations will not be offered.

7.0 REPEATING MODULES
7.1 A student who is not allowed to proceed to the subsequent Part of the Programme, but has passed at least 50% of the modules taken in that part of the Programme, may be allowed to apply to repeat a particular part. On the recommendations of the Senate, the candidate may be granted permission to repeat the failed modules. Nevertheless, a student may be exempted from re-attendance and re-examination in any modules in which he/she previously passed at Grade 2.2 or better.
8.0 PROCEEDING AND DISCONTINUING
8.1 A student may be allowed to proceed to the subsequent part carrying a module(s) from the previous part provided the total number of carryover modules shall not exceed 25% of the number of normally scheduled modules in a particular year of the programme. No candidate may carryover a particular module for more than two years.
8.2 A candidate who fails more than half of the modules for any part of this programme or obtains an overall aggregate mark of less than 35% should discontinue. Such student will be free to apply for admission/transfer into a different programme and the application will be considered through the normal admission procedures.

9.0 AWARDING OF A DEGREE AND CLASSIFICATION OF THAT DEGREE
9.1 The Degree shall be awarded to candidates who have successfully completed the programme and passed the examinations in accordance with regulations set out in accordance with the General Academic Regulations on Marking Scheme and degree classification. The award of the Degrees shall be subject to approval by the University Council. Candidates completing the requirements for such award will be entitled to receive a formal certificate of the University, bearing the University seal and signed by the Vice-Chancellor and the Registrar, confirming the award. Students must satisfy the examiners in all the prescribed modules and in all requirements for the degree.
9.2 For the degree to be awarded, the minimum number of credits, 530 must be satisfied.

10.0 NOTIFICATION OF RESULTS
10.1 Results are accessible online.
## PROGRAMME SUMMARY

### PART I

#### FIRST SEMESTER

<table>
<thead>
<tr>
<th>Module code</th>
<th>Module Description</th>
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<tr>
<td>CBU 1102</td>
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<tr>
<td>CIN 1109</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td>CBA 1105</td>
<td>Microeconomics</td>
<td>10</td>
</tr>
<tr>
<td>CIN 1106</td>
<td>Quantitative Analysis for Business I</td>
<td>10</td>
</tr>
<tr>
<td>CAC 1107</td>
<td>Accounting IA/ CAC1101 Financial Accounting IA</td>
<td>10</td>
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<tr>
<td>CBU 1108</td>
<td>Principles of Management</td>
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<tr>
<td>CTL1101</td>
<td>Conflict Transformation and Leadership</td>
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#### SECOND SEMESTER

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<td>CBA1206</td>
<td>Macroeconomics</td>
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<td>CIN1207</td>
<td>Quantitative Analysis for Business II</td>
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<td>CAC1208</td>
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### SECOND SEMESTER

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<th>Module Description</th>
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<td>CBA 2110</td>
<td>Banking and Financial Markets</td>
<td>10</td>
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<td>CIN2103</td>
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### PART II

#### FIRST SEMESTER

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<td>CBA2208</td>
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<td>CBA2204</td>
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*Think in other terms*
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### PART IV

#### FIRST SEMESTER

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<td>CBA4102</td>
<td>Marketing of Financial Services</td>
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<td>CBA4103</td>
<td>Applied Economics I</td>
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<td>CBA4107</td>
<td>International Banking and Finance</td>
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<td>CBA4108</td>
<td>Investment Analysis and Management</td>
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<td>Entrepreneurship</td>
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#### SECOND SEMESTER

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<td>CBA4203</td>
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<td>CBA4204</td>
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<td>CBA4207</td>
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<td>CBA4007</td>
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### TOTAL CREDITS FOR THE PROGRAMME

- Part I: 120
- Part II: 140
- Part III: 120
- Part IV: 150
- Total Minimum Credits: 530
MODULE SYNOPSES

CBA 1105 Microeconomics 10 Credits
This module will study markets and the decision making embedded therein. It will discuss standard economic arguments that free markets work “best”, the conditions under which these arguments are most believable, and policy options when these conditions are not met. The module will examine both competitive markets, for which basic models of supply and demand are most appropriate, and markets in which agents act strategically, for which game theory is the more appropriate tool. The module will cover, inter alia, economic theory and the market economy, consumer theory, choice under uncertainty, production and costs, efficiency and trade, market equilibrium, game theory and imperfect competition.

CBU 1102 Business Communication 10 Credits
The module will look at general comprehension and expression, report writing, comprehension of ideas, development of different styles and the use of English in a business setting, communicating skills, letter writing, committee documents, use of questionnaires, note taking, and summarising.

CIN 1109 Commercial Law 10 Credits
The module introduces students to the basic legal principles governing the business environment. Focus will be placed on definition of contracts, requirements of a contract, breach of a contract, remedies for breach of contracts, law of agency, contract of sale, law of business organisations and insurance contract.

CIN 1106 Quantitative Analysis for Business I 10 Credits
CIN1106 is a quantitative reasoning module for students in the Faculty of Commerce. It covers the techniques business students are most likely to use in future modules and in business related research. The topics covered are useful in economics, finance, accounting, risk, marketing and personnel management and in tandem with international developments in these areas. Students will learn a variety of problem-solving strategies that are applicable in a wide range of business environments. Specific topics include matrix algebra, linear programming, index numbers, calculus, decision making in business and an introduction to financial mathematics.

CAC 1107 Accounting IA 10 Credits
The module is designed for students without “A” level Accounting. It introduces students to basic principles, concepts and techniques of Accounting in general. The module focuses on the use of Accounting information by managers. The module covers the following areas Accounting cycle, Accounting as an Information system, trial balance, preparation of financial statements for individual companies, non-profit making organisations as well as Accounting ratios.

CBU 1108 Principles of Management 10 Credits
The module will look into the history and development of management thought, functions of management, organisational structures, decision making, communication, centralisation and
Think in other terms
decentralisation, delegation, leadership and motivation, controlling budgeting and non-budgetary controls.

CAC 1101 Financial Accounting IA 10 Credits
The module is designed for those students with “A” Level Accounting. The module focuses on principles and techniques of Financial Accounting and their application to the preparation of financial statements of sole traders, partnerships, limited companies and non-profit making organisations culminating in analysis and interpretation of financial data.

CTL 1101 Conflict Transformation & Leadership 10 Credits
The thrust of the module is understanding peace and conflict; theories of conflict; conflict analysis and tools; economic roots of conflict; gender and conflict; leadership; leadership and conflict handling mechanisms; leadership and conflict handling mechanisms; women in leadership; leadership ethics; interplay: leadership, conflict and development

CBA 1206 Macroeconomics 10 Credits
The module is designed to address how economists model the relationships between aggregate economic variables and examine how various fiscal and monetary policies can affect the results. The main goal is to improve students’ economic literacy and ability to apply economic models to analyse real world events. This module will be taught from an equilibrium perspective. This means the module will work with economic agents that optimize and with aggregate consistency conditions. Along with building basic economics intuition, the module will be centred on constructing and understanding macroeconomic models. These models will be used to discuss the theory of long-run economic growth and short-run economic fluctuations and to analyse macroeconomic policy, in particular fiscal policy.

CFI 1203 Financial Mathematics 10 Credits
The module is an introduction to basic concepts of quantitative finance upon which cash flow-based valuation models of finance are built. In particular, the module explores time value concepts in finance, equations of value, loan amortization and sinking fund problems, money market instruments and different yield measures, bond valuation and bond yield analysis, bond risk analysis and immunization, and the mathematics of portfolio theory. The module seeks to develop student skills in the application of discounted cash flow techniques and other mathematical techniques to investment analysis, portfolio optimization, and capital asset pricing. ‘A’ Level mathematics is an important pre-requisite for a good understanding of financial mathematics. Mathematics areas of particular interest are differential calculus, progressions, binomial and Taylor expansions, numerical methods and logarithms.

CIN 1207 – Quantitative Analysis for Business II 10 Credits
CIN 1207 is an introductory module in business statistics designed especially for students majoring in Commerce. It covers the techniques business students are most likely to use in their future modules. The module covers descriptive and inferential statistics with business applications to analyse management and organizational problems. Students will learn to apply statistical analysis techniques to practical problems that firms in the real world face. Specific topics include: measures of central tendency and dispersion, probability theory and distributions, estimation, hypothesis testing, regression analysis and correlation analysis.

Think in other terms
CAC 1208 Accounting IB
The module aims at equipping students with basic Management Accounting techniques in planning, control and decision making. It is intended for non-accounting professionals and covers the following areas: relationship of Cost and Management Accounting to other branches of Accounting, cost classification, stock valuation, material and labour costing, cash budgets etc.

CAC 1202 Financial Accounting IB
The module builds on the foundation laid in Financial Accounting IA. The module aims at developing a thorough understanding of the practical framework of Accounting and an ability to prepare, analyse and interpret financial statements. It covers the following areas of study: Accounting for limited companies, published accounts analysis and interpretation of final accounts, cash flow statements as well as latest developments of IAS applications in relationship to the areas covered.

CMK 1209 Principles of Marketing
This module explores marketing functions; the environment of marketing; marketing information systems and marketing research; the marketing mix; consumer behaviour; the social responsibility of marketing and public policy with respect to marketing practices.

CAC 2101 Financial Accounting IIA
The module builds on the foundation laid in Financial Accounting 1A & B. The module aims at providing students with knowledge of Accounting as related to partnership, accounting for specialised transactions and interpretation of financial statements.

CAC 2201 Financial Accounting IIB
This module is a continuation of Financial Accounting IIA. The module aims at helping students develop a thorough understanding of the practical framework of accounting and imbibe an ability to apply the International Standards (IAS), Financial Reporting Standards adopted by the Institute of Chartered Accountants of Zimbabwe and GAAP.

CAC 2106 Accounting IIA
The purpose of the module is to build on topics encountered in Accounting IA and B which were tailored for future managers, rather than accountants. Topics will include contract accounts, standard costing, profit volume analysis, introduction to partnership accounts etc.

CAC 2206 Accounting IIB
The module will introduce group accounts and cash flow statements. Further topics include accounting for the issue and redemption of shares, business valuations and financial statements analysis.

CAC 1203 Introduction to Information Technology
The module introduces students to the role of computers in the business world and builds on the uses of different application packages in their field of study. It covers the following: basic fundamental concepts, management’s need for information and types of systems, transaction processing as well as an industry specific project.

Think in other terms
CBA 2110 Banking and Financial Markets 10 Credits
This is an introduction to a monetary economy and it acquaints students with the justification for existence of financial systems, development of the Zimbabwean financial system in general and the banking system in particular, its regulation, contribution to economic growth and its place in the global village. Also discussed are the roles and contributions of informal sources of credit such as micro finance institutions and private saving schemes. In addition, the module covers management of financial institutions as well as operations and instruments traded in money and capital markets.

CFI 2101 Corporate Finance I 10 Credits
The aim of the module is to identify the objective that Corporate Finance managers pursue or ought to pursue in order to satisfy the needs of corporate stakeholders and to develop, in students, concepts and corporate analytical tools that will enable them to meet this objective. To this end, the module will cover the following critical areas: Goals of a firm and the agency theory; Time value concepts and valuation of bonds and shares; Capital Budgeting under certainty; Operating and financial leverage; Introduction to portfolio theory and capital asset pricing; the stock market and other sources of long-term capital; innovations in Corporate Finance.

CFI 2201 Corporate Finance II 10 Credits
The aim of the module is to develop, further, in students, concepts and corporate financial analytical tools. The areas covered will include the following: Introduction to capital structure theory and practice; Cost of capital and valuation; Introduction to capital budgeting under uncertainty; Dividend policy theory and practice; corporate working capital management and innovations in corporate finance.

CBA 2202 Banking and Foreign Exchange 10 Credits
The module traces the development of foreign exchange markets and thereafter takes a comparative study of different exchange regimes that have existed at one time or another and examines why none of them alone has proved ideal. The module provides an introduction to the role played by banks in international trade. The last part of the module is on the services offered by banks to their clients in the international sphere including the provision of travel facilities.

CIN 2103 Law Relating to Banking 10 Credits
CIN 2203 Law Relating To Banking 10 Credits
The two-semester module is designed to provide students with an insight into the legal elements of the Banking Business. Issues covered: Bank-Customer relationship, Customer Accounts, Instruments, Participants, Principles of Lending, Advances and Securities, Exchange Controls as well as basic concepts of International Banking.

CBA 2108 Treasury Management I 10 Credits
CBA 2208 Treasury Management II 10 Credits
The two-semester module seeks to equip students with a thorough understanding of treasury department operations of financial and non-financial institutions. It covers areas such as structure of a treasury department, treasury management planning, risks in a treasury department, risk management strategies in a treasury department, fund management, liquidity management and asset and liability management. Treasury Management I (CBA 2108) will cover the following topics: Introduction to Treasury
Management, Financial Markets, Structure of a Treasury Department, Treasury Management Planning, Liquidity Management and Term Structure of Interest Rates. Treasury Management II (CBA 2208) will cover the following topics: Risk in a Treasury Department, Risk Management Strategies in a Treasury Department, Asset and Liability Management and Fund Management.

**CBA 2109 Mathematical Applications in Banking**  
**10 Credits**

The principal objective of Mathematical Applications in Banking is to inculcate optimisation skills in students of Banking and Investment Management. Optimisation is a key pillar of finance and banking. To this end, the module will revolve around linear programming, Integer programming, and dynamic programming as well as nonlinear optimisation and concave optimisation. Applications of Differentiation and Integration to Banking and Economics will also be covered. It will also develop concepts necessary to impart deeper knowledge in the day/year conventions, money market calculations, discount instruments, CDs and general pricing of assets.

**CBA 2209 Introduction to Econometrics**  
**10 Credits**

The module introduces students to basic econometric principles and the use of statistical procedures in empirical studies of economic and financial models. Assumptions, properties, and problems encountered in the use of multiple regression are discussed as are simultaneous equation models, simulation, and forecasting techniques. Topics include regression analysis, Hypothesis testing, Time series modelling, Multivariate models, Forecasting as well as applications to Research Methods in Banking.

**CBA 2204 Banking Information Systems**  
**10 Credits**

The module examines e-banking definition, Industry trends and policy, e-banking components, informational websites, transactional websites Technology basics, Network typology, IT operations and risks, global payments landscape, emerging products and technologies, technology and channel access, customer needs and choices, organisational structure, innovation in e-banking, products and product development, mobile commerce/applications, Risk management in e-banking, the risk galaxy – Market, Operations, Credit, Liquidity, Interest Rate, Price, Compliance/legal Risk, Strategic, Reputational, Money laundering, e-banking controls, marketing and service support for e-banking.

**CBA 4101 Banking and Development**  
**10 Credits**

The module provides students with an understanding of the need for, and the role of finance in development, the evolution of state participation in development finance institutions, the economics and operational procedures of the same, etc. The module is policy oriented and would equip students with broad understanding of development finance and its interaction with monetary and fiscal policies, coverage includes the informal sector. Theories of growth and the role of finance in economic growth, Financial Repression, Fiscal policies for growth, mobilisation of domestic savings and foreign technical sources in development, the debt crisis, optimum currency areas, the need for, and order of financial liberalisation. Agricultural finance and the role of the state in industries financial development, Zimbabwe's experience, Profitability, Regulation and portfolio segmentation in Development Finance Institutions (DFIs). Capital adequacy of DFIs' structure conduct and performance in the macro economy, distress and prediction models. The module also looks into information content of prices and interest rates etc., interest determination in controlled markets, financial liberalisation, the performance of the
financial sector certainty and uncertainty in Financial Markets, including adverse selection and incentive effects.

**CBA 4102 Marketing of Financial Services** 10 Credits
The main objectives of the module is to equip students with the understanding of the following: -The role of Marketing; evolution of Marketing in the banking sector; understanding customers; the role of market research and methods of segmenting markets; managing marketing; marketing information; the marketing planning process; marketing mix decisions' product; promotion and price decisions; achieving sales, bankers as retailers and service quality. It also looks at the application of marketing techniques at Retail branch level.

**CBA 4103 Applied Economics I**
**CBA 4203 Applied Economics II**
The two-semester module sets out to present basic features of the macroeconomic environment with special reference to developing economies. Macroeconomic policy has a direct and profound impact on the behaviour and the depth of financial systems in an economy and consequently on economic growth. Emphasis on short-term stabilization policies as prescribed by the SAPs in most LDCs has tended to generally post unexpected and non-standard outcomes. Part I is set as an introductory step to analyse the theoretical foundations of such policies; their standard transmission mechanisms and why they may not be the most appropriate and effective policies in LDCs when taken in their raw form. The module also incorporates an introduction to Mathematical Economics part in order to keep students abreast with modern and widely accepted skills and techniques in the field of economic analysis and interpretation. Part II is mainly an application of models discussed to real life situations.

**CBA 4204 Derivative Securities** 10 Credits
Globalisation has brought rapid changes in the Banking and Financial sectors all over the world. These changes have brought the need on the part of banks and other financial institutions, to come up with new ideas to cope in the more competitive and changing environment. To keep pace with the changes, financial innovation or engineering is needed. This module thus aims at equipping students with the basic skills of using derivatives in areas such as investment management, foreign currency exposure management etc. To do this, topics such as valuation, uses and applications of different derivative securities e.g. Interest Rate currency and commodity derivatives will be covered. Hedging instruments, strategies and techniques, real options and warrants will also be covered.

**CBA 4107 International Banking and Finance** 10 Credits
The module builds on the Banking and Financial Markets module. This is designed to acquaint students with the broad perspective of international monetary structure. This module provides insights into international financial markets, operations and instruments, their development and challenges. It covers multinational financial management, international flow of funds, international financial markets, short term asset and liability management, long term asset and liability management, country risk analysis.
CBA 4207 Advanced International Banking and Finance 10 Credits
The module consolidates the International Banking and Finance issues regarding market interdependencies, regulation and supervision challenges in the light of increasing competition from non-banks, globalisation and financial conglomerates. It discusses regulatory efforts to harmonise global financial dealings to ensure efficiency and reduce systemic risk, and contagious bank runs. The module also covers alternative international investments, exchange rate determination, currency derivatives, international arbitrage, parity conditions, and exchange rate risk management. Case Studies are used to highlight the regulatory challenges.

CBU 4109 Entrepreneurship 10 Credits
The module looks at the nature of entrepreneurship; the evolving nature of entrepreneurship, understanding entrepreneurship in individuals, environmental assessment; preparation for a new venture; marketing research for new ventures, Financial preparation for entrepreneurship ventures; developing an effective business plan; sources of capital for entrepreneurs; assessment and evaluation of entrepreneurial opportunities; structuring and legal issues associated with new business ventures; strategic planning for emerging ventures; entrepreneurship and the global environment.

CBA 4108 Investment Analysis and Management 10 Credits
The module acquaints students with ways of managing their and clients’ money so that both can derive the maximum benefit from what they earn. To accomplish this purpose, the module discusses investment alternatives that are available and develops plausible skills of analysing, selecting and managing those investments. The module covers the investment environment, investment markets and instruments, bond prices and yields, fixed Income portfolio management, equity portfolio management, portfolio theory, management of client portfolios (Individual, Personal Trust, Mutual Funds, Pension Funds, Unit Trusts), making investment decisions, asset allocation, security selection approaches, equilibrium in capital markets, market efficiency, and equity valuation models. To enhance the investment management component, the module will also cover institutional investment, tax on investments, and personal finance.

CBA 4109 Consumer and Corporate Lending 10 Credits
The module is offered in response to the growing importance of advances in bank and non-bank asset management. It seeks to explain the general principles of lending, propose a structured approach to the evaluation of credit proposals, and draw decisions there from. The concept of lending will therefore be identified as a strategic factor. Coverage will include credit assessment, principles of security, interpretation of financial statements, bad and doubtful debtors as well as control of the same.

CBA 4208 Development Finance 10 Credits
The module provides students with an understanding of the need for, and the role of finance in development, the evolution of state participation in development finance institutions, the economics and operational procedures of the same, the interaction of development finance with monetary and fiscal policies. Module coverage also includes the informal sector. Topics covered include theories of growth and the role of finance in economic growth, financial repression, fiscal policies for growth, mobilization of domestic savings and foreign technical sources in development, agricultural finance and the role of

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Think in other terms
state in industries financial development, regulation and portfolio segmentation in development financial institutions.

CBA 4209 Financial Risk Management  
10 Credits
The module aims at developing a broad understanding of the drivers of risk and to provide a framework for financial risk management from which applications to particular situations will be made. Specifically, the module will focus on equipping students with skills in developing a systematic framework for handling risk situations, understanding how people in general and managers in particular behave in risky situations and recognizing inconsistent behaviour, identifying sources of risk and evaluating exposures, and developing expertise in the issue of market mechanisms available for mitigation of risk using financial risk management models and techniques. Fundamentals of the module include identification and measurement of financial risk, risk analysis, techniques of dealing with risk, predicting company failure.

CBA 4210 Ethics and Corporate Governance  
10 Credits
The module seeks to develop in students a firm understanding of the basic of Corporate Governance by getting insights in different corporate governance systems. It includes issues relating to fiduciary duties, risk oversight, audits, internal controls and crisis management. In addition, it focuses on ethical issues, mainly the ability to identify and deal with ethical dilemmas and unethical practices in business.

CBA 4007 Research Project  
20 Credits
The project is meant to give students an opportunity to apply the knowledge gained over the period. The project is a consolidation of the theoretical knowledge gained in the taught modules and the practical experience gained from Industrial Attachment. Students undertake research in an area of their choice but limited to those that are related to the modules being studied in liaison with their academic supervisors to produce a project which has practical applications/solutions. The research project should be 10 000 – 15 000 words long (excluding preliminary pages and appendices).
MASTERS DEGREE PROGRAMME
SPECIAL REGULATIONS

MASTER OF SCIENCE DEGREE IN BANKING AND FINANCIAL ECONOMICS (MSc BFE)

1.0 PREAMBLE
1.1 The regulations for the Master of Science Degree in Banking and Financial Economics hereinafter referred to as the MSc in Banking and Financial Economics [MSc BFE] Regulations, complement the University General Academic Regulations for Master’s Degree by coursework, hereinafter referred to as the General Academic Regulations.

2.0 ENTRY REGULATIONS
2.1 On a full time, basis, the programme shall be studied over a minimum period of 12 months of which a minimum of 3 months shall be for the dissertation.
2.2 On a part-time basis, the MSc programme shall be studied over a minimum period of 24 months of which a minimum of 6 months shall be for the Dissertation. The Programme must be completed within a maximum period of 4 continuous academic years’ failure of which a student shall be required to apply to repeat the whole programme starting from Part I.
2.3 On a part-time basis, delivery will be block-release or Weekend School and may be carried out at satellite centres.
2.4 The full-time MSc student may, for good reason and subject to approval by Senate on the recommendation of the Faculty Board, transfer to the part-time programme or vice versa provided the student meets the requirements of the part of the programme the student is transferring to.
2.5 To be considered for admission to the MSc programme, applicants should, normally, hold a good Honours degree in Banking, Finance, Insurance, Accounting or their equivalents. A thorough knowledge of financial market operations will be an added advantage.

3.0 ASSESSMENT
3.1 The taught section shall be examined by both continuous assessment [30%] and a written examination [70%] for each module with the exception of Applied Research Methods (CBA 5108) which shall be assessed 100% by continuous assessment. The pass mark shall be 50%. The written examination shall be taken at the end of each semester for both full time and part time students.
3.2 A student can proceed to Stage III carrying over Stage I and Stage II modules provided the total number of carry-over modules shall not exceed 25% of the number of Stage I and Stage II modules. However, a student shall NOT be allowed to proceed to Stage IV (Dissertation) before they have passed all Stage I, II and III modules.
3.3 A student who is withdrawn after failing Stage IV, the research section, but had passed the taught section shall be awarded a Postgraduate Diploma in Banking and Financial Economics [PGDB]
3.4 Each stage shall contribute 25% towards the overall degree aggregate.
3.5 The weighting between the taught section and the research section (Dissertation) in the overall assessment shall be 75% and 25% respectively.

Think in other terms
4.0 **Grading**

4.1 The following marking scheme shall be adopted:

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<th>Percentage Range</th>
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<td>80% and above</td>
<td>Distinction</td>
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<tr>
<td>70% - 79%</td>
<td>Merit</td>
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<tr>
<td>60% - 69%</td>
<td>Credit</td>
<td>(C)</td>
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<tr>
<td>50% - 59%</td>
<td>Pass</td>
<td>(P)</td>
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<tr>
<td>Below 50%</td>
<td>Fail</td>
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# PROGRAMME SUMMARY

## STAGE I

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<td>CBA 5108</td>
<td>Applied Research Methods</td>
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<tr>
<td>CBA 5109</td>
<td>Bank Operations and Strategy</td>
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## STAGE II

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<td>CBA 5111</td>
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<td>Marketing of Financial Services</td>
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</table>

## STAGE III: Elective Modules (To Select One)

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBA 5211</td>
<td>Development Finance</td>
<td>20</td>
</tr>
<tr>
<td>CBA 5212</td>
<td>Corporate and Investment Banking</td>
<td>20</td>
</tr>
<tr>
<td>CBA 5213</td>
<td>Central Banking and Monetary Economics</td>
<td>20</td>
</tr>
<tr>
<td>CBA 5214</td>
<td>Applied Bank Lending</td>
<td>20</td>
</tr>
<tr>
<td>CBA 5203</td>
<td>Strategic Financial Management</td>
<td>20</td>
</tr>
</tbody>
</table>

## STAGE IV

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFI 5300</td>
<td>Dissertation (Prerequisite Part I and II)</td>
<td>80</td>
</tr>
</tbody>
</table>

## TOTAL CREDITS FOR THE PROGRAMME

<table>
<thead>
<tr>
<th>Stage</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>STAGE I</td>
<td>80</td>
</tr>
<tr>
<td>STAGE II</td>
<td>80</td>
</tr>
<tr>
<td>STAGE III</td>
<td>80</td>
</tr>
<tr>
<td>STAGE IV</td>
<td>80</td>
</tr>
<tr>
<td>Total minimum credits:</td>
<td><strong>320</strong></td>
</tr>
</tbody>
</table>
STAGE I CORE MODULES

**CBA 5101 Financial Markets and Regulation**  
20 Credits  
The aim of this module is to provide a strong foundation for an understanding of financial markets and the main types of securities traded in these markets. The module will focus on money and capital markets products, futures, swaps and options. The module will strike a balance between the theoretical paradigms and the empirical literature, and the important links between theory and the real world. The emphasis will be on both principles and problem solving. The module focuses both on quantitative and conceptual foundations. It looks at a number of regulatory issues: why and how regulation takes place and the role of the Basel Codes Framework in bank regulation and supervision. Examination of practical issues of risk management in Regulatory issues are addressed, with attention paid to both ‘on’ and ‘off’ balance sheet positions.

**CBA 5102 Financial Econometrics**  
20 Credits  
The aim of this module is to explain how econometric methods can be used to learn about the future behaviour of the prices of financial assets by using the information in the history of asset prices and in the prices of derivative securities. The specific objectives of the module are to, introduce a range of statistical techniques and indicate criteria by which one might judge the appropriateness of each method, identify the decision situation in a problem, formulate and solve econometrics problems and formulate and solve multi-stage problems. The following shall be covered, linear regression, multiple linear regression, qualitative response regression models, panel data regression and time series analysis, etc. Emphasis will also be put on the ability of students to interpret the statistical results and ability to make decisions based on the results.

**CBA 5108 Applied Research Methods**  
20 Credits  
This module shall be examined entirely by coursework. Students will be required to submit an acceptable proposal at the end of the module. It covers a wide range of topics related to the conduct and management of postgraduate research studies in Banking and Finance. It includes an analysis of the application of key research tools and methods in attempting to seek practical answers/explanations to develop scenarios. The module therefore covers development of successful research proposals, research resource management, conducting fieldwork, the logic and structure of theses, quantitative and qualitative methods, referencing techniques and research ethics. This should not only guide students in preparing for their fieldwork for dissertations, but also help them systematically address problems in their communities.

**CBA 5109 Bank Operations and Strategy**  
20 Credits  
This module aims to detail general and strategic management issues and how they affect banking and operations of other financial institutions. The module covers the evolving structure of financial institutions and balance-sheet analysis. Furthermore, the module also looks at operations in more detail, e.g. managing liquidity and liabilities, asset management – the consumer lending decision and the
business lending decision, and loan sales and securitisation. Finally, the module analyses how financial institutions create value through marketing, distribution, diversification and innovation. Analysis of the effects of microeconomic and macroeconomic policies on bank performance is also central in this module.

**STAGE II - CORE MODULES**

**CBA 5110 Risk Management and Corporate Governance**  
20 Credits  
This module covers issues of the ownership, control and accountability and risk management in financial institutions. It raises some key issues: for example, in the context of a corporation, how should the interests of directors, shareholders, employees and other stakeholders be prioritized and how can these interests be expressed, aligned and reconciled? Identification, measurement and management of financial risks such as market risk, credit risk and operational risk shall also be covered in line with the requirements of the Basel Accords.

**CBA 5104 Financial Economics**  
20 Credits  
This module aims to cover some of the main areas in advanced multinational corporate finance namely: the corporate investment decision, the financing decision, term structure of interest rates, payout policy, corporate bankruptcy, venture capital, mergers and acquisitions. A key objective of the module is to demonstrate the link between those various decisions and areas; in particular, exploring how the firm’s financing, investment and payout policies interact with each other and how those decisions have implications for corporate bankruptcy and takeovers.

**CBA 5111 Applied Treasury Management**  
20 Credits  
This module is concerned with how the Treasury function operates in both financial and non-financial environments. The key objective of the module is to equip students with an understanding of a wide range of theoretical financial concepts, tools and techniques as applied to treasury activities, including the key functions of an Active Treasury Department and latest trends in Treasury Management. The module covers concepts such as the trade-off between risk and return, asset allocation, and security analysis in the investment management process. It further examines the design and implementation of formal performance measurement and management control systems in a business set up particularly the banking institution. Further to that, the module synthesizes the theory and practice of treasury management.

**CBU 5106 Marketing Of Financial Services**  
20 Credits  
This module examines the nature and uniqueness of financial services and examines those aspects of marketing that present particular challenges for marketers of such services. Focus will be given on product assortments, service quality and development of relationships in the financial services sector.
STAGE III – CORE MODULES

CFI 5210 Financial Modelling 20 Credits
The module involves the financial use of computer software packages to model corporate finance problems such as: Operating Budgets, Capital Budgeting, Decision Tree Analysis, Sensitivity Analysis, Computer Simulations, Business and Securities Valuations.

CFI 5211 Financial Engineering 20 Credits
The module examines, in more detail, and including practical case studies, the types, uses and valuation of derivative products and the derivation of synthetic instruments for the purpose of hedging, speculation or arbitraging and also looks at the regulatory environment for these derivative products. The module also looks at latest developments in innovative Corporate Finance issues such as option embedded issues, swaps, etc.

CBA 5210 Applied International Banking 20 Credits
This module aims to provide an overview of the activities and risks involved in managing international financial institutions; principally commercial banks and investment banks. The module examines the role of major financial intermediaries in internationally open economies. It deals first with fundamental concepts of intermediation in market economies, along with the importance of capital, leverage, systemic risk and moral hazard, as well as the potential risks involved in the more recent trend towards financial conglomerates and financial disintermediation. It then considers the issue of risk; how this manifests itself, how it can be managed as well as the causes of bank failure.

ELECTIVES (TO SELECT ONE)
CBA 5211 Development Finance 20 Credits
This module covers all aspects of the role of finance in development, including the theories underpinning development finance, enterprise-level development finance and sustainable growth. The module is policy oriented and would equip students with a broader understanding of development finance and its interaction with Government’s macroeconomic policies. Module coverage shall also include small to medium enterprises financing, infrastructure financing etc.

CBA 5212 Corporate and Investment Banking 20 Credits
This module aims to develop an advanced understanding of the theory and practice of corporate and investment banking. It provides students with an insight into the major features of the banking business and a framework for the understanding of the different activities of these two major functions found in any financial institution. The first part of this module will examine the changing business characteristics of the corporate banking while the second part will focus on the main operations of investment banks. The module shall also have a global investment banking slant.

CBA 5213 Central Banking and Monetary Economics 20 Credits
This module provides students with a thorough understanding of monetary theory, the effects of monetary policy (variables) on the macroeconomic system. The theoretical and empirical underpinnings of the monetary policy analysis, the role of the Central Bank and the conduct of monetary policy in
closed and open economies will be covered in detail. Critical issues such as macroeconomic stabilisation programmes, central bank independence and governance shall be covered.

**CBA 5214 Applied Bank Lending**  
This module seeks to explain the general principles of lending, propose a structured approach to the evaluation of loan proposals, and draw decisions there from. The concept of lending will therefore be identified as a strategic factor. Coverage will include credit assessment, principles of security, interpretation of financial statements, bad and doubtful debtors, and their control. Attention will be paid to the identification, measurement and financing of risk, including objective and subjective, risk analysis, predicting corporate bankruptcy etc.

**CBA 5203 Strategic Financial Management**  
This module aims to assess and evaluate the value of the firm under different financial and managerial structures. It gives students the ability to understand and determine how investors interpret various financial arrangements such as dividend policy, taxes, and stock offerings. Specific attention will be paid to information and incentives of each party in a financial contract in the context of structuring the firm, running the firm efficiently, and if all else fails, bankruptcy. It addresses the universal challenges related to different sources of funding/financing and reporting. In addition, discusses tactical issues of importance to firms including disaster recovery, distribution management and preparing for exist.

**STAGE IV**

**CBA 5300 Dissertation**  
The final module on the MSc programme is the dissertation, researched and written over at least four months from February to July. This is a substantial piece of independent work applying research techniques and relevant economic theory to a research topic. This can be an area which has attracted attention in the module of studies, or may be linked to an aspect of professional working experience. A topic is chosen during Stage IV and an appropriate member of the academic staff who acts as a supervisor is then assigned to give the student guidance on the structure and content of the research. In preparation for the research, a Dissertation Seminar is held, which is designed to equip students with the necessary research techniques and analytical tools. Student attendance at the Seminar is compulsory.
1.0 PREAMBLE
1.1 The Department of Finance seeks to offer world-class programmes in identified areas of Finance and Investment, Financial Engineering, Quantitative Finance, Customs, Taxes and General Fiscal Studies. The Department aims to prepare quality practitioners, educators and professionals for serving in a wide variety of environments for teaching, training and skills development. The Master’s and Doctoral programmes offered in the Faculty will prepare senior professionals for leadership in the local as well as international economies.

2.0 PROGRAMMES AND THEIR WEIGHTING
2.1 The Department offers the following programmes:
2.1.1 Bachelor of Commerce Honours Degree in Finance (BComHFin)
2.1.2 Bachelor of Commerce Honours Degree in Fiscal Studies (BComHFisc)
2.1.3 Master of Science in Finance and Investment (MScFInv)
2.1.4 Master of Science in Financial Engineering (MScFEng)
2.1.5 Master of Science in Fiscal Studies (MScFS).

3.0 WEIGHTINGS OF THE PROGRAMMES
3.1 The minimum total credits shall be 540 for undergraduate programmes, and 340 for postgraduate programmes broken down as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Credits per Part/Stage</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>I</td>
<td>II</td>
</tr>
<tr>
<td>BComm Honours Finance</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>BComm Honours Fiscal Studies</td>
<td>140</td>
<td>140</td>
</tr>
<tr>
<td>MSc Finance and Investment</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>MSc Financial Engineering</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>MSc Fiscal Studies</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>
1.0 PREAMBLE
These regulations should be read in conjunction with the General Academic Regulations for Undergraduate Degrees, hereinafter referred to as General Regulations.

2.0 Programme Profile
Degree Profile of Bachelor of Commerce Honours Degree in Finance

Institution: National University of Science and Technology
Type of Degree: Honours
Credit Load: 540 credits
Level: SADC-QF - Level 8

Accreditation Organisation(s):
Period of reference:

Purpose of the Programme
The aim is to produce world class graduates that meet the needs of today’s finance and investment fields. The degree programme offers opportunity to students to cover modules in a business environment characterized by forces of globalization. It provides practical and entrepreneurial training as well as encompassing a broad range of interdisciplinary interests and skills in the field of finance, economics and business.

Programme Characteristics

Areas of Study

Specialist Focus:
Pricing of financial products, model financial products and profitable investing and trading with various financial products

Orientation:
Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

Distinctive
The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred

Think in other terms
**Features:** approach

**Career Opportunities and Further Education**

Careers in the financial sector, money and capital markets, micro finance sector, treasury departments of private and public sector, non-governmental organisations, regional and international financial organisations, research institutions, academia.

**Employability:**

Master’s and doctoral studies Business Administration, Corporate Finance, Development Finance and Economics, Behavioural Finance, Financial Engineering and related fields. Graduates can also pursue professional modules such as CFA.

**Further Studies:**

Master’s and doctoral studies Business Administration, Corporate Finance, Development Finance and Economics, Behavioural Finance, Financial Engineering and related fields. Graduates can also pursue professional modules such as CFA.

**Programme Delivery**

An eclectic mixture of teaching methods which include but are not limited to lectures, tutorials, case studies, computer laboratory practicals and simulations, field practicals, group work, research projects as well as their dissertations, mini-projects, end of semester professional examinations, continuous assessment tests, written assignments, oral presentations, industrial visits, industrial attachment, research project, individual independent study.

**Teaching and Learning Methods:**

Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, continuous assessments.

**Assessment Methods:**

Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, continuous assessments.

**Programme Competences**

**Generic:**

**Multidisciplinary:** Ability to draw appropriately from multiple academic disciplines to define and solve problems based on understanding of complex phenomena

**Quantitative and innovative reasoning:** Capability to draw on big data and use analytics for informed decision making and strive to seek new ways of doing things

**Communication skills:** Ability to communicate effectively and to present information orally and in writing and using ICTs to both expert and non-expert audiences

**Analysis and synthesis:** Capacity for analysis and synthesis using logical arguments and proven facts.

**Ethical commitment:** Professional integrity and awareness of impact of science and technology on society and the environment

**Entrepreneurial skills:** Capability to identify and create new business ventures based on knowledge and new thinking paradigms

**Discipline specific:**

*Think in other terms*
Technology development skills: Ability to develop new themes, models, problem solving techniques in finance and

Problem-solving skills: Ability to solve a wide range of problems in related finance by identifying their fundamental aspects.

Exit Level Outcomes

Problem solving
Identify, formulate, analyse and solve complex economic, customs, taxes, general revenue problems creatively and innovatively.

Application of scientific knowledge
Apply knowledge of mathematics, quantitative techniques in economics, customs, taxes, finance and financial software to solve economic and financial problems.

Investigations, experiments and data analysis
Demonstrate competence to design and conduct investigations and experiments.

Information technology knowledge
Demonstrate competence to use appropriate information technology skills and competences

Professional and technical communication
Demonstrate competence to communicate effectively, both orally and in writing, with audiences in all sectors of the economy and at various levels, and the community at large.

Sustainability and revenue generating activity
Demonstrate critical awareness of the sustainability and impact of revenue activity on the social, economic, financial sectors and business environment in general.

Individual, team and multidisciplinary working
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary environments.

Independent learning ability
Demonstrate competence to engage in independent learning through well-developed learning skills.

Financial professionalism
Demonstrate critical awareness of the need to act professionally and ethically and to exercise judgment and take responsibility within own limits of competence.

Financial management
Demonstrate knowledge and understanding of financial and investment management principles

Think in other terms
and economic decision making.

3.0 ENTRY REQUIREMENTS

3.1 Normal Entry
For normal entry, applicants should have passed at least 5 subjects at Ordinary Level including Mathematics and English; and, have good passes in at least two subjects at 'A' Level from Mathematics, Economics and Accounting, and any other commercial related subject(s) such as: - Mathematics, Economics, Statistics, Management of Business, Computer Science, Business Studies.

3.2 Special Entry
3.2.1 Applicants should have minimum of a National Diploma in Banking and Finance, Accountancy or recognised equivalent.

3.2.2 Applicants who hold a Higher National Diploma in Accountancy, Banking and Finance, or an equivalent qualification from a recognized institution may be considered for direct entry into Part two of the degree programme provided necessary modules have been covered after mapping the passed modules with our programme.

3.2.3 Special entry shall be in accordance with the General Regulations.

3.3 Mature Entry
3.3.1 Applicants who are at least 25 years old for men and 23 years for women on the day of academic year and not legible for entry under the normal entry requirements may apply for mature entry provided:
3.3.2 They have passed at least five approved 'O' Level subjects including Mathematics and English language

4.0 DURATION OF PROGRAMME AND DELIVERY
4.1 The Programme, consisting of coursework, shall normally be completed over a maximum period of 4 years on a full-time and/or block-release basis.

4.2 On both basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Year of Study</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>14</td>
</tr>
<tr>
<td>Year 2</td>
<td>14</td>
</tr>
<tr>
<td>Year 3</td>
<td>Industrial Attachment</td>
</tr>
<tr>
<td>Year 4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Number of Modules</strong></td>
<td><strong>38</strong></td>
</tr>
<tr>
<td><strong>1 Research Project</strong></td>
<td></td>
</tr>
</tbody>
</table>
4.3 **Programme of Study**  
4.3.1 The programme constitutes four academic years on a full-time and/or block-basis, each academic year representing a part of the degree programme. Year III shall be spent on industrial attachment with an appropriate organisation.

4.4 **Mode of Delivery**  
4.4.1 The programme will be offered on a full-time and/or block-release basis and may be carried out at satellite centres.

4.5 **Taught Modules**  
4.5.1 Each module shall be assessed by coursework and a formal examination.
4.5.2 Practical modules shall fully be examinable by coursework, of which the weighting of the coursework shall be: Practical Work 60%; Assignments and Tests 40%.
4.5.3 For theoretical modules the coursework shall be 30% and the formal examination shall be 70%.

5.0 **Industrial Attachment/ Work Placement**  
5.1 Semesters I&II students will spend at least eight (8) months of this period on approved industrial attachment.
5.2 The Industrial Attachment will be governed by the General University regulations.
5.3 Where a student obtains less than 50% in the Industrial Attachment Continuous assessment, the student is required to repeat Industrial Attachment.
5.4 Continuous Assessment shall contribute 50% to the final Industrial Attachment mark.
5.5 The Final Assessment mark shall be determined on the basis of the final report assessment (40%) and oral presentation assessment (10%).

6.0 **ASSESSMENT AND SCHEME OF EXAMINATIONS**  
The assessment of attainment and scheme of examination regulations for this degree programme must be read in conjunction with General Regulations of National University of Science and Technology

6.1 **Weighting**  
6.1.1 The determination of the overall degree programme aggregate will be as follows:  
- Part II - 30%
- Part III - 20%
- Part IV - 50%

6.2 **Classification of the Degree**  
6.2.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes.
6.2.2 For the degree to be awarded, the minimum number of credits of 540 must be satisfied.
6.3 **Programme Duration**
In accordance with the General Regulations, the degree requires the study of a range of modules over four years (8 semesters). This includes one academic year of Industrial attachment.

6.4 **Structure of the Programme**
In accordance with the General Regulations, the degree requires the study of a range of modules over four years (8 semesters). This includes one academic year of Industrial attachment.


## PROGRAMME SUMMARY

<table>
<thead>
<tr>
<th>Year</th>
<th>Semester</th>
<th>Module Code</th>
<th>Module Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>I</td>
<td>CFI1102</td>
<td>Accounting and Financial Analysis IA</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBA1104</td>
<td>Principles of Microeconomics</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>CIN1109</td>
<td>Commercial Law</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>CIN1106</td>
<td>Quantitative Analysis for Business I</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>CBU1102</td>
<td>Business Communication</td>
<td>10</td>
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<td></td>
<td></td>
<td>CBU1108</td>
<td>Principles of Management</td>
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<tr>
<td></td>
<td></td>
<td>CTL1101</td>
<td>Conflict Transformation and Leadership</td>
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<td><strong>Total Credits Year I Semester I</strong></td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>II</td>
<td>CFI1202</td>
<td>Introduction to Information Technology and Programming</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
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<td><em>(Practical)</em></td>
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<tr>
<td></td>
<td></td>
<td>CFI1203</td>
<td>Financial Mathematics</td>
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<td></td>
<td></td>
<td>CFI1204</td>
<td>Accounting and Financial Analysis IB</td>
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<tr>
<td></td>
<td></td>
<td>CFI1205</td>
<td>Financial Markets and Regulation</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBA1205</td>
<td>Principles of Macroeconomics</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>CIN1207</td>
<td>Quantitative Analysis for Business II</td>
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<td></td>
<td></td>
<td>CBU1208</td>
<td>Principles of Marketing</td>
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<td></td>
<td><strong>Total Credits Year I Semester II</strong></td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>II</td>
<td>CFI2101</td>
<td>Corporate Finance I</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFI2107</td>
<td>Introduction to Financial Computing <em>(Practical)</em></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFI2108</td>
<td>Accounting and Financial Analysis IIA</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFI2110</td>
<td>Corporate Law and Practice</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFI 2111</td>
<td>Microfinance and Entrepreneurial Development</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFS2105</td>
<td>Tax Law and Practice I</td>
<td>10</td>
</tr>
<tr>
<td></td>
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<td><strong>To select 1 elective</strong></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>CAC2106</td>
<td>Management and Cost Accounting I A <em>(elective)</em></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBA2108</td>
<td>Treasury Management I <em>(elective)</em></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td><strong>Total Credits Year II Semester I</strong></td>
<td>70</td>
</tr>
<tr>
<td></td>
<td>II</td>
<td>CFI2201</td>
<td>Corporate Finance II</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CFI2205</td>
<td>Research Methods in Finance and Economics <em>(Practical)</em></td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Financial Information Systems *(Practical)</td>
<td>10</td>
</tr>
</tbody>
</table>

Total Credits Year I: **140**

Total Credits Year II: **70**

*Think in other terms*
CFI2207  Accounting and Financial Analysis IIB  10
CFI2208  Public Finance and Economics  10
CFS2205  Tax Law and Practice II  10
CFS2206  To select 1 elective  10
Management and Cost Accounting IB (elective)
CAC2205  Treasury Management (elective)  10
CBA2208  10

Total Credits Year II Semester II

Total Credits Year II  140

III I & II CFI3001 Industrial Attachment  120

Total Credits Year III  120

IV I CFI4102 International Finance  12
CFI4103 Institutional Investment Analysis  12
CFI4108 Financial Econometrics and Data Analysis  12
CFI4109 Financial Engineering and Asset Pricing  12
CFI4110 Corporate Governance and Ethical Standards  12

Year IV Semester I Total Credits  60

IV II CFI 4201 Corporate Financial Strategy and Restructuring  12
CFI4202 Institutional Investment Management  12
CFI4205 Real Estate Investment and Finance  12
CFI4206 Financial Modelling (Practical)  12
CFI4208 Risk Analysis and Management  12
CFI4006 Research Project  20

Year IV Semester I Total Credits  80

Total Credits Part IV  140

Overall Credits for the Programme  540

Think in other terms
MODULE SYNOPSIS

YEAR I SEMESTER I

CFI 1102 Accounting and Financial Analysis I 10 Credits
This module introduces basic financial accounting principles for a business and presumes no previous Finance and Accounting knowledge. Upon completion, students should be able to gather financial information and to demonstrate an understanding of accounting principles and apply those skills to a business organization. It should cover techniques of identifying and describing information sources that financial analysts use in financial statement analysis besides annual financial statements and supplementary information and the steps in the financial statement analysis framework. Topics include the complete accounting cycle, accounts hierarchy (account classes, account groups, subsidiary accounts); journal entries related to sales, purchases, collections, payments, and expenses; posting; accounting of value added tax; payroll accounting; accounting of current assets; trial balance, preparation of financial statements for different types of business entities and closing/opening entries; petty cash and various types of reconciliation statement analyses.

CBA 1104 Principles of Microeconomics 10 Credits
The module provides a basic foundation for the subject matter of Economics to enable students to prepare themselves to use the concept of rationality to analysing behaviour at a micro level. The module includes: Definitions of Economics, Evaluation and Development of Socio-Economic systems, Factor Prices, Pricing and Production Certainty and Uncertainty in Economic theory, Markets and Economic Decision-making.

CIN 1109 Commercial Law 10 Credits
The module introduces students to the basic legal principles governing the business environment. Focus will be placed on definition of contracts, requirements of a contract, breach of a contract, remedies for breach of contracts, law of agency, contract of sale, law of business organisations and insurance contract.

CIN 1106 Quantitative Analysis for Business I 10 Credits
The module introduces students to the mathematical tools relevant for application to the business environment. Students will be expected to recognise the value of quantitative methods in analysing data and interpreting it in order to make relevant business decisions.

CBU 1102 Business Communication 10 Credits
The module examines the general comprehension and expression, report writing, comprehension of ideas, development of different styles and the use of English in a business setting, communicating skills, letter writing, committee documents, use of questionnaires, note taking, summarising.

CBU 1108 Principles of Management 10 Credits
The module explores the history and development of management thought, functions of management, organisational structures, decision making, communication, centralisation and decentralisation, delegation, leadership and motivation, controlling budgeting and non-budgetary controls.
CTL 1101 Conflict Transformation and Leadership
The thrust of the module is understanding peace and conflict; theories of conflict; conflict analysis and tools; economic roots of conflict; gender and conflict; leadership; leadership and conflict handling mechanisms; leadership and conflict handling mechanisms; women in leadership; leadership ethics; interplay: leadership, conflict and development

CBA 1205 Principles of Macroeconomics
Having done Principles of Micro Economics, it is a well-known fact that what is true with regard to individual parts of the whole may not be true with the whole. The module Principles of Macro Economics builds on the module on Principles of Micro Economics. It seeks to introduce students on how economic aggregates such as national income, investment, savings, taxation, imports, exports, government expenditure, fiscal and monetary policies, employment/unemployment and inflation are related to micro economic behaviour. Emphasis is put on the definition; measurement and inter linkages of these so that students can be prepared for more advanced policy formulation and implementation.

YEAR I
Semester II

CFI 1202 Introduction to Information Technology and Programming
The module provides a brief overview of the discipline of computer science and information technology topics including computer architecture, operation systems and networks, automata and models of computation, programming languages and compilers, algorithms, databases, security and information assurance, artificial intelligence, graphics, and social/ethical issues of computing. This module also provides an introduction to computer programming using the Python programming language, which covers basic procedural techniques such as variables, data types, selection, iteration, and functions. It will also introduce students to object-oriented programming. It also looks at various general programming concepts, such as algorithm design and debugging. By the end of the module, students should be able to construct a moderately-sized Python program.

CFI 1203 Financial Mathematics
The module is an introduction to basic concepts of quantitative finance upon which cash flow-based valuation models of finance are built. In particular, the module explores time value concepts in finance, equations of value, loan amortization and sinking fund problems, money market instruments and different yield measures, bond valuation and bond yield analysis, bond risk analysis and immunization, and the mathematics of portfolio theory. The module seeks to develop student skills in the application of discounted cash flow techniques and other mathematical techniques to investment analysis, portfolio optimization, and capital asset pricing. ‘A’ Level mathematics is an important pre-requisite for a good understanding of financial mathematics. Mathematics areas of particular interest are differential calculus, progressions, binomial and Taylor expansions, numerical methods and logarithms.

Think in other terms
CFI 1204 Accounting and Financial Analysis IB 10 Credits
The module builds on the foundation laid in CFI 1102. Emphasis is on analysing, summarizing, reporting, and interpreting financial information. Upon completion, students should be able to prepare, analyse and interpret financial statements. The objective of the module is to provide students with hands-on experience in financial statement analysis. Students will be exposed to general tools of financial analysis, theoretical concepts, and practical valuation issues. By the end of the module, students should be comfortable with using firms' financial statements to develop an understanding of their performance and to establish a basis for making reasonable valuation estimates. Students will be introduced to financial packages that are used in analysing financial statements and decision making.

CFI 1205 Financial Markets and Regulation 10 Credits
The module gives an overview of the characteristics of financial markets, including their structure and organization. Its aim is to provide a thorough understanding of both the mechanics and the operations of financial markets, whilst paying particular attention to the trading and evaluation of securities in equity and bond markets. It also covers a study of the structural features of debt markets, credit analysis for corporate bonds, term structure analysis of interest rates and bond valuation, assessing sources of risk for debt portfolios, including the role of duration and convexity in evaluating the effects of interest rate changes. This module will address the institutional and regulatory framework for capital markets and the role that financial institutions such as banks, bank holding companies, investment banks, and investment funds perform in these markets. The role of government regulation and its effects on financial innovation are analysed. The module will also analyse those elements of financial markets that set it aside from other regulated sectors in the economy. Upon completion of the module, participants should be able to demonstrate an understanding of recent developments in the theories and practices of financial sector regulation.

CIN 1207 Quantitative Analysis for Business II 10 Credits
This module seeks to introduce students to the application of quantitative methods to the business environment. Students will be expected to grasp mathematical tools which are used for analysing data and to be able to accurately interpret it and apply them in decision making.

CMK 1209 Principles of Marketing 10 Credits
This module explores marketing functions; the environment of marketing; marketing information systems and marketing research; the marketing mix; consumer behaviour; the social responsibility of marketing; public policy with respect to marketing practices.

YEAR II
Semester I
CFI 2101 Corporate Finance I 10 Credits
The aim of the module is to identify the objective that corporate finance managers pursue or ought to pursue in order to satisfy the needs of corporate stakeholders and to develop, in students, concepts and corporate analytical tools that will enable them to meet this objective. To this end, the module will cover the following critical areas: goals of a firm and the agency theory; time value concepts and
valuation of bonds and shares; capital budgeting under certainty; operating and financial leverage; introduction to portfolio theory and capital asset pricing; the stock market and other sources of long-term capital; innovations in corporate finance.

**CFI 2107 Introduction to Financial Computing**  
10 Credits

Financial Computing comprises both Computational Finance (algorithmic trading, risk management, market simulation and portfolio optimisation) and Financial IT (financial software engineering, cloud computing, GPU and scalable high-performance computing). The module aims to provide students considering careers in Finance and Investment (such as Analysts, Traders) with an in-depth understanding of financial services and significant computing and statistical skills. Content will include: Financial Instruments, Financial Software Systems and IT used in the Financial Industry. The module will contain a basic practical element involving financial modelling and the use of software packages common to the Financial Services industry. Specific areas covered are: Time value of money; Bonds, mortgages, and annuities; Duration, convexity, and immunization; Yield curve, forward rate, and spot rate; Option pricing; Derivatives basics; The random walks; stochastic calculus, and Ito integral; Risk-neutral valuation; Risk management; Fixed-income securities with embedded options and interest rate derivatives; Mortgage-backed securities (MBS); Numerical methods; Monte Carlo methods; Least-squares technique; Solving partial differential equations; Yield curve fitting; GARCH models; Interest rate models and calibration.

**CFI 2108 Accounting and Financial Analysis IIA**  
10 Credits

This module is a continuation of the study of accounting principles with in-depth coverage of theoretical concepts and financial statements. Topics include comparison of International Financial Reporting Standards (IFRS) with Generally Accepted Accounting Principles and extensive analyses of financial statements. Upon completion, students should be able to demonstrate competence in the conceptual framework underlying financial accounting, including the application of financial standards. The module will give students the tools to perform a fundamental analysis of a company. Focus will be on developing these skills for assessing quality of financial statements, potential accounting distortions, recasting financial statements, DuPont framework, cash flow analysis, prospective analysis, using accounting numbers in forecasting, forecasting for valuation, and investor communication. Students must understand the effects of alternative financial reporting policies on financial statements and ratios and be able to execute appropriate adjustments to enhance comparability between companies. In addition, students must be alert to differences between a company’s reported financial statements and economic reality.

**CFI 2110 Corporate Law and Practice**  
10 Credits

The module introduces students to the legal environment and statutes that affects the operation of companies and other corporate bodies. Students are guided to understand the process of company formation and the characteristics of different types of companies, including private companies, public companies, companies limited by guarantee, cooperative companies and statutory corporations. An overview of the purpose and practices of the Companies Registrar’s Office that confronts financial practitioners in today’s environment is explored. Students get an opportunity to understand the constitutions of companies that include the memorandum and articles of association; Legal principles that affect the raising company capital, through issuing new shares and allotment and other types of
redeemable securities, including share transfers, protections offered to minority shareholders, the purpose a practice of judicial management, reconstruction of and the winding up of companies; the types of meetings, resolutions, notices, proxies, quorum and minutes of meetings, that include the general meetings and the meetings of the boards of directors; the election of directors, rotation, and the role, rights and duties and liabilities of directors and the board chairperson; the appointment to office, rights and duties and the vacation from office of the company secretary; the purpose and conducting of board meetings, composition, roles, procedures and the delegation of authority to committees. The concept of company membership and the rights and duties of members is explored; the role, appointment and removal of auditors of the company; the generation of annual reports, retention or records, statutory registers and filing with the Registrar of Companies

CFI 2111 Microfinance and Entrepreneurial Development 10 Credits
The module aims to enlighten broad understanding of the major issues in microfinance practices and development, with special emphasis on small scale businesses and entrepreneurial development. Africa’s future development hinges to a large extent on the effective harnessing of the potentials in the informal sector and the myriad of informal institutions that dot the landscape in many of these economies. Given the sizeable number of people engaged in SMEs in Zimbabwe who lack access to financial services, a thorough understanding of the sustainability and growth of these institutions is germane to the growth issue in many developing countries. This multi-faceted module explores the core aspects of entrepreneurial and small business development including value-add partnerships, technical assistance programs, financing, business incubation and more. Thus, this module will identify, explain and discuss the role of microfinance institutions in socio-economic development, review how these institutions are regulated and unravel some of the myths that have dogged their operations for many decades with a view to unveiling their potentials for growth and development in many developing countries. Proposed Topics include: The Nature of Microfinance and Development; Informal Microfinance Institutions and Markets and Informal Finance; Microfinance for Small Scale Enterprises; Institutional Self Sufficiency, Leverage and Outreach; The design of financial programmes for the poor; Measuring Impact and Financial and Social Performance; Microfinance Commercialization and Regulation; Role of Microfinance in Socio-Economic Development; Microfinance in a Global context and the future of the microfinance industry.

CFS2105 Tax Law and Practice I 10 Credits
The module introduces students to taxation and the tax system in Zimbabwe by covering topics that include an introduction to and current trends in the tax system in Zimbabwe. The concepts of and the difference between tax avoidance and tax evasion is explored. The sources of tax law, including an appreciation of the role of statutes, case law in Zimbabwe’s tax system and the practices of the Commissioner of Taxes. The principle of gross income and the sources of income and the taxation of fringe and other benefits are explored in detail. Students get an appreciation of the concepts of exempt income, deductions from income, capital allowances and an appreciation of the final deduction system and NSSA contributions. The calculation of income tax liability for individuals and credits that accrue to them from employment and simple types of business that include sole traders, partnerships, farming income and an introduction to the taxation of business income principles of capital gains taxes is covered. The module also gives an overview of the role and appreciation of taxation in personal financial management.
CAC 2105 Management and Cost Accounting IA 10 Credits
The module aims at providing an understanding of the principles, concepts and techniques of Management and Cost Accounting and helps students develop an ability to apply this knowledge to practical situations related to cost ascertainment, cost control and planning.

CBA 2108 Treasury Management I 10 Credits
The two-semester module seeks to equip students with a thorough understanding of treasury department operations of a financial institution. It covers areas such as structure of a treasury department, treasury management planning, risks in a treasury department, risk management strategies in a treasury department, fund management, liquidity management and asset and liability management. The first semester module (Treasury Management I - CBA 2105 will cover the following topics: Introduction to Treasury Management, Financial Markets, Structure of a Treasury Department, Treasury Management Planning, Liquidity Management and Term Structure of Interest Rates.

YEAR II
Semester II

CFI 2201 Corporate Finance II 10 Credits
The aim of the module is to develop further, in students, concepts and corporate financial analytical tools. The areas covered will include the following: Introduction to capital structure theory and practice; Cost of capital and valuation; Introduction to capital budgeting under uncertainty; Dividend policy theory and practice; corporate working capital management; and innovations in corporate finance.

CFI 2205 Research Methods in Finance and Economics 10 Credits
The objective is to provide treatment of research methods and simple statistical application that will enable students to carry out sound research projects. The module enables students to do applied research by introducing students to empirical methods in finance and economics. It introduces statistical techniques used in the analysis of economic and financial data. Topics covered include: descriptive statistics, probability distributions, sampling and sampling distributions, point estimation and interval estimation, hypothesis testing, regression analysis, time-series analysis, elementary discussion of multicollinearity, autocorrelation, heteroscedasticity and principles of modelling. It also includes empirical techniques with specific emphasis on multivariate and nonlinear methods, event-studies; asset prices mean variance estimation techniques and other topics in behavioural finance.

CFI 2207 Financial Information Systems 10 Credits
The module provides instruction in the impact and use of information technology in the financial services sector, including exposure to and experience with different kinds of financial services software applications. Upon successful completion of the module, students will understand information technology’s impact on the financial industry and markets; have knowledge of the leading-edge applications of information technology in financial services firms; understand financial automation and

Think in other terms
Think in other terms

how industry continues to be altered by telecommunications and information systems; be able to implement computer-based financial analysis and apply financial models to solve problems; understand how to use financial decision support software; have knowledge of specific classes of financial information systems such as electronic communication networks (ECNs) and multilateral auction systems, trader workstations, fund transfer networks and back office systems; and be able to apply the knowledge and understanding they have gained in real-world financial service contexts. It focuses on payment products and financial markets, their key systems, how they evolved and where might they be going, algorithmic trading, market structure dark, liquidity and electronic markets. Straight through processing, risk management and industry consolidation and convergence will be viewed in light of current events.

CFI 2208 Accounting and Financial Analysis IIB  10 Credits
The module examines concepts; conventions, standards, issues, the regulatory regime and, the reasons and progress towards harmonization of the preparation of Financial Statements and the Analysis of the Financial Statements prepared on these bases. Emphasis is on special problems which may include leases, bonds, investments, ratio analyses, present value applications, accounting changes, and corrections. Upon completion, students should be able to demonstrate an understanding of principles involved and display an analytical problem-solving ability for the topics covered. Accounting computer problems involving preparation and completion of spreadsheets are integrated throughout the module. Areas to be covered include financial reporting quality and application of financial statement analysis to debt and equity investments. Frequently used tools and techniques for evaluating companies include common-size analysis, cross-sectional analysis, trend analysis, and ratio analysis. Beyond mere knowledge of these tools and techniques, however, the student must recognize the implications of accounting choices on the quality of a company’s reported financial results. Then the student can apply financial analysis techniques to tasks such as the evaluation of past and future financial performance, credit analysis, the screening of potential equity investments, and other emerging needs.

CFS 2206 Tax Law and Practice II  10 Credits
The module develops further on the principles of taxation covered in Tax Law and Practice I to introduce students to the administration of the tax system in Zimbabwe, corporate taxes, other special taxes that are applicable in Zimbabwe and the concept of tax planning. An introduction to value added tax is also covered. The administration of corporate payment dates that is applicable to companies and other corporate and business bodies is explored. Special types of taxes that are applicable to different entities are covered, including the computation of tax liability for companies, mining operations, trusts, estate duty and other types of investment income that include the taxation of dividends. An integral part of this module is the development of the principle of tax planning and how corporations minimise the taxes payable. The role of the tax planner in the corporate environment and in private advisory capacity is explained; International aspects to taxation including double tax agreements between Zimbabwe and other countries. It develops further the concept of capital gains taxes in as far as it applies to the taxation of business and investments.

CFS 2205 Public Finance and Economics  10 Credits
The module is meant to enable students to have a deeper understanding of the operations of public
finance from the theoretical and practical point of view. It commences by looking at the nature and scope of public finance, theory of public goods, welfare theories and proceeds to consider the financial and economic role of the government. It also examines the scope and control of public expenditure, the main methods of diverting resources from private to public use by way of taxation, financial and macroeconomic problems, financial and macro-economic policies, and sources of finance/revenue. Because of the prominence of taxation as a source of public revenue, the module provides students with a conceptual framework for examining government taxing so as to analyse current tax policy and provide proposals for reform. The focus will be on evaluating the impact of taxation on the allocation of resources and the distribution of income.

**CFS 2205 Tax Law and Practice II** 10 Credits
The module develops further on the principles of taxation covered in Tax Law and Practice I to introduce students to the administration of the tax system in Zimbabwe, corporate taxes, other special taxes that are applicable in Zimbabwe and the concept of tax planning. An introduction to value added tax is also covered. The administration of corporate payment dates that is applicable to companies and other corporate and business bodies is explored. Special types of taxes that are applicable to different entities are covered, including the computation of tax liability for companies, mining operations, trusts, estate duty and other types of investment income that include the taxation of dividends. An integral part of this module is the development of the principle of tax planning and how corporations minimise the taxes payable. The role of the tax planner in the corporate environment and in private advisory capacity is explained; International aspects to taxation including double tax agreements between Zimbabwe and other countries. It develops further the concept of capital gains taxes in as far as it applies to the taxation of business and investments.

**CAC 2205 Management and Cost Accounting IB** 10 Credits
The module is a continuation of Management and Cost Accounting IA. It is designed to equip students with a thorough and comprehensive knowledge related to Accounting techniques in planning, control decision making under various conditions and implementation of management policies.

**CBA 2208 Treasury Management II** 10 Credits
The two-semester module seeks to equip students with a thorough understanding of treasury department operations of financial and non-financial institutions. It covers areas such as structure of a treasury department, treasury management planning, risks in a treasury department, risk management strategies in a treasury department, fund management, liquidity management and asset and liability management. Treasury Management I (CBA 2108) will cover the following topics: Introduction to Treasury Management, Financial Markets, Structure of a Treasury Department, Treasury Management Planning, Liquidity Management and Term Structure of Interest Rates. Treasury Management II (CBA 2208) will cover the following topics: Risk in a Treasury Department, Risk Management Strategies in a Treasury Department, Asset and Liability Management and Fund Management.
YEAR III

CFI 3001 Industrial Attachment 120 Credits
This academic year is about work-related activities consisting continuous assessment, academic supervision and evaluation culminating in submission of a final year report which is an equivalence of an industry-oriented research activities dissertation.

YEAR IV SEMESTER I

CFI 4102 International Finance 12 Credits
The module seeks to introduce students to international financial decision making regarding investment, financing, and risk management. Students are guided to an understanding of drivers of foreign direct investment, incorporating international investment in corporate strategy development, managing political and country risk in foreign investment, designing a global financing strategy that minimizes costs and risks, foreign exchange markets, foreign exchange parity conditions, and foreign exchange rate forecasting. The module also equips students with tools for multinational capital budgeting and investment analysis, as well as foreign exchange risk management. Students are further introduced to multinational working capital management as an extension of domestic working capital management.

CFI 4103 Institutional Investment Analysis 12 Credits
This module is designed to evaluate, describe and make recommendations on various investments for both private and institutional investors within the context of available investment vehicles in the investment markets. The emphasis will be on the development of analytical skills and expertise required in carrying out the country, company and securities analysis in order to arrive at informed institutional investment decisions. Various investment analysis techniques encompassing investment mathematics and statistics will be utilized in order to avail robust information crucial for making sound institutional investment decisions.

CFI 4108 Financial Econometrics and Data Analysis 12 Credits
The module provides an introduction to econometric techniques used in the analysis of financial data. Topics include: Statistical Properties of Financial Returns Matrix Algebra, Regression and Applications in Finance, Maximum Likelihood Estimation, Univariate Time Series and Applications to Finance, Modelling Volatility – Conditional Heteroscedastic Models, Modelling Volatility and Correlations – Multivariate GARCH Models, Vector Autoregressive Models, Limited Dependent Variable Models. Further, this module will discuss apply statistical techniques that are particularly well suited for analysing financial data. Candidates should be able to collect, analyse, and interpret data relevant to decision-making, identify and interpret trends, use excel spreadsheets to calculate statistical measures and interpret excel outputs, apply relevant statistical techniques to solve the underlying problems/issues, and report on statistical findings.

CFI 4109 Financial Engineering and Asset Pricing 12 Credits
This module, which is a follow up to Financial Mathematics and Quantitative Corporate Finance I and II, examines, in greater detail, the concepts, issues and practical limitations in the valuations of both financial and real assets, in order to empower students to make decisions that optimize the needs of corporate

Think in other terms
stakeholders. Topics covered will include: Efficient market hypothesis, Capital asset pricing model, Capital market theory; Arbitrage pricing theory, Option pricing theory, Capital budgeting under uncertainty and existence of real options and Business valuations. The module aims to give a pragmatic and applied approach to statistical techniques relevant to modern financial analysis. Students will also study the fundamentals of financial innovation in quantitative finance. This will involve the ability to explore and use financial instruments to restructure an existing profile into one having more desirable properties. It enables students to appreciate the need to restructure financial instruments through mathematical analysis so as to keep pace with dynamic financial systems. Topics covered include: major valuation techniques in a variety of contexts including arbitrage pricing, interest rate futures, forward rate agreements (FRAs), bond and stock Index futures, swaps, equity option, currency option, fixed income and other exotic derivatives, structured finance and other fundamentals of innovation in quantitative finance.

**CFI4110 Corporate Governance and Ethical Standards**  
12 Credits  
The module seeks to develop in students a firm understanding of the basics of Corporate Governance by getting insights into different corporate governance systems. It includes issues relating to fiduciary duties, risk oversight, audits, internal controls and crisis management. In addition, it focuses on ethical issues, mainly the ability to identify and deal with ethical dilemmas and unethical practices in business.

**YEAR IV**  
**Semester II**

**CFI 4201 Corporate Financial Strategy and Restructuring**  
12 Credits  
The aim of the module is to develop, in students, corporate financial strategies which should allow them to continuously manage firms in a manner that is both value additive and market competitive. The areas covered will include: Capital structure and financial strategy, Financial engineering involving synthetic corporate security issues: Leasing finance, Term structure of interest rate theory and corporate interest rate risk management options; Incentives, information and corporate control (to include: Agency problem, information asymmetry). Mergers and acquisitions, Business valuations); Financial distress and financial restructuring (to include sell offs, spin offs, equity carveouts, ownership restructuring, debt equity swaps etc.)

**CFI 4203 Institutional Investment Management**  
12 Credits  
This module will enable the students to gain a broad understanding of the theory and practice of institutional investment to equip them to undertake the management of funds for institutional clients. The module will elucidate on the characteristics of the principal Zimbabwe and global managed investing institutions and their investment objectives including ethical and environmental considerations, the matters of statutory and non-statutory regulations concerning the practice of fund management and fund manager.

**CFI 4205 Real Estate Investment and Finance**  
12 Credits  
This module looks at how various investors in property or real estate put money into the asset. The major focus will be on the property markets, the returns obtainable, property performance measurement, securitisation, refurbishment, rehabilitation and redevelopment, risk peculiar to property and valuation. This module will also give prominence to global property markets, and the impact of globalization on...
global property returns. Further this module is intended to impart deeper knowledge about sources of property development finance. In pursuance of this goal, special attention will be given to the two main property finance branches of Corporate Finance and Project Finance. Shares issues, Loan stocks, debt finance, Lease finance and short-term finance will be examined under corporate funding while partnerships, unitization, securitization, finance matrix will be dealt with under project finance. The use of derivatives in property finance, multi-option facilities, remodule loans, non-remodule and limited remodule, joint ventures will be explored in this module.

**CFI 4206 Financial Modelling**  12 Credits
This is purely a practical module, which involves the use of computer packages to model data and challenges in finance, investment and economics. It covers Corporate Finance Models (such as Financial Statement Modelling, Operating Budgets, Capital Budget, Covariance, Beta estimation, Value at Risk, Event studies), Option, Pricing Models, Sensitivity Analysis, Scenario Analysis, and Computer Simulations and other fundamental innovations.

**CFI 4208 Risk Analysis and Management**  12 Credits
The aim of the module is to introduce the students to modern techniques of analysing and identifying financial risk. Areas to be covered will include: Sources of financial risk, Value at Risk (VaR) techniques, Mean-variance analysis, Bond duration, Convexity and dispersion, Utility index models, Simulation, Stress testing i.e. mechanical approaches to stressing testing, Credit risk analysis and Liquidity risk analysis. The module will also look at the use of models to hedge risk exposures, creation of instruments to enable investors to transfer risk, enhance liquidity; and the arbitraging process. At the core of this will be derivatives which will encompass: Options, Forwards, Futures, and Swaps etc. It will also include: Decision making, Portfolio selection, Credit risk, Liquidity risk, Legal risk and Operational risk management and Bond immunisation, emerging issues in risk management. The module will also look at the use of models to hedge risk exposures, creation of instruments to enable investors to transfer risk, enhance liquidity; and the arbitraging process. At the core of this will be derivatives which will encompass: Options, Forwards, Futures, and Swaps etc. It will also include: Decision making, Portfolio selection, Credit risk, Liquidity risk, Legal risk and Operational risk management and Bond immunisation.

**CFI 4006 Research Project**  20 Credits
The project is meant to give students an opportunity to apply the knowledge gained over the period. Students undertake research in an area of their choice but limited to the taught modules in liaison with their supervisors to produce a project which has practical applications/solutions.
BACHELOR OF COMMERCE HONOURS DEGREE IN FISCAL STUDIES

1.0 PREAMBLE

1.1 The Bachelor of Commerce Honours Degree in Fiscal Studies (BComHFisc) programme is a four-year honours degree programme. The degree programme focuses on revenue generation and expenditure by the state and its agents, particularly areas of customs, taxes, and excise duties.

2.0 PROGRAMME PROFILE

<table>
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<th>Degree Profile of Bachelor of Commerce Honours Degree in Fiscal Studies</th>
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<tbody>
<tr>
<td>Institution:</td>
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Purpose of the Programme

The degree programme offers opportunity to students to cover modules in an environment characterized by forces of globalization. The programme provides undergraduates with a rigorous economics-oriented education aimed at developing a broad understanding of the theoretical, empirical, and institutional aspects of revenue generation and administration, particularly customs/tax policy implementation and administration. Survivals of economies depend on personnel who are able to generate adequate revenue for the state regardless of economic forces at play.
Areas of Study

Freight forwarding and logistics, accounting and financial analyses especially for government and quasi-government sectors, public finance and economics, customs and taxes information systems, computer applications in revenue management, tax computations and planning, compute customs and excise duty, national income accounting, taxation accounting, financial modelling, ethics, governance and integrity

Research and innovation oriented.
Teaching and learning are professionally oriented and focused on practical aspects.

Revenue generating tools and techniques using taxes, customs duty and excise duty. Also includes use of modern tools and techniques in computation and administration of tax and customs authority as well as other revenue generating entities of the government and its agents as well as central government.

Specialist Focus:
Revenue generating tools and techniques using taxes, customs duty and excise duty. Also includes use of modern tools and techniques in computation and administration of tax and customs authority as well as other revenue generating entities of the government and its agents as well as central government.

Orientation:
Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

Distinctive Features:
The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred approach

CAREER OPPORTUNITIES AND FURTHER EDUCATION

Careers as customs and taxes economists and practitioners, tax consultants at corporation, SME, NGO and governmental levels, regional and international revenue authorities, research institutions, as well as lecturers at universities and colleges. Some can pursue higher degrees in other universities. More importantly, this programme is designed to offer students with undergraduate knowledge and skills in setting up and running their own businesses and consultant firms especially in transport, logistics, manufacturing enterprises, institutions involved in international economic cooperation, or working as a custom broker.

Further
Master’s and doctoral studies Business Administration, Development

Think in other terms
Studies: Finance and Economics, Customs, Taxes and Fiscal Studies and related fields

PROGRAMME DELIVERY
An eclectic mixture of teaching methods which include but are not limited to lectures, tutorials, case studies, computer laboratory practicals and simulations, field practicals, group work, research projects as well as their dissertations, mini-projects, end of semester professional examinations, continuous assessment tests, written assignments, oral presentations, industrial visits, industrial attachment, research project, individual independent study

Assessment Methods: Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, continuous assessments

PROGRAMME COMPETENCES

Generic:

Multidisciplinary: Ability to draw appropriately from multiple academic disciplines to define and solve problems based on understanding of complex phenomena

Quantitative and innovative reasoning: Capability to draw on big data and use analytics for informed decision making and strive to seek new ways of doing things

Communication skills: Ability to communicate effectively and to present information orally and in writing and using ICTs to both expert and non-expert audiences

Analysis and synthesis: Capacity for analysis and synthesis using logical arguments and proven facts.

Ethical commitment: Professional integrity and awareness of impact of science and technology on society and the environment

Entrepreneurial skills: Capability to identify and create new business ventures based on knowledge and new thinking paradigms

Discipline specific:

Technology development skills: Ability to develop new themes, models, problem solving techniques in finance and

Problem-solving skills: Ability to solve a wide range of problems in related finance by identifying their fundamental aspects.

Exit Level Outcomes

Problem solving
Identify, formulate, analyse and solve complex financial problems creatively and innovatively.

Application of scientific knowledge
Apply knowledge of mathematics, quantitative techniques in finance, financial software to solve economic and financial problems.

Investigations, experiments and data analysis
Demonstrate competence to design and conduct investigations and experiments.
**Information technology knowledge**
Demonstrate competence to use appropriate information technology skills and competences

**Professional and technical communication**
Demonstrate competence to communicate effectively, both orally and in writing, with audiences in all sectors of the economy and at various levels, and the community at large.

**Sustainability and financial activity**
Demonstrate critical awareness of the sustainability and impact of financial activity on the social, economic, financial sectors and business environment in general.

**Individual, team and multidisciplinary working**
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary environments.

**Independent learning ability**
Demonstrate competence to engage in independent learning through well-developed learning skills.

**Customs, Taxes and Financial professionalism**
Demonstrate critical awareness of the need to act professionally and ethically and to exercise judgment and take responsibility within own limits of competence.

**Customs, Taxes and Financial management**
Demonstrate knowledge and understanding of customs, taxes, economic, logistics management principles and economic decision making.

### 3.0 ENTRY REQUIREMENTS

#### 3.1 Normal Entry
For normal entry, candidates should have passed at least 5 subjects at Ordinary Level including Mathematics and English; and, have good passes in at least two subjects at 'A' Level from Economics and any other related commercial subject(s) such as: - Accounting, Mathematics, Statistics, Management of Business/ Business Studies, Computer Science, Geography.

#### 3.2 Special Entry
3.2.1 Candidates should have minimum of a National Diploma in Banking and Finance, Accountancy or recognised equivalent.
3.2.2 A candidate who holds a Higher National Diploma in Accountancy, Banking and Finance, or an equivalent qualification from a recognized institution may be considered for direct entry into semester two of the degree programme provided necessary modules have been covered after mapping the passed modules with our programme.
3.2.3 Special entry shall be in accordance with the General Regulations.

#### 3.3 Mature Entry
3.3.1 Potential students who are at least 25 years old for men and 23 years for women on the day of academic year and not legible for entry under the normal entry requirements apply for mature entry provided;
3.3.2 They have passed at least five approved 'O' Level subjects including Mathematics and English language.

3.3.3 Applicants wishing to be considered under mature entry provisions may have to attend interviews and/or specific tests administered by the university to assess their general suitability for the admission.

3.3.4 Meeting the minimum admission requirements does not necessarily ensure admission. Admission is based on the number of places available and is awarded based on merit. The Department of Finance reserves the right to interview candidates to assess their suitability for admission into this programme.

4.0 DURATION OF PROGRAMME AND DELIVERY

4.1 The Programme consisting of coursework shall normally be completed over a maximum period of 4 years on a full-time and/or block-release basis.

4.2 On both basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Year of Study</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1</td>
<td>14</td>
</tr>
<tr>
<td>Year 2</td>
<td>14</td>
</tr>
<tr>
<td>Year 3</td>
<td>Industrial Attachment</td>
</tr>
<tr>
<td>Year 4</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Number of Modules</strong></td>
<td><strong>38</strong></td>
</tr>
<tr>
<td></td>
<td>1 Research Project</td>
</tr>
</tbody>
</table>

4.3 Programme of Study

4.3.1 The programme constitutes four academic years on a full-time and/or block-release basis, each academic year representing a part of the degree programme. Year III shall be spent in industrial attachment with an appropriate organisation.

4.4 Mode of Delivery

4.4.1 The programme will be offered on a full-time and/or block-release basis and may be carried out at satellite centres.

4.5 Taught Modules

4.5.1 Each module shall be assessed by coursework and a formal examination.

4.5.2 Practical modules shall fully be examinable by coursework, of which the weighting of the coursework shall be: Practical Work 60%; Assignments and Tests 40%.

4.5.3 For theoretical modules the coursework shall be 30% and the formal examination shall be 70%.

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*Think in other terms*
5.0 INDUSTRIAL ATTACHMENT/ WORK PLACEMENT
5.1 In both semesters I&II students will spend at least eight (8) months of this period on approved industrial attachment.
5.1.1 The Industrial Attachment will be governed by the General University regulations.
5.1.2 Where a student obtains less than 50% in the Industrial Attachment Continuous assessment, the student is required to repeat Industrial Attachment.
5.1.3 Continuous Assessment shall contribute 50% to the final Industrial Attachment mark.
5.1.4 The Final Assessment mark shall be determined on the basis of the final report assessment (40%) and oral presentation assessment (10%).

6.0 ASSESSMENT AND SCHEME OF EXAMINATIONS
6.1 The assessment of attainment and scheme of examination regulations for this degree programme must be read in conjunction with General Regulations of National University of Science and Technology.

6.2 Weighting
The determination of the overall degree programme aggregate will be as follows:

<table>
<thead>
<tr>
<th>Part</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Part II</td>
<td>30%</td>
</tr>
<tr>
<td>Part III</td>
<td>20%</td>
</tr>
<tr>
<td>Part IV</td>
<td>50%</td>
</tr>
</tbody>
</table>

6.3 Classification of the Degree
6.3.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes.
6.3.2 For the degree to be awarded, the minimum number of credits of 540 must be satisfied.

6.4 Programme Duration
6.4.1 In accordance with the General Regulations, the degree requires the study of a range of modules over four years (8 semesters). This includes one academic year of Industrial attachment.
# PROGRAMME SUMMARY

## YEAR I

### Semester I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFI1102</td>
<td>Accounting and Financial Analysis IA</td>
<td>10</td>
</tr>
<tr>
<td>CBA1105</td>
<td>Microeconomics</td>
<td>10</td>
</tr>
<tr>
<td>CIN1109</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td>CIN1106</td>
<td>Quantitative Analysis for Business I</td>
<td>10</td>
</tr>
<tr>
<td>CBU1102</td>
<td>Business Communication</td>
<td>10</td>
</tr>
<tr>
<td>CBU1108</td>
<td>Principles of Management</td>
<td>10</td>
</tr>
<tr>
<td>CTL1101</td>
<td>Conflict Transformation and Leadership</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>70</strong></td>
</tr>
</tbody>
</table>

### Semester II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS1201</td>
<td>Customs and Excise Laws</td>
<td>10</td>
</tr>
<tr>
<td>CFS1202</td>
<td>Freight Forwarding and Logistics</td>
<td>10</td>
</tr>
<tr>
<td>CFI1202</td>
<td>Introduction to Information Technology and Programming (Practical)</td>
<td>10</td>
</tr>
<tr>
<td>CFI1204</td>
<td>Accounting and Financial Analysis IB</td>
<td>10</td>
</tr>
<tr>
<td>CBA1206</td>
<td>Macroeconomics</td>
<td>10</td>
</tr>
<tr>
<td>CIN1207</td>
<td>Quantitative Analysis for Business II</td>
<td>10</td>
</tr>
<tr>
<td>CBU1208</td>
<td>Principles of Marketing</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>70</strong></td>
</tr>
</tbody>
</table>

## YEAR II

### Semester I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS2105</td>
<td>Tax Law and Practice I</td>
<td>10</td>
</tr>
<tr>
<td>CFS2102</td>
<td>Computer Applications in Revenue Management (Practical)</td>
<td>10</td>
</tr>
<tr>
<td>CFS2103</td>
<td>Value Added Tax I</td>
<td>10</td>
</tr>
<tr>
<td>CFS2104</td>
<td>Audit Principles and Skills</td>
<td>10</td>
</tr>
<tr>
<td>CFI2101</td>
<td>Corporate Finance I</td>
<td>10</td>
</tr>
<tr>
<td>CFI2108</td>
<td>Accounting and Financial Analysis IIA</td>
<td>10</td>
</tr>
<tr>
<td>CFI2110</td>
<td>Corporate Law and Practice</td>
<td>10</td>
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<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>70</strong></td>
</tr>
</tbody>
</table>

### Semester II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS2204</td>
<td>Customs Management Theory and Practice I</td>
<td>10</td>
</tr>
<tr>
<td>CFS2205</td>
<td>Public Finance and Economics</td>
<td>10</td>
</tr>
</tbody>
</table>

*Think in other terms*
<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS2206</td>
<td>Tax Law and Practice II</td>
<td>10</td>
</tr>
<tr>
<td>CFS2207</td>
<td>Customs and Taxes Information Systems (Practical)</td>
<td>10</td>
</tr>
<tr>
<td>CFI2201</td>
<td>Corporate Finance II</td>
<td>10</td>
</tr>
<tr>
<td>CFI2205</td>
<td>Research Methods in Finance and Economics (Practical)</td>
<td>10</td>
</tr>
<tr>
<td>CFI2208</td>
<td>Accounting and Financial Analysis IIB</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>70</strong></td>
</tr>
<tr>
<td><strong>Total Year Credits</strong></td>
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<td><strong>140</strong></td>
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</table>

**YEAR III**

**Semester I&II**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFI3001</td>
<td>Industrial Attachment</td>
<td>120</td>
</tr>
</tbody>
</table>

**YEAR IV**

**Semester I**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS4101</td>
<td>Customs Management Theory and Practice II</td>
<td>12</td>
</tr>
<tr>
<td>CFS4103</td>
<td>Value Added Tax II</td>
<td>12</td>
</tr>
<tr>
<td>CFS4105</td>
<td>Taxation Accounting</td>
<td>12</td>
</tr>
<tr>
<td>CFS4107</td>
<td>Corporate Governance, Ethics and Integrity</td>
<td>12</td>
</tr>
<tr>
<td>CFS4108</td>
<td>Audit Practice and Investigation</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>60</strong></td>
</tr>
</tbody>
</table>

**Semester II**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CFS4203</td>
<td>Economic and Fiscal Policy</td>
<td>12</td>
</tr>
<tr>
<td>CFS4204</td>
<td>National Income Accounting</td>
<td>12</td>
</tr>
<tr>
<td>CFS4205</td>
<td>Interpretation of Statutes and Legal Drafting</td>
<td>12</td>
</tr>
<tr>
<td>CFS4206</td>
<td>International Economic Integration and Trade</td>
<td>12</td>
</tr>
<tr>
<td>CFI4206</td>
<td>Financial Modelling (Practical)</td>
<td>12</td>
</tr>
<tr>
<td>CFS4200</td>
<td>Research Project</td>
<td>20</td>
</tr>
<tr>
<td><strong>Total Credits</strong></td>
<td></td>
<td><strong>80</strong></td>
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<tr>
<td><strong>Total Credits Year IV</strong></td>
<td></td>
<td><strong>140</strong></td>
</tr>
<tr>
<td><strong>Overall Credits for the Programme</strong></td>
<td></td>
<td><strong>540</strong></td>
</tr>
</tbody>
</table>
MODULE SYNOPSIS

YEAR I
Semester I

CFI 1102 Accounting and Financial Analysis I  10 Credits
This module introduces basic financial accounting principles for a business and presumes no previous Finance and Accounting knowledge. Upon completion, students should be able to gather financial information and to demonstrate an understanding of accounting principles and apply those skills to a business organization. Module should cover techniques of identifying and describing information sources that financial analysts use in financial statement analysis besides annual financial statements and supplementary information and the steps in the financial statement analysis framework. Topics include the complete accounting cycle, accounts hierarchy (account classes, account groups, subsidiary accounts); journal entries related to sales, purchases, collections, payments, and expenses; posting; accounting of value added tax; payroll accounting; accounting of current assets; trial balance, preparation of financial statements for different types of business entities and closing/opening entries; petty cash and various types of reconciliation statement analyses.

CBA 1105 Microeconomics  10 Credits
This module will study markets and the decision making embedded therein. It will discuss standard economic arguments that free markets work “best”, the conditions under which these arguments are most believable, and policy options when these conditions are not met. The module will examine both competitive markets, for which basic models of supply and demand are most appropriate, and markets in which agents act strategically, for which game theory is the more appropriate tool. The module will cover, inter alia, economic theory and the market economy, consumer theory, choice under uncertainty, production and costs, efficiency and trade, market equilibrium, game theory and imperfect competition.

CIN 1109 Commercial Law  10 Credits
The module introduces students to the basic legal principles governing the business environment. Focus will be placed on definition of contracts, requirements of a contract, breach of a contract, remedies for breach of contracts, law of agency, contract of sale, law of business organisations and insurance contract.

CIN 1106 Quantitative Analysis for Business I  10 Credits
The module introduces students to the mathematical tools relevant for application to the business environment. Students will be expected to recognise the value of quantitative methods in analysing data and interpreting it in order to make relevant business decisions.

CBU 1102 Business Communication  10 Credits
The module explores the general comprehension and expression, report writing, comprehension of ideas, development of different styles and the use of English in a business setting, communicating skills, letter writing, committee documents, use of questionnaires, note-taking and summarising.

Think in other terms
CBU1108 Principles of Management 10 Credits
The module examines the history and development of management thought, functions of management, organisational structures, decision making, communication, centralisation and decentralisation, delegation, leadership and motivation, controlling budgeting and non-budgetary controls.

CTL 1101 Conflict Transformation & Leadership 10 Credits
The thrust of the module is understanding peace and conflict; theories of conflict; conflict analysis and tools; economic roots of conflict; gender and conflict; leadership; leadership and conflict handling mechanisms; leadership and conflict handling mechanisms; women in leadership; leadership ethics; interplay: leadership, conflict and development.

YEAR I
Semester II
CFS 1201 Customs and Excise Laws 10 Credits
This module seeks to examine the customs law act and the regulations that govern the importation of goods. The valuation of imported goods for customs purpose is also going to be covered. The module is guided by the Customs and Excise Act of Zimbabwe is primarily designed to provide students with knowledge of Customs related laws of Zimbabwe and how it is affected by International Customs norms or standards such as the Harmonised System and the GATT valuation code. This in turn will provide the basis for the management and administration of the customs and excise and for matters relating thereto and connected therewith.

CFS 1202 Freight Forwarding and Logistics 10 Credits
The module provides basic knowledge of cargo, traffic management skills, and an understanding of the unique requirements of international transportation and logistics within the confines of international best practices. Candidates will gain insight into cargo handling related to required shipment documentation and communication. Expected outcomes include knowledge of intermodal transportation, supply chain packaging, warehouse operations and track protection.

CFI 1202 Introduction to Information Technology and Programming 10 Credits
The module provides a brief overview of the discipline of computer science and information technology topics including computer architecture, operation systems and networks, automata and models of computation, programming languages and compilers, algorithms, databases, security and information assurance, artificial intelligence, graphics, and social/ethical issues of computing. This module also provides an introduction to computer programming using the Python programming language, which covers basic procedural techniques such as variables, data types, selection, iteration, and functions. It will also introduce students to object-oriented programming. It also looks at various general programming concepts, such as algorithm design and debugging. By the end of the module, students should be able to construct a moderately-sized Python program.

CFI 1204 Financial Accounting and Analysis IB 10 Credits
The module builds on the foundation laid in CFI 1102. Emphasis is on analysing, summarizing, reporting, and interpreting financial information. Upon completion, students should be able to prepare, analyse and interpret financial statements. The objective of the module is to provide students with
hands-on experience in financial statement analysis. Students will be exposed to general tools of financial analysis, theoretical concepts, and practical valuation issues. By the end of the module, students should be comfortable with using firms’ financial statements to develop an understanding of their performance and to establish a basis for making reasonable valuation estimates. Students will be introduced to financial packages that are used in analysing financial statements and decision making.

**CBA 1206 Macroeconomics**

The module is designed to address how economists model the relationships between aggregate economic variables and examine how various fiscal and monetary policies can affect the results. The main goal is to improve students’ economic literacy and ability to apply economic models to analyse real world events. This module will be taught from an equilibrium perspective. This means the module will work with economic agents that optimize and with aggregate consistency conditions. Along with building basic economics intuition, the module will be centred on constructing and understanding macroeconomic models. These models will be used to discuss the theory of long-run economic growth and short-run economic fluctuations and to analyse macroeconomic policy, in particular fiscal policy.

**CIN 1207 Quantitative Analysis for Business II**

This module seeks to introduce students to the application of quantitative methods to the business environment. Students will be expected to grasp mathematical tools which are used for analysing data and to be able to accurately interpret it and apply them in decision making.

**CMK 1209 Principles Of Marketing**

This module explores marketing functions; the environment of marketing; marketing information systems and marketing research; the marketing mix; consumer behaviour; the social responsibility of marketing; public policy with respect to marketing practices.

**YEAR II**

**Semester I**

**CFI 2105 Tax Law and Practice I**

The module introduces students to taxation and the tax system in Zimbabwe by covering topics that include an introduction to and current trends in the tax system in Zimbabwe. The concepts of and the difference between tax avoidance and tax evasion is explored. The sources of tax law, including an appreciation of the role of statutes, case law in Zimbabwe’s tax system and the practices of the Commissioner of Taxes. The principle of gross income and the sources of income and the taxation of fringe and other benefits are explored in detail. Students get an appreciation of the concepts of exempt income, deductions from income, capital allowances and an appreciation of the final deduction system and NSSA contributions. The calculation of income tax liability for individuals and credits that accrue to them from employment and simple types of business that include sole traders, partnerships, farming income and an introduction to the taxation of business income principles of capital gains taxes is covered. The module also gives an overview of the role and appreciation of taxation in personal financial management.

**CFS 2102 Computer Applications in Revenue Management**

This module seeks to introduce the students to the computer-based revenue management models that can
help improve the collection and management of revenue.

**CFS 2103 Value Added Tax (Vat) I 10 Credits**
The module provides a brief introductory study of the VAT legislation in Zimbabwe. As a foundation module to the study of VAT/GST, it exposes students to a more general overview of the tax system including, inter alia, the rationale for replacing various sales taxes with VAT/GST, specifically pointing to the deficiencies in these sales tax systems and especially the cascading effect in them. The regressively of VAT/GST will be explored as one of the crucial demerits afflicting the VAT/GST system. The evolution, including a general historical background to the VAT/GST will be done. The module will also review GST implementation in Zimbabwe and other countries. The study will then explore the following issues in VAT/ GST: Interpretation of fiscal legislation; definition of some important terms, such as trade, consideration, supply, goods and services, connected persons; registration for VAT/GST; some special types of supplies; timing and value of supplies zero-rated supplies and exempt supplies; VAT on the importation of goods and services; accounting for VAT and documentation requirements such as tax invoices, debit and credit notes; calculation of tax payable; prohibited deductions and returns, payments and assessments.

**CFS 2104 Audit Principles and Skills 10 Credits**
The purpose of this module is to introduce the student to the underlying theories, principles and practices of modern auditing. In doing so, it will examine the modern auditing process and identify contemporary issues in auditing practice. It will provide students with the ability to assess audit risk and its component parts and evaluate the internal control systems and environment of an organisation.

**CF12101 Corporate Finance I 10 Credits**
The aim of the module is to identify the objective that corporate finance managers pursue or ought to pursue in order to satisfy the needs of corporate stakeholders and to develop, in students, concepts and corporate analytical tools that will enable them to meet this objective. To this end, the module will cover the following critical areas: goals of a firm and the agency theory; time value concepts and valuation of bonds and shares; capital budgeting under certainty; operating and financial leverage; introduction to portfolio theory and capital asset pricing; the stock market and other sources of long-term capital; innovations in corporate finance.

**CFI 2101 Accounting and Financial Analysis IIA 10 Credits**
This module is a continuation of the study of accounting principles with in-depth coverage of theoretical concepts and financial statements. Topics include comparison of International Financial Reporting Standards (IFRS) with Generally Accepted Accounting Principles and extensive analyses of financial statements. Upon completion, students should be able to demonstrate competence in the conceptual framework underlying financial accounting, including the application of financial standards. The module will give students the tools to perform a fundamental analysis of a company. Focus will be on developing these skills for assessing quality of financial statements, potential accounting distortions, recasting financial statements, DuPont framework, cash flow analysis, prospective analysis, using accounting numbers in forecasting, forecasting for valuation, and investor communication. Students must understand the effects of alternative financial reporting policies on financial statements and ratios.
and be able to execute appropriate adjustments to enhance comparability between companies. In addition, students must be alert to differences between a company’s reported financial statements and economic reality.

**CFI 2110 Corporate Law and Practice** 10 Credits
The module introduces students to the legal environment and statutes that affects the operation of companies and other corporate bodies. Students are guided to understand the process of company formation and the characteristics of different types of companies, including private companies, public companies, companies limited by guarantee, cooperative companies and statutory corporations. An overview of the purpose and practices of the Companies Registrar’s Office that confronts financial practitioners in today’s environment is explored. Students get an opportunity to understand the constitutions of companies that include the memorandum and articles of association; Legal principles that affect the raising company capital, through issuing new shares and allotment and other types of redeemable securities, including share transfers, protections offered to minority shareholders, the purpose a practice of judicial management, reconstruction of and the winding up of companies; the types of meetings, resolutions, notices, proxies, quorum and minutes of meetings, that include the general meetings and the meetings of the boards of directors; the election of directors, rotation, and the role, rights and duties and liabilities of directors and the board chairperson; the appointment to office, rights and duties and the vacation from office of the company secretary; the purpose and conducting of board meetings, composition, roles, procedures and the delegation of authority to committees. The concept of company membership and the rights and duties of members is explored as well as the role, appointment and removal of auditors of the company; the generation of annual reports, retention or records, statutory registers and filing with the Registrar of Companies.

**YEAR II**

**Semester II**

**CFS 2204 Customs Management Theory and Practice I** 10 Credits
This module introduces students to the policy and principles of customs administration and international trends that impact on customs, including social expectations, emerging technologies and the global economy. A detailed analysis of the role and responsibilities of customs authorities is undertaken, including a historical perspective of the customs function, its evolving role in the International trade and commerce and the various international conventions and agreements which impact on customs policy.

**CFS 2205 Public Finance and Economics** 10 Credits
The module is meant to enable students to have a deeper understanding of the operations of public finance from the theoretical and practical point of view. It commences by looking at the nature and scope of public finance, theory of public goods, welfare theories and proceeds to consider the financial and economic role of the government. It also examines the scope and control of public expenditure, the main methods of diverting resources from private to public use by way of taxation, financial and macroeconomic problems, financial and macro-economic policies, and sources of finance/revenue. Because of the prominence of taxation as a source of public revenue, the module provides students with a conceptual framework for examining government taxing so as to analyse current tax policy and
provide proposals for reform. The focus will be on evaluating the impact of taxation on the allocation of resources and the distribution of income.

**CFS 2206 Tax Law and Practice II**

The module develops further on the principles of taxation covered in Tax Law and Practice I to introduce students to the administration of the tax system in Zimbabwe, corporate taxes, other special taxes that are applicable in Zimbabwe and the concept of tax planning. An introduction to value added tax is also covered. The administration of corporate payment dates that is applicable to companies and other corporate and business bodies is explored. Special types of taxes that are applicable to different entities are covered, including the computation of tax liability for companies, mining operations, trusts, estate duty and other types of investment income that include the taxation of dividends. An integral part of this module is the development of the principle of tax planning and how corporations minimise the taxes payable. The role of the tax planner in the corporate environment and in private advisory capacity is explained; international aspects to taxation including double tax agreements between Zimbabwe and other countries. It develops further the concept of capital gains taxes in as far as it applies to the taxation of business and investments.

**CFS 2207 Customs and Taxes Information Systems**

The module enables the candidate to understand fiscal information systems that provide public sector managers a modern set of tools to assist them in performing a variety of tasks, such as: (a) designing appropriate fiscal and monetary responses to changing macro-economic conditions; (b) ensuring accountability for the deployment and use of public resources; (c) improving the effectiveness and efficiency of public expenditure programs; (d) mobilizing domestic resources and managing external resources (foreign aid and loans); (e) managing the civil service; and (f) decentralizing operations with adequate controls. Candidates should be able to use modern tools and technologies to perform macro-economic forecasting, budget preparation, execution, perform audits and prepare financial reports.

**CFI 2202 Corporate Finance II**

The aim of the module is to develop further, in students, concepts and corporate financial analytical tools. The areas covered will include the following: Introduction to capital structure theory and practice; Cost of capital and valuation; Introduction to capital budgeting under uncertainty; Dividend policy theory and practice; corporate working capital management; and innovations in corporate finance.

**CFI 2205 Research Methods in Finance and Economics**

The objective is to provide treatment of research methods and simple statistical application that will enable students to carry out sound research projects. The module enables students to do applied research by introducing students to empirical methods in finance and economics. It introduces statistical techniques used in the analysis of economic and financial data. Topics covered include: descriptive statistics, probability distributions, sampling and sampling distributions, point estimation and interval estimation, hypothesis testing, regression analysis, time-series analysis, elementary discussion of multicollinearity, autocorrelation, heteroscedasticity and principles of modelling. It also includes empirical techniques with specific emphasis on multivariate and nonlinear methods, event-studies; asset prices mean variance estimation techniques and other topics in behavioural finance.

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**Think in other terms**
Think in other terms

CFI 2208 Accounting and Financial Analysis IIB 10 Credits
The module examines concepts; conventions, standards, issues, the regulatory regime and, the reasons and progress towards harmonization of the preparation of Financial Statements and the Analysis of the Financial Statements prepared on these bases. Emphasis is on special problems which may include leases, bonds, investments, ratio analyses, present value applications, accounting changes, and corrections. Upon completion, students should be able to demonstrate an understanding of the principles involved and display an analytical problem-solving ability for the topics covered. Accounting computer problems involving preparation and completion of spreadsheets are integrated throughout the module. Areas to be covered include financial reporting quality and application of financial statement analysis to debt and equity investments. Frequently used tools and techniques for evaluating companies include common-size analysis, cross-sectional analysis, trend analysis, and ratio analysis. Beyond mere knowledge of these tools and techniques, however, the student must recognize the implications of accounting choices on the quality of a company’s reported financial results. Then the student can apply financial analysis techniques to tasks such as the evaluation of past and future financial performance, credit analysis, the screening of potential equity investments and other emerging needs.

YEAR III
CFS 3001 Industrial Attachment 120 Credits
This academic year covers work-related activities consisting continuous assessment, academic supervision and evaluation culminating in submission of a final year report which is an equivalence of an industry-oriented research activities dissertation.

YEAR IV
Semester I
CFI 4101 Customs Management Theory and Practice II 12 Credits
This module introduces students to key aspects of customs policy and practice, international principles governing the assessment of import duties and other taxes, and the implementation of international agreements across a range of customs jurisdictions. It includes a detailed analysis of particular aspects of customs purposes, international rules of origin, customs ware-houses and free trade zones, transit and transhipment, excise of special import arrangements.

CFS 4103 Value Added Tax II 12 Credits
The module aims at providing an advanced appreciation of VAT/GST law through the analysis of complex issues in the law. It will provide a broad overview of the territorial and economic scope of VAT. There are two conflicting principles on which the territorial scope of VAT can be based: The Origin Principle and the Destination principle. Students will be able to appreciate-ate the above principles and ultimately identify their economy's VAT/GST system in relation to the above principles. Complex issues related to the deeming provisions in the legislation, zero rating, VAT/GST implications relating to the so called 'property in possession' (PIP), the general disallowance rule (GRD) and exceptions thereof. The module will also aim to provide an appreciation of the complex area of input and output tax adjustments in relation to change of use of goods or services, sales of business as a going concern, irrecoverable debts, refunds in relation to overpaid tax and schemes for obtaining undue tax advantages, among other intricate VAT/GST issues. The module will also specifically refer to
Think in other terms
stabilizers; fiscal sustainability; interactions between fiscal and monetary policy and empirical measurements of effects of taxation and debt. By the end of the module it is hoped that candidates will be able to use their knowledge of economic policy so as to have a better understanding of how an economy function.

**CFS 4204 National Income Accounting**  
12 Credits  
The module will examine the complete circular flow model and measuring the national income. The income and expenditure approaches will be covered.

**CFS 4205 Interpretation of Statutes and Legal Drafting**  
12 Credits  
The module provides a general introduction to interpretation of statutes and fundamental rules and techniques of good drafting of pieces of legislation. It examines both the legislative process and the interpretation of statutes. Students will study various tools of statutory interpretation, including the use of legislative history materials and the doctrines and textual canons of statutory construction. Practice of law: module may focus on litigation documents, documents, or a combination thereof.

**CFS 4206 International Economic Integration and Trade**  
12 Credits  
The aim of this module is to understand the changing global order by analysing the basis of globalisation and regionalization. This covers the core trade theories under perfect and imperfect competition and applies them to understanding the pattern of trade, gains from trade, ‘new trade theory’ and trade with heterogeneous firms. The module also covers strategic trade policy, the formation of regional trade agreements, and the world trade organisation. In this context, international integration theory and practice constitute the core of the module, covering issues like customs unions versus free trade areas, common market and other trade agreements, the welfare consequences from integration, using international income transfers to facilitate trade liberalization, and the effects of integration on economic growth.

**CFI 4206 Financial Modelling**  
12 Credits  
This is purely a practical module, which involves the use of computer packages to model data and challenges in finance, investment and economics. It covers Corporate Finance Models (such as Financial Statement Modelling, Operating Budgets, Capital Budget, Covariance, Beta estimation, Value at Risk, Event studies), Option, Pricing Models, Sensitivity Analysis, Scenario Analysis, and Computer Simulations GARCH models; Interest rate models and calibration and other fundamental innovations.

**CFS 4006 Research Project**  
20 Credits  
The project is meant to give students an opportunity to apply the knowledge gained over the module period. Students undertake research in an area of their choice but limited to the taught modules in liaison with their supervisors to produce a project which has practical applications/solutions.
REGULATIONS FOR THE MASTER OF SCIENCE DEGREES

1.0 PREAMBLE

1.1 The following regulations relate to the Master of Science programmes in the Department of Finance, mainly: Master of Science in Finance and Investment (MSc FInv), Master of Science in Financial Engineering (MSc FEng), and Master of Science in Fiscal Studies (MSc FS).

2.0 ASSESSMENT AND SCHEME OF EXAMINATIONS

2.1 The assessment of attainment and scheme of examination regulations for this degree programme must be read in conjunction with General Regulations of National University of Science and Technology.

2.2 Module delivery will be divided into two sections:

2.2.1 The Taught Section, Stages I, II and III, comprising: 11 core modules and 1 elective module to be selected from 4 modules (MSc FInv); 10 core modules and 2 elective modules to be selected from 5 modules (MSc FEng); and 8 core modules and 4 elective modules to be selected from 19 modules (MSc FS).

2.2.2 The Research Section, Stage IV, comprising of a dissertation of 15 000 to 20 000 words excluding appendices.

2.2.3 The Taught Section shall be assessed by coursework and a formal examination.

2.2.4 Practical modules shall be fully examinable by coursework, of which the weighting of the coursework shall be; practical work 60%, assignments and tests 40%). For theoretical modules the coursework shall be 30% and the formal examination shall be 70%.

2.2.5 The pass marks threshold, based on the aggregate of continuous assessment and the examination, shall be 50%. The written examination shall be taken at the end of each stage.

2.2.6 Supplementary examinations will not be offered. Students can proceed to the next level carrying a previous module, provided they pass three-quarters of the preceding stage. However, students will not be allowed to proceed to stage III carrying a stage one module, neither will they be allowed to proceed to stage IV (dissertation stage) carrying any module from the preceding stages.

2.2.7 The weighting between the Taught Section and the Research Section in the overall assessment shall be 75% and 25% respectively.

2.3 Dissertation

2.3.1 The dissertation shall, on its own, constitute the final stage of the programme.

2.3.2 The assessment of the Research Project is designed to determine the relative ability of students to write and present a research proposal, implement the research proposal using appropriate designs and methods and analyse data to reach credible scientific inferences.

2.3.3 Further, the student must demonstrate ability to write a research project report in the scientific format and be ready to present the synopsis of the research at a seminar.

2.3.4 Each candidate is required to submit a dissertation of 15 000 to 20 000 words on a topic relating to his/her area of interest and shall be approved in writing by the dissertation supervisor.

2.3.5 Two typed bound copies plus one electronic copy of the dissertation shall be submitted to the Department.
2.4 **Examination Regulations**
2.4.1 For detailed examination and promotion regulations, please refer to the General Academic Regulations for National University of Science and Technology.

2.5 **Weighting**
2.5.1 The contribution of each semester towards calculation of the overall degree class will be in accordance with the General Regulations of the University.
2.5.2 The determination of the overall degree programme aggregate will be:

| Taught component | Stage I 25% | Stage II 25% | Stage III 25% | Research component | Stage IV 25% |

2.6 **Failure to Satisfy Examiners**
2.6.1 A candidate who fails a module or modules taken in a particular stage is expected to repeat the module(s) when next offered.
2.6.2 A candidate who fails the same stage of the programme twice will be required to withdraw from the programme.
2.6.3 A candidate who fails the Dissertation Stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of the publication of results. The submitted dissertation will only attain a maximum of 50%.
2.6.4 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.
2.6.5 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.

2.7 **Classification of the Degree**
2.7.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
2.7.2 For the degree to be awarded, the minimum number of credits of 340 must be satisfied.
2.7.3 A candidate who is withdrawn after failing the dissertation state but had passed the taught components may be awarded a Postgraduate Diploma in: Finance and Investment (PGDFInv); Financial Engineering (PGDFEng); OR Fiscal Studies (PGDFS).

2.8 **Grading System**
The following classification scheme for individual modules as well as the overall degree class shall be adopted:

- 80% and above: Distinction
70% - 79%  Merit
60% - 69%  Credit
50% - 59%  Pass
50% - 59%  Pass
0% - 49%  Fail

3.0 Duration and Delivery Systems
3.1 On full time basis the programme will be studied over a minimum period of 12 months of which a minimum of 3 months shall be for the dissertation.
3.2 On part-time basis the MSc programme shall be studied over a minimum period of 24 months of which a minimum of 6 months shall be for the dissertation.
3.3 On a part time basis delivery will be block release or weekend school and may be carried out at satellite centres.
3.4 On all models, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of Modules</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>4</td>
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<tr>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>1</td>
</tr>
</tbody>
</table>

**Total Number of Modules**

<table>
<thead>
<tr>
<th></th>
<th>13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation</td>
<td>1</td>
</tr>
</tbody>
</table>

3.4.1 The full time MSc student may, for good reason and subject to approval by the Senate on the recommendation of the Faculty Board, transfer to part time programme or vice versa provided the student meets the requirements of the stage of the programme he/she is transferring to.
3.4.2 The academic year shall normally begin in July/August (January/February) and end in June/July (December/January) the following year.
1.0 **PREAMBLE**

1.1 The Master of Science in Finance and Investment (MScFInv) programme is a two-year postgraduate programme which offers scientific and professional training in the areas of Corporate Finance and Financial Markets, which is suitable for those intending to pursue their scientific and technical education in the area of Finance. In addition, it provides the students with appropriate background to attend appropriate PhD Programs in the fields of banking, finance and other business-related areas.

2.0 **PROGRAMME PROFILE**

<table>
<thead>
<tr>
<th>Degree Profile of Master of Science Degree in Finance and Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution: National University of Science and Technology</td>
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<tr>
<td>Type of Degree: Masters</td>
</tr>
<tr>
<td>Credit Load: 340 credits</td>
</tr>
<tr>
<td>Level: SADC-QF - Level 9</td>
</tr>
<tr>
<td>Accreditation Organisation(s):</td>
</tr>
<tr>
<td>Period of reference:</td>
</tr>
</tbody>
</table>

**Purpose of the Programme**

The programme enables students to learn about the qualitative and quantitative techniques used to evaluate financial decisions; understand and interpret market reactions to geopolitical events such as oil price shocks and financial crises. Most importantly, it enables students to develop skills in the analysis of: corporate financial decisions, behavioural biases, financial statements, derivatives, investment portfolios, investment, risk and economic data. In addition, the programme also gives students the opportunity to study much of the CFA module syllabus as well as prepare for challenging opportunities in the local and global arena.

**Programme Characteristics**

**Areas of Study**

- Advanced corporate financial strategy, qualitative and quantitative analysis of investments, behavioural finance, global financial markets, financial statement analysis and planning, public finance and debt management, international multinational business finance and trade, financial engineering, advanced asset pricing, risk management, financial modelling and trading rules, innovations in finance (such as structured finance), alternative investments, corporate ethics and governance, quantitative and qualitative research on current financial problems or opportunities.

**Specialist Focus:**

- Pricing of financial products, model financial products and profitable investing and trading with various financial products
Orientation: Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects. The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred approach.

Distinctive Features: The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred approach.

Career Opportunities and Further Education

Employability: Careers as finance and investment practitioners, tax consultants at corporation, SME, NGO and governmental levels, private and public sector, regional and international finance and investment organisations, research institutions as well as lecturers at universities and colleges. Master’s and PhD Programs in the fields of economics, banking, business administration, corporate finance, development finance and economics, behavioural finance, financial engineering and related fields. Graduates can also pursue professional modules such as CFA.

Further Studies: Master's and PhD Programs in the fields of economics, banking, business administration, corporate finance, development finance and economics, behavioural finance, financial engineering and related fields. Graduates can also pursue professional modules such as CFA.

Programme Delivery

Teaching and Learning Methods: An eclectic mixture of teaching methods which include but are not limited to lectures, tutorials, case studies, worked examples, problem-based learning, computer laboratory activities, simulations, field practicals, group work, research projects as well as their dissertations, mini-projects, term papers, end of semester professional examinations, continuous assessment tests, written assignments, oral presentations and industrial visits will be used in the programme. Students benefit from the access to financial and business databases and other hands-on learning tools to develop valuable practical skills in analysing the finance industry so as to stand out in the job market.

Assessment Methods: Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, and continuous assessments

Programme Competences

Generic:

Multidisciplinary: Ability to draw appropriately from multiple academic disciplines to define and solve problems based on understanding of complex phenomena

Quantitative and innovative reasoning: Capability to draw on big data and use analytics for informed decision making and strive to seek new ways of doing things

Communication skills: Ability to communicate effectively and to present information orally and in writing and using ICTs to both expert and non-expert audiences
Analysis and synthesis: Capacity for analysis and synthesis using logical arguments and proven facts.

Ethical commitment: Professional integrity and awareness of impact of science and technology on society and the environment

Entrepreneurial skills: Capability to identify and create new business ventures based on knowledge and new thinking paradigms

Discipline specific:
Technology development skills: Ability to develop new themes, models, advanced problem-solving techniques in finance and investment, including corporate finance, risk management
Problem-solving skills: Ability to solve a wide range of problems in related finance by identifying their fundamental aspects.

Exit Level Outcomes

Problem solving
Identify, formulate, analyse and solve complex economic, financial and investment problems creatively and innovatively.

Application of scientific knowledge
Apply knowledge of mathematics, quantitative techniques in economics, finance, financial models and software to solve economic and economic, financial and investment problems.

Investigations and data analysis
Demonstrate competence to design and conduct investigations and contribute to the debate, research on contemporary issues in the area of Finance

Information technology knowledge
Demonstrate competence to use appropriate information technology skills and competences

Professional and technical communication
Demonstrate competence to communicate effectively, both orally and in writing, with audiences in all sectors of the economy and at various levels, and the community at large.

Sustainability and financing and investing activity
Demonstrate critical awareness of the sustainability and impact of application of modern techniques in finance and investment on the social, economic, financial sectors and business environment in general.

Individual, team and multidisciplinary working
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary environments.
Independent learning ability
Demonstrate competence to engage in independent learning through well-developed learning skills. Parameterize and use commonly used models in Finance and other related fields for research to solve financial and societal problems.

Finance and investment professionalism
Demonstrate critical awareness of the need to act professionally and ethically and to exercise judgment and take responsibility within own limits of competence.

Finance and investment management
Produce strategic and enterprising finance and investment professionals and academics; Create highly qualified finance and investment professionals to lead the industry into the future.

3.0 ENTRY REQUIREMENTS
3.1 Normal Entry
3.1.1 To be considered for admission to the MSc programme, a candidate should, normally, hold a good Honours degree or equivalent in Finance, Accounting, Economics and Banking, Risk, Insurance, Actuarial Science, or their equivalents.
3.1.2 In addition, applicants should have completed the following modules, or their equivalents, at undergraduate level: Accounting, Principles of Economics, and Quantitative Analysis for Business and Corporate Finance.
3.1.3 Experience in financial markets will be an added advantage.
## PROGRAMME SUMMARY

<table>
<thead>
<tr>
<th>Stage</th>
<th>Module Code</th>
<th>Module Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CFI5101</td>
<td>Financial Statement Analysis and Planning</td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5115</td>
<td>Global Financial Markets</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFI5111</td>
<td>Advanced Corporate Financial Strategy</td>
<td>20</td>
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<tr>
<td></td>
<td>CFS5101</td>
<td>Public Finance and Debt Management</td>
<td>20</td>
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<td><strong>Total Credits Stage I</strong></td>
<td><strong>80</strong></td>
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<tr>
<td>2</td>
<td>CFI5215</td>
<td>Applied Financial Econometrics and Data Analysis</td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5217</td>
<td>Investment Analysis</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFI5207</td>
<td>Fund Management</td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5208</td>
<td>Risk Management</td>
<td>20</td>
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<td><strong>Total Credits Stage II</strong></td>
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<tr>
<td>3</td>
<td>CFI5301</td>
<td>Multinational Business Finance and Trade</td>
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<tr>
<td></td>
<td>CFI5302</td>
<td>Financial Engineering</td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5303</td>
<td>Financial Modelling and Trading Rules <em>(Practical)</em></td>
<td>20</td>
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<td><strong>To select 1 from electives</strong></td>
<td></td>
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<tr>
<td></td>
<td>CFI5304</td>
<td>Structured Finance <em>(Elective)</em></td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5305</td>
<td>Corporate Ethics and Governance <em>(Elective)</em></td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5306</td>
<td>Alternative Investments <em>(Elective)</em></td>
<td>20</td>
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<td></td>
<td>CFI5307</td>
<td>Infrastructure Finance <em>(Elective)</em></td>
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<td><strong>Total Credits Stage III</strong></td>
<td><strong>80</strong></td>
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<tr>
<td>4</td>
<td>CFI5401</td>
<td>Research Methodology <em>(Practical)</em></td>
<td>20</td>
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<tr>
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<td>CFI5400</td>
<td>Dissertation</td>
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<td><strong>Total Credits Stage IV</strong></td>
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<td><strong>Total Credits for the Programme</strong></td>
<td><strong>340</strong></td>
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*Think in other terms*
MODULE SYNOPSES

STAGE I

CFI 5101 Financial Statement Analysis and Planning  20 Credits
The module examines concepts; conventions, standards, issues, the regulatory regime and, the reasons and progress towards harmonization of the preparation of Financial Statements and the Analysis of the Financial Statements prepared on these bases.

CFI 5111 Advanced Corporate Financial Strategy  20 Credits
The objective of the module is to examine advanced concepts and issues in corporate financial management. Topics to be covered include: The main building blocks of financial theory of: Efficient Markets Hypothesis, Agency Theory, Asset Price Theory [CAPM, APT], Option Pricing Theory, Portfolio Theory.

CFI 5114 Global Financial Markets  20 Credits
The module tracks developments in global financial markets in terms of institutional, regulatory, legal, and product innovation. Material covered in the module includes the evolution of global financial infrastructure and the systemic complexities associated with increasing volumes of global financial transactions, as well as institutional and legal reforms to manage the potential impact of financial contagion on the global economy. Furthermore, the module examines the emergence of new global financial centres and the other dynamics of the global financial system. The module seeks to keep students abreast with latest developments in world financial markets with a view to motivate them to come with innovative financial technology to exploit emerging opportunities and alleviate impending crises.

CFS 5101 Public Finance and Debt Management  20 Credits
The thrust of the module is to develop among students an understanding and appreciation of Public Finance and Debt Management from the theoretical and practical point of view. It also enables the students to analyse the financial systems of Zimbabwe and other countries. The major aspects of the module will include sources of public revenue, public expenditure, financial administration, and budgeting principles. For Debt Management, the major aspects will comprise corporate debt management, public debt management, origins of debt crisis, and the oil price shocks, the external debt difficulties of low-income Africa, debt reduction and reconstructing.

STAGE II

CFI 5215 Applied Financial Econometrics and Data Analysis  20 Credits
The module examines statistical and econometric techniques for empirical finance and model, ARCH, GMM, and Regime Switching Models, test of the CAPM, term structure models and volatility models (implied stochastic volatility). Students will also learn aspects of the time series econometrics for both stationary and non-stationary variables at different time frequencies, with emphasis on financial/economic variables. The module also focuses on the use of statistical techniques to understand market behaviour, including methods for organizing, accessing, and ensuring the quality of data.
CFI 5217 Investment Analysis  
20 Credits
The module will focus on the tools available in analysing investments, the investment decision criteria used to select assets to invest from the local and international investment markets. It provides a comprehensive coverage of theories, applications and decision-making rules in financial investments. In particular, the module material will be tilted heavily towards equity and bond markets since there are separate modules that cover alternative investments and derivative securities. Topics to be covered to include: Stock Market architecture and market microstructure; Top-down Fundamental and Technical Analysis, Analysis of Risk, Return and Higher moments, Capital allocation and Optimal Risky Portfolios, Capital Asset Pricing Model (CAPM), Arbitrage Pricing Theory (APT), Term Structure of Interest rates, Duration and Convexity, Although the ultimate objective of the module is to develop a conceptual and theoretical background for investment decisions, emphasis will be put on practical applications.

CFI 5207 Fund Management  
20 Credits
To familiarize the student with fund management strategies, investment performance measurement tools available to fund managers and the suitability of these two different client requirements and other constraints including the regulatory environment. Topics to be covered include: Statement of Investment Policy (SIP), Strategic Asset Allocation (SAA), Asset Picking, Tactical Asset Allocation (TAA), Classical immunization, contingent immunization, Cash flow matching portfolio insurance, (through State Allocation and Dynamic Asset Allocation, and portfolio performance measurement.

CFI 5208 Risk Management  
20 Credits
The module focuses on teaching and developing risk management models such as VaR for purposes of handling risk by investors. It also looks at tools for and constraints in quantifying and managing an individual firm’s risk exposure.

STAGE III

CFI 5301 Multinational Business Finance and Trade  
20 Credits
The module is designed to provide students with an in-depth knowledge of the operational aspect of the interface between the multinational firm and international financial institutions, markets and systems it elucidates on how decisions about financial management are made and applied in the modern multinational enterprises. The module covers such areas as the multinational firm and its environment, evolution of the international monetary and financial system, the foreign exchange exposure management, financing the multinational corporation, multinational capital budgeting and investment, taxation of the multinational firm, international accounting and control of foreign operations, working capital management, portfolio and direct foreign investment, financing international trade, the global debt issue, other issues impacting multinational financial management, etc.

CFI 5302 Financial Engineering  
20 Credits
The module examines, in more detail, and including practical case studies, the types, uses and valuation of derivative products and the derivation of synthetic instruments for the purpose of hedging, speculation or arbitraging and also looks at the regulatory environment for these derivative products. The module also looks at latest developments in innovative Corporate Finance issues such as option embedded issues, swaps, etc.
CFI 5303 Financial Modelling and Trading Rules  
20 Credits  
The module involves the financial use of computer software packages to model corporate finance problems such as: Operating Budgets, Capital budgeting, Decision Tree Analysis, Sensitivity Analysis, Computer Simulations, Business and Securities Valuations. In addition, the module examines the dominant technical analysis tools in the stock exchange markets, foreign exchange markets, and other financial markets. Furthermore, the module seeks to equip students with advanced skills needed to test for the weak-form, semi-strong form, and strong form versions of the Efficient Market Hypothesis (EMH), in the process of identifying opportunities for successful application of technical analysis tools. The learning process is not limited to the study and evaluation of existing technical analysis tools, but also equips students with skills to develop new skills.

CFI 5304 Structured Finance  
20 Credits  
The module is aimed at designing debt, equity and hybrid financing techniques in order to resolve particular issues or investor problems that cannot be resolved by conventional methods. The focus is on identifying situations that call for nonstandard corporate finance solutions, and the design and pricing of the situation-specific financing instruments. Such situations include, stress-induced financial restructuring, recapitalisations, private equity and leveraged buyouts, and arbitrage-driven hybrid notes; security issues that arise in securitisation transactions, financing with asset-backed securities; medium term notes and equity-linked structured notes; design and pricing of convertible, hybrids and mezzanine debt; structured leveraged finance; high leveraged bridge loans and interim financing; presale investments; sale leaseback transactions; complex domestic and cross-border leasing transactions; a variety of project financing structures, including programs provided by the World Bank, IFC, ADB and other governmental and multinational risk insurance lending agencies.

CFI 5305 Corporate Ethics and Governance  
20 Credits  
The module focuses on how ethical and moral considerations are included in the public issues facing organizations and the decision-making process of managers. It covers the following areas: principles of business ethics, ethical dilemmas, unethical business practices and approaches to improve ethical conduct, fraud detection and reduction; corporate control strategies; getting insight in different corporate governance systems; understanding of different board models and how boards are elected; corporate governance aspects relating to shareholders, board of directors, management and other stakeholders of corporations; audit committees; banks and institutional investors as external monitors; legislations on corporate governance and responsibility; ethical issues in Finance; analysis of corporate scandals along with corporate best practices. The module also touches on contemporary issues relating to globalisation and sustainability. The module relies mostly on standards and best practices in professional fields, especially, the Finance and Investment fields.

CFI 5306 Alternative Investments  
20 Credits  
This advanced module gives an investment approach for evaluating the opportunities and pitfalls of alternative investments. Alternative investments generally include real estate, hedge funds, venture capital, private equity, commodities, as well as some other specialized areas. While this module covers some of the basics, it revolves around examples and discussions in class in order to enrich the
knowledge of this topic. It is expected that students already have familiarity of introductory finance topics.

**CFI 5307 Infrastructure Finance**  
20 Credits

Africa faces a persistent infrastructure deficit and the need for infrastructure improvements is critical. Infrastructure development, thus, is viewed as a key ingredient for economic growth and a prerequisite for poverty alleviation and employment creation. Innumerable numbers of businesses suffer from lack of reliable power for industrial processes or because they cannot get their goods to the market. At the most basic level, millions of lives are threatened every day for lack of clean water or safe sanitation. This module should cover the relationship between infrastructure and economic growth and interrogate the depth of the infrastructure gap facing the African continent, with a focus of four (4) sectors: Energy, water, telecommunications, and transportation. The module should look at: understanding of the economic theories linking infrastructure development and growth and its practical implications; evaluate infrastructure financing needs of various sectors in sub-Saharan Africa; apply development finance theory to identify various sources of funding for infrastructure development in sub-Saharan Africa; evaluate various financing models in infrastructure development and their implications.; apply development finance theory to evaluate infrastructure development policies and programmes in Africa and develop motivate well-articulated intervention programmes.

**STAGE IV**

**CFI 5401 Research Methodology**  
20 Credits

At the end of this module, the students should be able to: • understand some basic concepts of research and its methodologies • identify appropriate research topics • select and define appropriate research problem and parameters • prepare a project proposal (to undertake a project) • organize and conduct research (advanced project) in a more appropriate manner • write a research report and thesis • write a research proposal (grants) focusing on the field of economics, finance and investments.

**CFI 5400 Dissertation**  
80 Credits

The dissertation, which is compulsory, helps students to consolidate theoretical knowledge gained in the taught section of the programme by completing a research project under the supervision of the Department of Finance staff and/or professionals in the Financial Sector.
MASTER OF SCIENCE DEGREE IN FINANCIAL ENGINEERING

1.0 PREAMBLE
1.1 The Master of Science Programme in Financial Engineering (MScFEng) is a multidisciplinary field which will encompass three areas of study – finance, computer science and mathematics and statistics. It also accommodates the typical engineer-entrepreneur who wishes to gain insights into finance, investment and management of corporate risks, given the dynamic nature of the global environment. The Master of Science in Financial Engineering programme is an intensive degree with a bias towards the development and management of strategic financial products. It is a typical quantitative finance discipline, which makes extensive use of computational approaches to the design and evaluation of financial claims. The programme integrates essential topics in finance, applied mathematics, statistics and computing. It seeks to blend the technical mathematical capabilities essential to financial engineering with financial management and leadership capabilities for effective and responsible risk management.

2.0 PROGRAMME PROFILE

<table>
<thead>
<tr>
<th>Degree Profile of Master of Science Degree in Financial Engineering</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Institution:</strong></td>
</tr>
<tr>
<td><strong>Type of Degree:</strong></td>
</tr>
<tr>
<td><strong>Credit Load:</strong></td>
</tr>
<tr>
<td><strong>Level:</strong></td>
</tr>
<tr>
<td><strong>Accreditation Organisation(s):</strong></td>
</tr>
</tbody>
</table>

**Purpose of the Programme**

Graduates will acquire analytical skills and technical competencies needed to design and evaluate complex financial products. Enables students to gain knowledge in mathematical modelling and application of quantitative techniques to the design and operation of systems. It encompasses the design, analysis and construction of financial contracts to meet the needs of enterprises;
To offer advanced training in quantitative skills used in modern financial institutions and corporations; and to equip graduates with the ability to tackle challenging problems in high-technology finance, such as portfolio risk management, product structuring, quantitative asset management, quantitative trading, quantitative research and financial information technology.
Programme Characteristics

Areas of Study
Advanced corporate financial strategy, qualitative and quantitative analysis of investments, behavioural finance, global financial markets, financial statement analysis and planning, public finance and debt management, international multinational business finance and trade, financial engineering, advanced assessed pricing, risk management, financial modelling and trading rules, innovations in finance (such as structured finance), alternative investments, corporate ethics and governance, quantitative and qualitative research on current financial problems or opportunities.

Specialist Focus:
Integration of finance, applied mathematics, statistics and computing in designing and pricing of financial products and derivatives; Risk management models.

Orientation:
Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred approach.

Career Opportunities and Further Education

Employability:
Careers as financial analysts, investment managers, bankers or traders, product designers, financial risk managers, using their financial engineering background to improve the quality of existing investment products. As a financial analyst, the financial engineer creates real-time financial simulations to predict the future behaviour of the market. Also, as financial advisers at local, state and central government level. Most often graduates are also engaged as lecturers at universities and colleges.

Further Studies:
PhD Programs in the fields of quantitative finance, financial engineering, risk management, economics, banking, business administration, corporate finance, development finance and economics, behavioural finance, financial engineering and related fields.

Programme Delivery

Teaching and Learning Methods:
An eclectic mixture of teaching methods which include but are not limited to lectures, tutorials, case studies, worked examples, problem-based learning, computer laboratory activities, simulations, field practicals, group work, research projects as well as their dissertations, mini-projects, term papers, end of semester professional examinations, continuous assessment tests, written assignments, oral presentations and industrial visits will be used in the programme. Students benefit from the access to financial and
business databases and other hands-on learning tools to develop valuable practical skills in analysing the finance industry so as to stand out in the job market.

Assessment Methods:
Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, and continuous assessments.

Programme Competences

Generic:
**Multidisciplinary:** Ability to draw appropriately from multiple academic disciplines to define and solve problems based on understanding of complex phenomena

**Quantitative and innovative reasoning:** Capability to draw on big data and use analytics for informed decision making and strive to seek new ways of doing things

**Communication skills:** Ability to communicate effectively and to present information orally and in writing and using ICTs to both expert and non-expert audiences

**Analysis and synthesis:** Capacity for analysis and synthesis using logical arguments and proven facts.

**Ethical commitment:** Professional integrity and awareness of impact of science and technology on society and the environment

**Entrepreneurial skills:** Capability to identify and create new business ventures based on knowledge and new thinking paradigms

Discipline specific:
**Technology development skills:** Ability to develop new themes, models, advanced problem-solving techniques in finance and investment, including corporate finance, risk management

**Problem-solving skills:** Ability to solve a wide range of problems in related finance by identifying their fundamental aspects.

Exit Level Outcomes

**Problem solving**
Identify, formulate, analyse and solve complex economic, financial and investment problems creatively and innovatively.

**Application of scientific knowledge**
Apply knowledge of mathematics, quantitative techniques in economics, finance, financial models and software to solve economic and economic, financial and investment problems.

**Investigations and data analysis**
Demonstrate competence to design and conduct investigations and contribute to the debate, research on contemporary issues in the area of Finance

**Information technology knowledge**

*Think in other terms*
Demonstrate competence to use appropriate information technology skills and competences. Programming skills are needed to build simulating financial models to learn about market behaviour. Through these simulations, the financial engineer is expected to generate results, as much as accurately possible.

**Professional and technical communication**
Demonstrate competence to communicate effectively, both orally and in writing, with audiences in all sectors of the economy and at various levels, and the community at large.

**Sustainability and financing and investing activity**
Demonstrate critical awareness of the sustainability and impact of application of modern techniques in finance and investment on the social, economic, financial sectors and business environment in general.

**Individual, team and multidisciplinary working**
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary environments.

**Independent learning ability**
Demonstrate competence to engage in independent learning through well-developed learning skills. Parameterize and use commonly used models in Finance and other related fields for research to solve financial and societal problems.

**Finance and investment professionalism**
Demonstrate critical awareness of the need to act professionally and ethically and to exercise judgment and take responsibility within own limits of competence.

**Finance and investment management**
Produce strategic and enterprising finance and investment professionals and academics; Create highly qualified finance and investment professionals to lead the industry into the future. Parameterize and use commonly used models in Finance and other related fields for research to solve financial and societal problems.

### 3.0 ENTRY REQUIREMENTS

3.1 To be considered for admission to the MSc programme, a candidate should, normally, hold a good Honours degree or equivalent in Finance, Accounting, Economics and Banking, Risk, Insurance, Actuarial Science, or their equivalents.

3.2 In addition, applicants should have completed the following modules, or their equivalents, at undergraduate level: Accounting, Principles of Economics, and Quantitative Analysis for Business and Corporate Finance.

3.3 Experience in financial markets will be an added advantage.
4.0 BRIDGING MODULES
4.1 The nature of the programme requires that students be in possession of both mathematical and financial backgrounds prior to undertaking any of the modules. To ensure that this requirement is met, prospective students will be required to attend bridging modules as follows:

4.2 Corporate Finance: This module will be compulsory to students who do not have Corporate Finance, Financial Management, or equivalent, at undergraduate level, as determined by the Department.

4.3 Accounting: The module will be compulsory to students who do not have Accounting I, Financial Accounting I, or equivalent, at undergraduate level, as determined by the Department.

4.4 Numerical Methods in Finance: The module will be compulsory to students who have a weak background in Stochastic Calculus, as determined by the Department.
## PROGRAMME SUMMARY

<table>
<thead>
<tr>
<th>Stage</th>
<th>Module Code</th>
<th>Module Name</th>
<th>Credits</th>
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<tbody>
<tr>
<td>1</td>
<td>CFE5101</td>
<td>Advanced Financial Econometrics and Data</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFE5102</td>
<td>Analysis</td>
<td>20</td>
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<td></td>
<td>CFI5101</td>
<td>Stochastic Analysis and Optimisation in Finance</td>
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<td></td>
<td>CFI5111</td>
<td>Financial Statement Analysis and Planning</td>
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<tr>
<td></td>
<td></td>
<td>Advanced Corporate Financial Strategy</td>
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<td></td>
<td></td>
<td><strong>Total Credits Part I</strong></td>
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</tr>
<tr>
<td>2</td>
<td>CFE5201</td>
<td>Advanced Asset Pricing Theory and Practice</td>
<td>20</td>
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<tr>
<td></td>
<td>CFE5202</td>
<td>Derivative Securities</td>
<td>20</td>
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<tr>
<td></td>
<td>CFE5203</td>
<td>Quantitative Risk Management</td>
<td>20</td>
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<tr>
<td></td>
<td>CFE5204</td>
<td>Financial Computing <em>(Practical)</em></td>
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<tr>
<td></td>
<td></td>
<td><strong>Total Credits Part II</strong></td>
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<tr>
<td>3</td>
<td>CFE5301</td>
<td>Product Design and Engineering <em>(Practical)</em></td>
<td>20</td>
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<tr>
<td></td>
<td>CFI5303</td>
<td>Financial Modelling and Trading Rules</td>
<td>20</td>
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<td><strong>To select 2 electives</strong></td>
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<tr>
<td></td>
<td>CFE5302</td>
<td>Foreign Exchange Exotic Options</td>
<td>20</td>
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<td></td>
<td>CFE5303</td>
<td>Intellectual Property and Contracts Law</td>
<td>20</td>
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<td></td>
<td>CFE5304</td>
<td>Financial Time Series Analysis</td>
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<td></td>
<td>CFE5307</td>
<td>Advanced Capital Budgeting</td>
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<td></td>
<td>CFI5304</td>
<td>Structured Finance</td>
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<td><strong>Total Credits Part III</strong></td>
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<tr>
<td>4</td>
<td>CFE5401</td>
<td>Research Methodology <em>(Practical)</em></td>
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<td>Dissertation</td>
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<td><strong>Total Credits Part IV</strong></td>
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<td><strong>Total Credits for the Programme</strong></td>
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*Think in other terms*
STAGE I
Core Modules

**CFE 5101 Advanced Financial Econometrics and Data Analysis**  
20 Credits  
This is a module in advanced econometric theory, providing a rigorous basis for the techniques of analysis of economic data. The emphasis is on analytical methods and tools of econometric analysis. It focuses upon likelihood methods. Maximum likelihood estimation, elements of asymptotic theory and the principles of hypothesis testing are covered. The implementation of these techniques to important special linear and nonlinear models is studied. Methods of non-parametric estimation are also analysed. The application of computer-based methods (e.g. Monte-Carlo analysis, the bootstrap) to econometric problems is discussed. The modern area of empirical likelihoods is introduced, combining the principles of non-parametrics and the likelihood, and is related to the bootstrap. The module also examines the techniques available in applied research for the analysis of micro-level data in the study of economic behaviour and policy problems. Further, it examines binary choice, multiple choice and ordered response models, limited dependent variable techniques, including censored and truncated regression, selectivity and double hurdle models and switching regression models, and associated diagnostic tests.

**CFE 5102 Stochastic Analysis and Optimization In Finance**  
20 Credits  
The objective of this module is to provide the background, basic ideas and methods of stochastic calculus and to apply these methods to financial models. The module introduces the concepts of arbitrage and risk-neutral pricing in a discrete-time setting. In addition, it provides an introduction to those aspects of partial differential equations and diffusion processes most relevant to finance, Random Walk and first-step analysis, Markov property, Martingales and Semi-martingales, Brownian Motion, Stochastic Integrals, Ito’s Formula, backward and forward Kolgomorov equations, the Feynman-Kac formula, stepping times, Hull and White models, Cox-Ingersoll-Ross Model. It covers fundamental techniques for portfolio optimization, pricing and hedging derivative securities and other aspects of continuous time finance. Finally, the module will introduce and study Levy processes both from an analytic point of view and also from a probabilistic one.

**CFI 5101 Financial Statement Analysis and Planning**  
20 Credits  
The module examines concepts; conventions, standards, issues, the regulatory regime and, the reasons and progress towards harmonization of the preparation of Financial Statements and the Analysis of the Financial Statements prepared on these bases.

**CFI 5111 Advanced Corporate Financial Strategy**  
20 Credits  
The objective of the module is to examine advanced concepts and issues in corporate financial management. Topics to be covered include: The main building blocks of financial theory of: Efficient Markets Hypothesis, Agency Theory, Asset Price Theory [CAPM, APT], Option Pricing Theory, Portfolio Theory.
STAGE II
Core Modules

CFE 5201  Asset Pricing Theory and Practice  20 Credits
The aim of the module is to provide a formal introduction to asset pricing through the study of its main topics, mainly: the mathematics behind the CAPM model, the APT model, and option pricing models; the review of the CAPT pricing formula derivation with and without a risk-free asset; the APT pricing formula with a one-factor structure and multi-factor structures; and option pricing formulas in discrete time (the Binomial Model) and continuous time (the Black-Scholes (Brownian) Model). On completion of the model the students should be able to: find expressions for the portfolio frontier with and without a risk-free asset; derive expressions for expected asset returns in the CAPM framework; derive expressions for expected asset returns in the CAPM framework; derive expressions for expected asset returns in the CAPM framework; derive expressions for expected asset returns in the CAPM framework; derive expressions for expected asset returns in the CAPM framework; derive expressions for expected asset returns in the CAPM framework; derive the partial differential equation that governs derivatives prices in a Brownian Model; apply put-call parity to options prices problems; apply the Black-Scholes Model to work out option prices.

CFE 5202  Derivative Securities  20 Credits
This module blends theory and practice that incorporates a new approach to teaching derivatives. This is an advanced module combining theory and practice of pricing and hedging derivative securities. The module emphasizes the applications of financial engineering and covers option and futures pricing theory and practice. Emphasis will be on the pricing of derivatives in continuous time, from the formulation of the pricing problem to the implementation of computational and numerical solution techniques. In addition, it introduces the arbitrage-based pricing of derivative securities, focusing on topics such as arbitrage, risk neutral valuation, the log-normal hypothesis, binomial trees, the Black-Scholes formula and applications, the Black-Scholes partial differentiation equation, and other analytical and numerical models. The objective is to develop modelling skills needed to value the full range of derivative securities from exchange-traded options to over-the-counter products including American versus European options, one-factor interest rate models, swaps, caps, floors, swaptions, and other interest rate-based derivatives and credit risk and credit derivatives. In addition, it covers the theory and practical applications of currency derivatives, as well as exotic and embedded options.

CFE 5203  Quantitative Risk Management  20 Credits
This module provides a broad theoretical and practical grasp of the latest risk management and security valuation techniques used in financial industry and corporate treasury. Although the core content is mathematical in nature, the non-technical student should be able to understand the mathematics through application. The emphasis is placed upon the use of martingale techniques for pricing risk. Topics include the basic hedging techniques used to handle equity and exchange rate risk; forwards, futures and derivative contracts and models of bond pricing and the term structure of interest rates.

Think in other terms
The module introduces approaches useful in practical applications of computing, namely Microsoft Excel, Matlab and C-programming. Comparisons between the approaches will be made by using simple common problems. The objective is to enable students to gain a level of competence with, and understanding of, computers and computer packages in a financial environment. At the end of the module, students will be able to analyse a wide range of problems arising in finance using a mixture of spreadsheets, Matlab and C programming. Topics include: Microsoft Excel – simple spreadsheets using in-built functions, optimization using Goal-Seek tool; finding roots using the Solver tool; data analysis; MATLAB – graphics, matrix computations, in-built functions, programming in MATLAB; ANSI C Programming – basic C programming (data types, arithmetic and mathematical functions, flow control, arrays); Functions – passing information to and from functions; Pointers – pointer arithmetic, the relationship between arrays and pointers; File handling – opening and closing files, reading from and writing files. Application focuses on derivative pricing and fixed income applications, treatment of discrete dividends, numerical methods for stochastic differential equations, random number generators, Monte-Carlo Methods for European and American options.

STAGE III
Core Modules

CFI 5303 Financial Modelling and Trading Rules

The module involves the financial use of computer software packages to model corporate finance problems such as: Operating Budgets, Capital budgeting, Decision Tree Analysis, Sensitivity Analysis, Computer Simulations, Business and Securities Valuations. In addition, the module examines the dominant technical analysis tools in the stock exchange markets, foreign exchange markets, and other financial markets. Furthermore, the module seeks to equip students with advanced skills needed to test for the weak-form, semi-strong form, and strong form versions of the Efficient Market Hypothesis (EMH), in the process of identifying opportunities for successful application of technical analysis tools. The learning process is not limited to the study and evaluation of existing technical analysis tools, but also equips students with skills to develop new skills.

CFE 5301 Product Design and Engineering

The module provides students with the opportunity to design and engineer financial products, taking them from the fundamentals of design, from conception of an idea, prototype design, to a marketable end-product. The module is designed to encourage creativity and innovation so that the students may be more successful in the real-world. It provides the preliminary planning of complex and realistic financial engineering systems, which include the design, use and pricing of structured products, how the products are constructed and hedged and applied in live situations. Design concepts and techniques are introduced and the students’ design ability is developed in a design or feasibility study chosen to emphasize innovation and ingenuity to provide wide coverage of financial engineering topics. It also emphasizes design optimization of financial models. Topics include; application of engineering methods in financial design, analysis, and construction of financial contracts to meet the needs of enterprises;
architecture and creation of structured notes, structured notes through repackaging vehicles, creating financial investments to match investors’ requirements, constructing a delta hedge, options Greeks and their applications, Delta, Gamma, Theta, Vega, Rho; Dynamic hedging; Black-Scholes model, Binomial model; Ho and Lee model Cox Ross Rubinstein model Interest rate-, currency-, equity-linked notes, complex interest rate swap structures, risk management of structured products and derivatives; and reverse engineering.

**ELECTIVES**

**CFE 5302 Foreign Exchange Exotic Options**  
20 Credits  
The objective of the module is to develop a solid understanding of the exotic currency derivatives used in international treasury management, thus providing the mathematical and practical background necessary to deal with all the products on the market. Topics include: pricing and hedging in the Black-Scholes model, Vanilla options, volatility measures, first generation exotics (products, pricing and hedging), structuring with Vanilla options, the Traders’ Rules of Thumb, Second generation exotics (single and multi-currency).

**CFE 5203 Intellectual Property and Contracts Law**  
20 Credits  
The objectives of the module are: (a) to familiarize with intellectual property (IP) mechanisms such as, copyrights, patents, trademarks and trade secrets, and other related state law doctrines; (b) to provide an overview of the contracting process in a common law country. Topics on IP rights embody how the need to balance between public and private interests shape the contours of the legal protection conferred on IP rights; general and codified legal institutions found within the IP law, such as fair use, compulsory licenses, substantial similarity, direct, indirect and contributory infringements, public policy defence and the implementation of these principles; and how IP rights are affected by emergence of the internet, the digital environment and international treaties (e.g. TRIPS Agreement). Contracts law focuses on types of contracts and the requirements for their validity, breach of contract and legal consequences of a breach; formation of contracts (the offer and its acceptance, as well as effective revocation of offers, counter-offers and their acceptance); comparisons of different international legal systems pertaining to contracts; rights of each contracting parties, breach of contract, remedies for breach of contract; consideration of the Uniform Commercial Code (UCC) and its role in international commercial transactions.

**CFE 5304 Financial Time Series Analysis**  
20 Credits  
The aim of the module is to introduce the special statistical character of series of observations measured overtime, and to show how this affects modelling Time Series data. Stochastic processes are introduced, and measures of their heterogeneity and memory are investigated. Special important processes are covered, and these include Vector Auto-Regressive Integrated Moving-Average (VARIMA) models. The analysis covers both the time and frequency domains. We also analyse the effects of seasonality, comovements (such as cointegration and error-correction), spurious correlations, structural breaks and outliers.

**CFE 5307 Advanced Capital Budgeting**  
20 Credits  
The module explains several methods of analysis that can help business managers in valuation of investment projects and making investment decisions using a rigorous cost/benefit analysis. Topics include: calculating the payback period and evaluating capital investments using the payback period;
calculating the accounting rate of return and evaluating investments using the ARR; capital budgeting using the time value of money; capital rationing; inflation and capital budgeting; risk and capital budgeting; replacement of assets; scenario, sensitivity and break-even analysis; capital structure and capital budgeting; leverage and NPV analysis; managerial options; CAPM and capital budgeting; multi-period capital budgeting. Innovations in the field of capital budgeting will also be considered.

**CFI 5304 Structured Finance**

The module is aimed at designing debt, equity and hybrid financing techniques in order to resolve particular issues or investor problems that cannot be resolved by conventional methods. The focus is on identifying situations that call for nonstandard corporate finance solutions, and the design and pricing of the situation-specific financing instruments. Such situations include, stress-induced financial restructuring, recapitalisations, private equity and leveraged buyouts, and arbitrage-driven hybrid notes; security issues that arise in securitisation transactions, financing with asset-backed securities; medium term notes and equity-linked structured notes; design and pricing of convertible, hybrids and mezzanine debt; structured leveraged finance; high leveraged bridge loans and interim financing; presale investments; sale leaseback transactions; complex domestic and cross-border leasing transactions; a variety of project financing structures, including programs provided by the World Bank, IFC, ADB and other governmental and multinational risk insurance lending agencies.

**STAGE IV**

**CFE 5401 Research Methodology**

At the end of this module, the students should be able to: understand some basic concepts of research and its methodologies; identify appropriate research topics; select and define appropriate research problem and parameters; prepare a project proposal (to undertake a project organize and conduct research (advanced project) in a more appropriate manner; write a research report and thesis and write a research proposal (grants).

**CFE 5400 Dissertation**

The dissertation, which is compulsory, helps students to consolidate theoretical and practical knowledge gained in the Taught Section of the programme by completing a research project under the supervision of the Department staff and or professionals in sectors relevant to the topic being pursued.
MASTER OF SCIENCE DEGREE IN FISCAL STUDIES

1.0 PREAMBLE
1.1 Master of Science Degree in Fiscal Studies (MScFS) is a multidisciplinary field which will encompass three areas of study – public finance/revenue management, customs management and taxes management. Revenue mobilisation and management in the 21st century is becoming complex and challenging. This calls forth the need for governments to adopt a more professional approach in managing fiscal issues. The MScFS programme provides a comprehensive understanding of issues relating to fiscal activities of the government and quasi-governments on a comparative basis. The programme takes a strategic focus to the management of public finances and revenues and addresses challenges posed by regional integration and globalisation.

2.0 PROGRAMME PROFILE

<table>
<thead>
<tr>
<th>Degree Profile of Bachelor of Master of Science Degree in Fiscal Studies</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution: National University of Science and Technology</td>
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<tr>
<td>Type of Degree: Masters</td>
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<td>Credit Load: 340 credits</td>
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<td>Level: SADC-QF - Level 9</td>
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<td>Accreditation Organisation(s): Zimbabwe Council for Higher Education (ZIMCHE)</td>
</tr>
<tr>
<td>Period of reference:</td>
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</tbody>
</table>

Purpose of the Programme

To provide a distinct set of knowledge, skills and behaviours that are needed to serve the diverse stakeholders in the field of public finance/revenue/economics. To provide internationally recognised standards for the professional development of managers in the areas of public finance/revenue/economics. To provide a global resource for the government and the private sector, as well as regional governments. To provide a knowledge-base for those students who wish to pursue further studies and research in the field of public finance/revenue/economics, particularly, trade, customs and taxes.

Think in other terms
Programme Characteristics

Public finance and economics, policy development and implementation, fiscal decentralization and local government financial management, ethics, governance and development, revenue forecasting, mobilization and modelling, international and comparative intellectual property, trade facilitation, advanced budgeting, programme planning and risk management, advanced topics in customs and taxes e.g. strategic export controls, non-tariff trade rules, comparative tax policy and reform, environmental taxation etc., as well as quantitative and qualitative research on current economic, fiscal, customs and tax issues. Problems or opportunities.

Specialist Focus: Advanced models to computation of optimal taxation and tariffs, forecasting and mobilization of revenue for the state, local government and regional and international organisations. Contribute to the debate, research and experimentation on contemporary issues in the area of fiscal studies, particularly customs, taxes and public Finance/economics. The programme takes a holistic, case-based approach aimed at creating a national strategist as opposed to institutional-focused practitioner. It also has both a national focus and global perspective.

Orientation: Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

Distinctive Features: The programme builds the research-technology-innovation continuum and focuses on knowledge development and application using a student-centred approach.

Career Opportunities and Further Education

Careers as revenue specialists in government and quasi-government institutions as well as regional and international organisations. Consultancy opportunities are also available especially as risk management advisors, customs and tax economist and related fields. Most often graduates are also engaged as lecturers at universities and colleges. In addition, it provides the students with appropriate background to attend appropriate PhD Programs in the fields of customs, taxes, public revenue and finance and related fields.

Employability: PhD Programs in the fields of customs, taxes, public revenue and finance, banking, logistics, freight forwarding and related fields.

Further Studies:
Teaching and Learning Methods:
An eclectic mixture of teaching methods which include but are not limited to lectures, tutorials, case studies, worked examples, problem based learning, computer laboratory activities, simulations, field practicals, group work, research projects as well as their dissertations, mini-projects, term papers, end of semester professional examinations, continuous assessment tests, written assignments, oral presentations and industrial visits will be used in the programme. Students benefit from the access to financial and business databases and other hands-on learning tools to develop valuable practical skills in analysing the finance industry so as to stand out in the job market.

Written examinations, tests, assignments, practical and oral presentations and tests, seminar presentations, industrial attachment report, research project report, continuous assessments

Assessment Methods:

Programme Competences

Generic:
Multidisciplinary: Ability to draw appropriately from multiple academic disciplines to define and solve problems based on understanding of complex phenomena

Quantitative and innovative reasoning: Capability to draw on big data and use analytics for informed decision making and strive to seek new ways of doing things

Communication skills: Ability to communicate effectively and to present information orally and in writing and using ICTs to both expert and non-expert audiences

Analysis and synthesis: Capacity for analysis and synthesis using logical arguments and proven facts.

Ethical commitment: Professional integrity and awareness of impact of science and technology on society and the environment

Entrepreneurial skills: Capability to identify and create new business ventures based on knowledge and new thinking paradigms

Discipline specific:
Technology development skills: Ability to develop new themes, models, advanced problem-solving techniques in finance and investment, including corporate finance, risk management

Problem-solving skills: Ability to solve a wide range of problems in related finance by identifying their fundamental aspects.

Exit Level Outcomes

Problem solving
Identify, formulate, analyse and solve complex economic, financial and investment problems creatively and innovatively.

Application of scientific knowledge
Apply knowledge of mathematics, quantitative techniques in economics, finance, financial models and software to solve economic and economic, financial and investment problems.
Investigations and data analysis
Demonstrate competence to design and conduct investigations and contribute to the debate, research on contemporary issues in the area of Finance

Information technology knowledge
Demonstrate competence to use appropriate information technology skills and competences. Professional and technical communication
Demonstrate competence to communicate effectively, both orally and in writing, with audiences in all sectors of the economy and at various levels, and the community at large.

Sustainability and financing and investing activity
Demonstrate critical awareness of the sustainability and impact of application of modern techniques in public finance and economics, customs and taxes management, on the social, economic, financial sectors and business environment in general.

Individual, team and multidisciplinary working
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary environments.

Independent learning ability
Demonstrate competence to engage in independent learning through well-developed learning skills. Parameterize and use commonly used models in economics and econometrics, public finance, finance, risk management and other related fields for research to solve financial and societal problems.

Fiscal studies, public economics/finance, customs and taxes professionalism
Demonstrate critical awareness of the need to act professionally and ethically and to exercise judgment and take responsibility within own limits of competence.

Fiscal studies, public economics/finance, customs and taxes management
Display sufficient practical skills and knowledge in revenue generation and management to be sought-after practitioners in research institutes, government and quasi government institutes, regional and international organisations such as COMESA, SADC, and WCO. Parameterize and use commonly used models in economics and finance and other related fields for research to solve challenges and risks in revenue generating organisations.

3.0 ENTRY REQUIREMENTS
3.1 To be considered for admission to the Master of Science in Fiscal Studies programme, a candidate should normally hold:
3.1.1 A good Honours degree in any of the following: Fiscal Studies; Public Finance; Public Economics; Customs; Taxation; Economics; Finance; Accounting; Business Studies; Commerce; or their equivalents; or
3.1.2 A Bachelor’s degree in any discipline plus an acceptable postgraduate diploma or professional qualifications from an accredited university/institution with a Fiscal, Public Finance, Public Economics, Customs, Taxation, Business, Finance, Economics, Accounting, or Commerce-related content. In addition, the candidate should possess relevant experience; or

3.1.3 An Honours degree in any discipline, plus extensive experience in the areas of Fiscal, Public Finance, Public Economics, Economics, Finance, or equivalents.

**PROGRAMME SUMMARY**

<table>
<thead>
<tr>
<th>Stage</th>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>CFS5101</td>
<td>Public Finance and Debt Management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFS5102</td>
<td>Policy Development and Implementation</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFS5103</td>
<td>Fiscal Decentralisation and Local Government Financial</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFS5104</td>
<td>Management</td>
<td>20</td>
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<tr>
<td></td>
<td></td>
<td>Ethics, Governance and Development</td>
<td></td>
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<tr>
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<td><strong>Total Credits Part I</strong></td>
<td><strong>80</strong></td>
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<tr>
<td>2</td>
<td>CFS 5201</td>
<td>Financial Econometrics and Data Analysis</td>
<td>20</td>
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<tr>
<td></td>
<td>CFS 5202</td>
<td>Revenue Forecasting, Mobilisation and Modelling</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>CFS 5203</td>
<td>International and Comparative Intellectual Property</td>
<td>20</td>
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<tr>
<td></td>
<td>CFS 5205</td>
<td>Trade Facilitation</td>
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To select 4 modules from the following electives
General Fiscal Studies/Public Finance/Revenue
Electives*

<table>
<thead>
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<tr>
<td>CFS5301</td>
<td>Advanced Budgeting in the Public Project and Programme Planning</td>
<td>20</td>
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<tr>
<td>CFS5303</td>
<td>Programme Planning and Management</td>
<td>20</td>
</tr>
<tr>
<td>CFS5304</td>
<td>Public Sector Risk Management</td>
<td>20</td>
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<tr>
<td>CFS5305</td>
<td>Valuation, Pricing and Revenue Management</td>
<td>20</td>
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<tr>
<td>CFS5319</td>
<td>Service Operations Management</td>
<td>20</td>
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<tr>
<td>CFS5204</td>
<td>Applied Strategic Management</td>
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**Customs Electives**

<table>
<thead>
<tr>
<th>Module code</th>
<th>Module Name</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CFS5306</td>
<td>International Commercial Transactions Law</td>
<td>20</td>
</tr>
<tr>
<td>CFS5307</td>
<td>Multilateral System of Trade and Relations</td>
<td>20</td>
</tr>
<tr>
<td>CFS5308</td>
<td>Customs Management and Reform</td>
<td>20</td>
</tr>
<tr>
<td>CFS5309</td>
<td>International Supply Chain Management</td>
<td>20</td>
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<td>CFS5310</td>
<td>Strategic Export Controls</td>
<td>20</td>
</tr>
<tr>
<td>CFS5311</td>
<td>International Aviation and Space Law</td>
<td>20</td>
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<tr>
<td>CFS5312</td>
<td>Non-Tariff Trade Rules</td>
<td>20</td>
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**Taxes Electives**

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<th>Module Name</th>
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<tbody>
<tr>
<td>CFS5313</td>
<td>Comparative Tax Policy and Reform</td>
<td>20</td>
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<tr>
<td>CFS5314</td>
<td>Taxation of International Trade</td>
<td>20</td>
</tr>
<tr>
<td>CFS5315</td>
<td>Environmental Taxation</td>
<td>20</td>
</tr>
<tr>
<td>CFS5316</td>
<td>Toxic and Narcotic Substances</td>
<td>20</td>
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<tr>
<td>CFS5317</td>
<td>International Tax Planning</td>
<td>20</td>
</tr>
<tr>
<td>CFS5318</td>
<td>Taxation in a Computable General Equilibrium (CGE) Model</td>
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**Total Credits Part III** 80

4

<table>
<thead>
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<tr>
<td>CFS5105</td>
<td>Research Methodology*(Practical)</td>
<td>20</td>
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<tr>
<td>CFS5400</td>
<td>Dissertation</td>
<td>80</td>
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</tbody>
</table>

**Part I Total** 100

**Total Credits for the Programme** 340

*Think in other terms*
Think in other terms
STAGE I
Core Modules

CFS 5101  Public Finance and Debt Management  20 Credits
The thrust of the module is to develop among students an understanding and appreciation of Public Finance and Debt Management from the theoretical and practical point of view. It also enables the students to analyse the financial systems of Zimbabwe and other countries. The major aspects of the module will include sources of public revenue, public expenditure, financial administration, and budgeting principles. For Debt Management, the major aspects will comprise corporate debt management, public debt management, origins of debt crisis, the oil price shocks, the external debt difficulties of low-income Africa, debt reduction and reconstructing.

CFS 5102  Policy Development and Implementation  20 Credits
The module exposes students to the public policy making process, institutions and actors involved in the public policy making, the political economy of public policy making and role of private sector and non-state actors in public policy making, as well as implementation, monitoring and evaluation of public policies. It includes generic policy processes as well as ways in which such processes are undertaken in different countries; managing politics and the internal and external challenges and opportunities of managing public and non-profit organizations, including organizational mission, values, communication, culture, organizational environment and the policy process, legislative-executive relations, interest group advocacy and media relations; the gap between policy and implementation and how to bridge them. Focus will also be made on different policy environments, focusing on strategies, tactics, and frameworks needed to initiate and sustain policy in authoritarian, democratic, liberal, and one-party states. Pressures from the international system and issues such as globalisation will also be addressed.

CFS 5103 Fiscal Decentralisation and Local Government Financial Management  20 Credits
The module contextual framework for transfer of power from central to subnational governments, the scope and nature of fiscal decentralization, and the varied issues involved in affecting it. Specific topics include: trends in fiscal decentralization; alternative models for structuring a multilevel public sector; expenditure assignment, revenue assignment and mobilization; local government budgeting; intergovernmental transfers, borrowing and debt, creditworthiness and the financial risks of local authorities; capacity building arrangements; “sequencing” of intergovernmental reforms, determination of “fiscal space” for local revenue mobilization; decentralization reform as a strategy for nation building; design of budget policies that support a stable macroeconomic manner; mechanisms for mobilizing revenues in an accountable, transparent manner, mechanisms to support public infrastructure development and its appropriate financing; global lessons of intergovernmental systems and fiscal decentralization.

Think in other terms
CFS 5104 Ethics, Governance and Development 20 Credits
The module addresses ethical and governance issues in development and in the public sector, at the same time providing an opportunity for building sustained ethical leadership as well as strategies to build strong institutional cultures that support ethical practices in public and development institutions. International perspectives are merged with considerations relating to Sub-Saharan Africa.

STAGE II CORE MODULES

CFS 5201 Financial Econometrics and Data Analysis 20 Credits
The module examines statistical and econometric techniques for empirical finance and applied economics. It examines the theory and approach of multivariate regression model, ARCH, GMM, Regime Switching Models, test of the CAPM, term structure models and volatility models (implied, stochastic volatility). Students will also learn aspects of the time series econometrics for both stationary and non-stationary variables at different time frequencies, with emphasis on financial/economic variables. The module also focuses on the use of statistical techniques to understand market behaviour, including methods for organizing, accessing, and ensuring the quality of data.

CFS 5202 Revenue Forecasting, Mobilisation and Modelling 20 Credits
The module covers current practices in revenue forecasting and mobilization in different countries and regional blocs; pricing and revenue optimization and legal issues associated with different pricing strategies; influence of economic forecast errors and political institutional factors on the general fund revenue forecast errors; challenges from globalization, corporate tax competition and trade liberalization and revenue replacement principles; distinction between resource-related and other revenues. Further, the module equips students with techniques of building models on excel, specifically: financial analysis models; sensitivity and scenario analysis; capital budgeting; bond analysis; VAR and simulation models.

CSFS 5203 International and Comparative Intellectual Property 20 Credits
The module enables students to be able to identify the sources of international intellectual property (IP) law and apply them to their own country’s environment. Topics include: principles and concepts of IP law, including copyright, trademark, and patent law; role of IP as a tool of world trade; role and impact of global industry and non-governmental organizations in shaping IP policy, including regulation of biotechnology, electronic commerce and impact of IP on the environment and human rights; IP rights in the international trading environment and application thereof across a range of jurisdictions and in relation to specific issues; international agreements and dispute procedures on IP; and comparative evaluative studies on implementation of particular treaties in various countries.

CFS 5204 Applied Strategic Management 20 Credits
The module aims at identifying and evaluating options for strengthening the performance of public organizations and managing changes in the public sector. Topics include: concepts and thesis of strategic management in public sector; vision, mission and objectives; development of strategy process; strategic planning; implementation; monitoring; evaluation and taking corrective steps; management of change in organization. It also requires students to distinguish between strategy process, strategy content and strategy context and merging the three dimensions into a comprehensive view of strategic
management. It also covers advanced topics in the strategy field and challenges in strategy implementation faced when operating in the global environment.

**CFS 5205 Trade Facilitation**  
20 Credits  
The module aims to enhance knowledge and understanding of the concept of trade facilitation, its impacts on trade flows and trade costs, with particular focus on the impact of TFA on developing countries, businesses and customs authorities. The module examines the importance of trade facilitation measures to improve a country’s trading performance. In particular it is intended to provide guidance in creating the institutional structure for processing trade facilitation measures. It focuses on one platform — the trade facilitation body — in the form of an interdisciplinary committee where private sector managers, public sector administrators and policymakers can work together towards the effective implementation of trade facilitation measures. Approaches to the setting up of a trade facilitation body by different developing countries are reviewed on the basis of case studies carried out by UNCTAD and relevant work by other institutions. From the review, key lessons are drawn for developing countries intent on establishing and operating trade facilitation committees.

**STAGE III**  
**Elective Modules**  
**CFS 5204 Applied Strategic Management**  
20 Credits  
The module aims at identifying and evaluating options for strengthening the performance of public organizations and managing changes in the public sector. Topics include: concepts and thesis of strategic management in public sector; vision, mission and objectives; development of strategy process; strategic planning; implementation; monitoring; evaluation and taking corrective steps; management of change in organization. It also requires students to distinguish between strategy process, strategy content and strategy context and merging the three dimensions into a comprehensive view of strategic management. It also covers advanced topics in the strategy field and challenges in strategy implementation faced when operating in the global environment.

**CFS 5301 Advanced Budgeting In the Public Sector**  
20 Credits  
The module covers more advanced topics in governmental budgeting and financial management. It gives an overview of public and non-profit budgeting systems and covers tools and techniques for budget analysis. Further, it provides an overview of the functions, expenditures, and revenues of state and local governments. Topics include: budget structures, classification and reform, revenue forecasting, revenue estimating and tax expenditure budgets, revenue and expenditure analysis (determining the supply and demand for public fiscal resources); intergovernmental fiscal relations, debt administration, managing funds (including working capital); budgeting as a mechanism for financial planning and management; budget cycle; budget adoption and execution; analytical techniques for budgeting and financial planning; fiscal impact analysis; management information and performance evaluation systems.

**CFS 5303 Public Sector Risk Management**  
20 Credits  
The module provides the opportunity to view risk management strategically than more conservatively as compliance to regulations, providing effective risk management systems and tools and incorporating effective use of information and technology in managing risk. It examines a variety of frameworks and models of risk with respect to regulation, policy, and decision-making. The aim is to enable management
to effectively deal with uncertainty and its associated risk and opportunities, enhancing the capacity to build value, to deliver more effective services more efficiently and economically. Topics include: risk assessment and analysis methodology (quantitative and qualitative); sources of risk; risk management process; identifying events; appropriate risk management strategies; control activities; information and communication tools; public sector risk structures and processes.

**CFS 5304  Service Operations Management**  
20 Credits  
The module examines how services can be delivered in a way that is responsive to the needs of those being served and maximised the effective utilization of resources. It addresses questions of organisational design, personnel, and operations management, inter-organisational networks, process analysis, sustaining the service organisation, services integration, improving production flows, measuring and managing for performance.

**CFS 5305 Valuation, Pricing and Revenue Management**  
20 Credits  
The module equips students with the necessary skills and knowledge to determine the value of goods and services in the public sector. It also covers valuation for taxes and customs purposes. It also covers appreciation determining the impact of issues such as royalties and discounts on the value of goods. Specifically, it enables students to determine the customs value of imported goods under their national legislation, drawing extensively from international practice and domestic case law. In addition, it provides the principles of the World Trade Organisation (WTO) Valuation Agreement on Tariffs and Trade (Valuation Agreement), analyse adjustments required to arrive at a correct valuation for their customs administration, determine when to use a valuation method other than the transaction valuation, using acceptable WTO Valuation.

**CFS 5306  International Commercial Transactions Law**  
20 Credits  
The objective of the module is to provide students with an understanding of the legal environment in which international trade and commerce are conducted by business entities in both civil and common law countries. Both private and public law aspects of international trade and commerce will be examined. Private law covers transactions relating to sale of goods, forms of payments, customs, shipping law, insurance law, securities over international transactions in traditional and electronic forms, and private international aspects with particular reference to dispute resolution. Public law covers the impact of international obligations, both multilateral and bilateral, on the conduct of trade and commerce, as well as principles of international law relating to contracts and dispute settlement and arbitration.

**CFS 5307  Multilateral System of Trade and Relations**  
20 Credits  
The module provides students with a comprehensive understanding of GATT/WTO law in the regulation of international commerce, with particular emphasis on trade in goods, trade in services, dispute resolution, and trade facilitation. This includes identification of GATT/WTO issues and their implications for practice; GATT/WTO law reform and implications thereof for customs law and practice; and other areas of trade law with suggestions for reform. Other topics include: economics of trade; investment issues; the WTO Agreement on Trade-Related Investment Measures; bilateral investment treaties; GATT/WTO rules on regional trade agreements (RTAs).
CFS 5308  Customs Management and Reform  20 Credits
The module enables students to apply contemporary administration methods and the newest management practices in practical everyday activities, analyse practical situations, evaluate arising problems and make proper decisions; use national and international networks and customs computer databases; apply special international trade customs policy, international carriage and logistics knowledge; implement contemporary customs tasks and functions and form customs strategy. Specific topics include: comparative analysis of public administration; administrative legal relations in customs activities administration of customs; strategic development of the state; customs policy of different regional blocs; international trade; protection of intellectual property in international trade; customs strategies of different regional blocs. Further, the module addresses issues relating to customs reform and modernization, mainly, the requirements for reform and modernization of customs structures, policies and procedures; the significance of international conventions, such as the Kyoto Convention and the role of the World Customs Organization (WCO) in supporting customs reform and modernization; the design and implementation of strategic planning for customs administration; challenges to the change process; strategic planning and change management techniques and strategies to support a reform and modernization process.

CFS 5309  International Supply Chain Management  20 Credits
The module provides an understanding of the effective operation of the international supply chain and the role of customs (both for imports and exports) inside it, the needs of its component parts and the opportunities it presents for effective control and trade facilitation. It provides a detailed study of: the WTO instruments for trade facilitation and safeguard measures; the Revised Kyoto Convention; the SAFE Framework of Standards; supply chain management; opportunities and barriers; stakeholder requirements (banking and insurance sector, importers and exporters, logistics and transportation companies, clearance agents, public, international associations and organisations, national bilateral and multilateral agencies, and the final clients); capacity to integrate customs inside the supply chain.

CFS5310  Strategic Export Controls  20 Credits
The module is designed to equip students with a comprehensive knowledge of export controls of defence and strategic goods and how these controls fit into global non-proliferation efforts of weapons of mass destruction (WMI). It covers international treaties, regimes and UN sanctions; export control administration and process; Export control legislation in various countries and their global impact; risk assessment/risk of diversion and the role of intelligence.

CFS5311  International Aviation and Space Law  20 Credits
The module examines the environment and multilateral legal principles and institutional framework within which international aviation operates. It provides an analysis and interpretation of the nature of bilateral air services agreements. Further, it examines international conventions and state practices in relation to offences against aircraft; rules relating to liability regime established by the warsaw convention and subsequent agreements; international standards relating to establishment and operation of airports, clearance of passengers and cargo through international airports and norms applying to
Think in other terms

customs quarantine and immigration. The module then examines the multilateral regulation governing the use of outer space for peaceful (and non-peaceful) purposes.

CFS 5312 Non-Tariff Trade Rules 20 Credits
The module focuses on current and emerging issues concerning security of the supply chain and authorized trader programs that have been legislated for in many countries. It provides a comprehensive introduction to international supply chain concepts, benchmarking and best practice approaches to the management of supply chain issues including regulatory compliance and security. To achieve this the module requires that students be able to articulate and apply the principles contained in the world customs organization’s framework of standards, explain issues relevant to international regulation of the supply chain, and be capable of developing and implementing a variety of compliance approaches to the regulatory requirements.

CFS 5313 Comparative Tax Policy and Reform 20 Credits
The module provides an overview to the principles and policies that underlie and shape tax systems and reforms. Principles of good tax policy are explained and applied to various tax rules and tax system features. Policy issues of key types of taxes are examined. Students will gain a broader appreciation of the tax law beyond its technical application, as well as how tax, economic, social and environmental policies interact. In addition, the module examines key tax policy issues that arise in different countries, with a particular focus on the design and structure of the income tax. It will consider comparative analysis of tax systems, and tax policy principles including equity, efficiency, and ability to pay, progressivity and tax expenditures. Specific topics include: tax rates, definition of income, personal deductions, that tax unit, taxing corporate and capital income, and tax administration and management on a comparative basis. An understanding of fundamental tax reform will be gained through study of why major reform is often proposed, the key types of proposals and the issues that arise.

CFS 5314 Taxation of International Trade 20 Credits
The module covers: taxation regulations and practices faced by international firms (corporate tax, income tax, value added tax, tariffs); tax refunds; tariffs in free zones; taxation in customs union operations; provisional importation; taxation in cross border leasing; and double taxation.

CFS 5315 Environmental Taxation 20 Credits
The module provides an introduction to the areas of excise law and administration which relates to the taxation of certain products or processes that impact upon the environment. There is particular focus on the differing types of approaches to the taxation of such products and processes through the excise system, including levies, off-sets, rebates and incentives. The module also addresses contemporary issues relating to application of environmentally based taxes, such as impact on local industry and consumers, development of environmental protection technology, and cross border issues. Specifics include: carbon taxation principles; other pollution-based taxes; Kyoto Convention and taxation; motor vehicle excises; and the use of taxation incentives to achieve environmental outcomes.
CFS 5316  Toxic and Narcotic Substances 20 Credits
The module covers issues relating to the importation and export of alcohol, tobacco and illicit drugs, and the excise and taxation infrastructure thereof. It provides the framework for understanding the different types of alcohol and their origins, the taxation and administrative issues around the manufacture of alcohol such as blending and repackaging; the main means of taxing alcohol; the factors in setting alcohol policy; impact of alcohol tax on government, consumers and the industry; contemporary issues in alcohol policy and compliance issues. The module also covers understanding of different types of tobacco products and their origins; excise law and administration which impact upon the manufacture and distribution of tobacco and tobacco products; the main means of taxing tobacco; impact of tobacco tax on government, consumers and industry; factors in setting tobacco tax policy; tobacco tax fraud and global compliance issues.

CFS 5317 International Tax Planning 20 Credits
The module covers the theories, doctrines and principles of international taxation; international trade and taxation principles (including internet trade and its tax liabilities); offshore activities and their tax implications; tax burden minimization; tax avoidance schemes in international trade, licensing, leasing and franchising operations as well as international double taxation avoidance treaties, and international collaborations in the field of taxes; international anti treaty-shopping provisions; comparison of different model conventions (e.g. UN and OECD); comparison of major tax jurisdiction; tax harmonization; tax havens/tax-privileged nations; and off-shore jurisdictions.

CFS 5318  Taxation in a Computable General Equilibrium (CGE) Model 20 Credits
The module enables students to capture many of the complex interactions between different types of taxes, and their effects upon different sectors, agents, or regions in an economy. It enables students to understand the basic concepts and theories used in the construction of a computable general equilibrium model (or applied general equilibrium (AGE) model, then use this framework to analyse the impacts of some important taxes, such as environmental tax or goods and services tax, in an economy. Initially, the issue of interactions (or trade-off) between different types of taxes given a particular level of taxation, will be addressed, followed by the issue of optimal level of taxation which gives rise to the concept of marginal cost of public funds. Topics include: taxation in a first best and second-best economy; computable general equilibrium modelling of taxation issues (basic structure of CGE model and how taxes fit into this structure, use of CGE to analyse taxation issues relating to environmental, goods and services, and labour income tax, excess tax burden and marginal cost of public fund); empirical examples (analysis of the results from a practical CGE model of taxation).

STAGE IV
CFS 5105 Research Methodology 20 Credits
At the end of this module, the students should be able to: understand some basic concepts of research and its methodologies; identify appropriate research topics; select and define appropriate research problem and parameters; prepare a project proposal (to undertake a project); organize and conduct research (advanced project) in a more appropriate manner; write a research report and thesis as well as to write a research proposal (grants) focusing on the field of public finance/revenue/economics, customs and taxes.
CFS 5400 Dissertation 20 Credits
The dissertation, which is compulsory, helps students to consolidate theoretical and practical knowledge gained in the taught section of the programme by completing a research project under the supervision of the department staff and or professionals in sectors relevant to the topic being pursued.
DEPARTMENT OF INSURANCE AND ACTURIAL SCIENCE

Lecturer and Chairperson


Secretary

F. Usavi, MBA Counselling, BSc Hons Counselling, ND in Human Resources, ND in Secretarial Z’bwe

ACADEMIC STAFF

Lecturers

A. Dube, MScLLM with specialisation in Corporate Law, LLB University of Pretoria, LLB, LLB University of Pretoria

Smarthna Shonhiwa, MSc Marketing, NUST Z’bwe, BCom Insurance &Risk Management, NUST Z’bwe

Belinda Khumalo, MSc. Insurance and Risk Management, City University UK, Bachelor of Business Studies, UZ Z’bwe

A. Tinarwo, MBA, Stevens Henager College, BSc. Hons in Economics, UZ Z'bwe, Diploma in Financial Management, Institute of Vocational Studies

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T. Zinyoro, Advanced Masters in Microfinance, Universite Libre De Bruxelles, MSc. Finance and Investment, NUST Z’bwe, BCom (Hons) Risk Management and Insurance, NUST Z’bwe, Certificate in Digital Money, Fletcher School of Law USA, Certificate of Proficiency in STIB, IIZ Z’bwe

T. Makuyana, MScLLM,UNISA SA, MBA General, NUST Z'bwe, LLB, UZ Z’bwe

L. M. Sibanda, MScLLM, University of Fort Hare, SA, LLB University of Fort Hare, SA


D. Chimsitu, MSc Risk Management and Insurance, NUST Z’bwe, BCom(Hons.) Actuarial Science, NUST Z’bwe

Think in other terms
A. Muzvuwe, MSc Finance & Investment, NUST Z’bwe, BCom Actuarial Science, NUST Z’bwe

Samkelisiwe Bhebhe, MSc Banking and Financial Services, NUST Z’bwe, BCom (Hons) Risk Management and Insurance, NUST, Z’bwe

Pamela Dube, MSc Risk Management and Insurance, NUST Z’bwe, BCom (Hons) Risk Management and Insurance, NUST Z’bwe

S. S. Sibanda, MSc Risk Management and Insurance, NUST Z’bwe, BCom (Hons) Risk Management and Insurance, NUST Z’bwe

Angela T. Maglas, MSc Risk Management and Insurance, NUST Z’bwe, BCom (Hons) Actuarial Science, NUST Z’bwe

Research Fellows
B. W. Mazviona, MPhil Mathematics Finance, UCT RSA, BCom (Hons) Actuarial Science, NUST Z’bwe
UNDERGRADUATE DEGREE PROGRAMME
SPECIAL REGULATIONS

BACHELOR OF COMMERCE HONOURS DEGREE IN RISK MANAGEMENT AND INSURANCE

1.0 PREAMBLE
1.1 The Department of Insurance and Actuarial Science offers world-class programmes of study in risk management, insurance and actuarial science. The department aims to prepare quality practitioners for the financial services sector, particularly the insurance industry, capable of serving in a wide variety of environments. Undergraduate programmes of study are offered on a full time basis for the Conventional and evening Parallel classes as well as on a block-release basis. The postgraduate programme is run on a block-release basis only. The department offers two Honours Degree programmes and one Postgraduate Degree programme.

2.0 ENTRY REGULATIONS
2.1 Normal Entry
Applicants who wish to study a Bachelor of Commerce Honours Degree in Risk Management and Insurance must have the following qualifications or their equivalent:-
   i. Five ‘O’ level passes including English and Mathematics
   ii. At least two passes at ‘A’ level.
2.2 Special Entry
Applicants without the appropriate 'A' Level qualifications for entry but who have professional qualifications from Institutions such as CII (UK), IIS (SA), IRM and Institute or Faculty of Actuarial (UK) as well as relevant working experience and who satisfy the University and the Department of their ability to complete the degree study programme satisfactorily will be considered for study.

2.3 Mature Entry
There is also a provision for mature entry for persons who may not have academic qualification for entry but who have suitable or relevant post school experience and who satisfy the General Regulations.

3.0 STRUCTURE OF DEGREE PROGRAMMES AND SELECTION OF MODULES
In accordance with the General Regulations, the degree requires the study of a range of modules over four years (8 semesters). This includes one academic year of Industrial attachment. The programme will have a minimum of 510 CREDITS in total. Each part will contribute to this total as follows:

<table>
<thead>
<tr>
<th>Year</th>
<th>Credits</th>
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<tr>
<td>Year 1</td>
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</tr>
<tr>
<td>Year 2</td>
<td>120 credits</td>
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<tr>
<td>Year 3</td>
<td>120 credits</td>
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<tr>
<td>Year 4</td>
<td>150 credits</td>
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Think in other terms
3.1 **Weighting of the Programmes**

The minimum total credits per programme are: 510 CREDITS for undergraduate programmes, and 320 CREDITS for the postgraduate programme, broken down as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Credits per Part/Stage</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>B.Comm. Honours Risk Management and Insurance</td>
<td>I 120 II 120 III 120 IV 150</td>
<td>510</td>
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<tr>
<td>B.Comm. Honours Actuarial Science</td>
<td>I 120 II 135 III 120 IV 135</td>
<td>510</td>
</tr>
<tr>
<td>MSc. Risk Management and Insurance</td>
<td>I 80 II 80 III 80 IV 80</td>
<td>320</td>
</tr>
</tbody>
</table>

3.2 These regulations should be read in conjunction with the General Academic Regulations for Undergraduate Degree, hereinafter referred to as General Regulations and Faculty Regulations.

3.3 The degree will be awarded to candidates who have successfully completed the examinations in accordance with the regulations set out above in the Faculty Regulations.

3.4 **PROGRAMME PROFILE**

<table>
<thead>
<tr>
<th>Degree profile for Bachelor of Commerce Honours Degree in Risk Management and Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution: National University of Science and Technology</td>
</tr>
<tr>
<td>Type of Degree: Undergraduate</td>
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<tr>
<td>Credit Load: 510 CREDITS</td>
</tr>
<tr>
<td>Level: SADC-QF - Level 8</td>
</tr>
<tr>
<td>Programme Duration: 4 years</td>
</tr>
</tbody>
</table>

**Purpose of the Programme**

This programme aims to impart on students the technical and analytical skills required in the risk management and insurance profession.
Programme Characteristics

Areas of study:

**Insurance economics**

Analyse and describe the mechanics of ideal and real insurance markets, their organisation, function and role in the economy and society. Focuses on the economics of uncertainty, risk perception and risk aversion. Also cover micro- and macro-economic concepts and their application to risk management and insurance. Issues of supply and demand in insurance markets are also covered. Theories of moral hazard and adverse selection and their impact on insurance markets is explored.

**Insurance**

Covers theory of insurance, principles of premium calculation, underwriting and claims management as they are applied to property insurance, life insurance, liability insurance, health insurance and reinsurance.

**Finance**

Provides corporate and financial analytical skills critical to the financial management of insurance companies.

**Risk Management**

Focuses on the identification, assessment, transfer and mitigation of various types of risks such as operational risks and financial risks. Also covers the concepts theories of risk management and how risk management creates value.

**Law**

Legal aspects of insurance contracts and insurance business, regulation of insurance markets and public policy issues. It also focuses on principles of utmost good faith, insurable interest and subrogation. Liability rules and liability laws are also covered.

**Specialist Focus:**


**Orientation:**

Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

**Distinctive**

The programme is tailored to provide students with analytical,
Features: investigative, entrepreneurial, technical and decision making skills.

Career Opportunities And Further Education

Employability: The skills that students gain enable them to build careers in risk management, insurance profession or in the academia. Potential roles include risk analyst, risk manager, underwriter, claims manager, reinsurance manager, loss control specialist, claims adjuster, insurance agent/broker, Claims Investigator, Customer Service Representative, Marketing Representative, Personal Financial Planner, and Employee Benefits.

Further studies: Master of Science and Doctoral studies in Risk Management as well as Professional Risk Management and Insurance Exams.

Programme Delivery

Teaching and Learning Methods: Lectures, practicals, seminars, research project, group work and individual independent study.

Assessment Methods: Written examinations, tests, assignments, oral presentations, dissertation and continuous assessment.

Programme Competencies

Generic:
Analysis and synthesis: Develops capacity for analytical and critical thinking.

Discipline specific:
Skills: Equips students with analytical, investigative, entrepreneurial, technical and decision making skills required in the risk and insurance profession

Exit Level Outcomes

Problem Solving and Analytical Skills
The ability to apply analytical skills in the day to day operations of business and ability to solve problems in a logical and manner especially in claims investigations.

Communication and Negotiation
Ability to adapt communication style in order to explain complex and sometimes technical information to various internal and external stakeholders. Students are expected to be able to

Think in other terms
negotiate policy terms with clients, brokers and reinsurers.

Decision Making Skills

Apply numerical and analytical skills to make sound decisions in underwriting insurance policies.

4.0 Duration of Programme
Candidates shall pursue the programme of study for a period of not less than four years on a full-time or block-release basis, with each academic year constituting a part of the degree programme. In Part III of the study programme candidates will be required to undertake an attachment programme for at least 30 weeks with an identified industrial organisation. In Part IV of the programme candidates will be required to complete a research project under the supervision of the Department of Insurance and Actuarial Science staff.
## PROGRAMME SUMMARY

### PART I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CAC 1107</td>
<td>Accounting IA</td>
<td>10</td>
</tr>
<tr>
<td>CIN 1109</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td>CIN 1106</td>
<td>Quantitative Analysis for Business</td>
<td>10</td>
</tr>
<tr>
<td>CBA 1104</td>
<td>Principles of Micro Economics</td>
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<tr>
<td>CIN 1108</td>
<td>Principles of Management</td>
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<tr>
<td>CTL 1101</td>
<td>Peace, Leadership and Conflict Management</td>
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<tr>
<td>CAC 1208</td>
<td>Accounting IB</td>
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<td>CBA 1205</td>
<td>Macro-economics</td>
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<td>CIN 1208</td>
<td>Insurance Law</td>
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<tr>
<td>CIN 1207</td>
<td>Quantitative Analysis for Business II</td>
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<tr>
<td>CIN 1202</td>
<td>Risk and Insurance</td>
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</tr>
<tr>
<td>CIN 1209</td>
<td>Business Communication and Information Technology</td>
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### PART II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
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<tr>
<td>CIN 2117</td>
<td>Liability Insurance</td>
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</tr>
<tr>
<td>CIN 2118</td>
<td>Property and Transportation Insurance</td>
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</tr>
<tr>
<td>CIN 2119</td>
<td>Enterprise Risk Management</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2120</td>
<td>Life Insurance</td>
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<tr>
<td>CIN 2121</td>
<td>Financial Management</td>
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<tr>
<td>CIN 2116</td>
<td>Research Methods in Insurance</td>
<td>10</td>
</tr>
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<td>CIN 2216</td>
<td>Computer Packages &amp; Applications in Insurance</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2217</td>
<td>Reinsurance</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2218</td>
<td>Retirement Funding</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2219</td>
<td>Health and Disability Insurance</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2220</td>
<td>Micro insurance</td>
<td>10</td>
</tr>
<tr>
<td>CIN 2221</td>
<td>Insurance Broking &amp; Client Services</td>
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### PART III

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<tr>
<th>Module Code</th>
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<th>Credits</th>
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<td>CIN 3001</td>
<td>Industrial Attachment</td>
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### PART IV

<table>
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<th>Credits</th>
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<td>CIN 4101</td>
<td>Insurance and the Commercial Environment</td>
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<tr>
<td>CIN 4102</td>
<td>Corporate Strategy and Decision Making</td>
<td>15</td>
</tr>
<tr>
<td>CIN 4117</td>
<td>Financial Markets, Institutions and Regulation</td>
<td>15</td>
</tr>
<tr>
<td>CIN 4118</td>
<td>Operational Risk Management</td>
<td>15</td>
</tr>
<tr>
<td>CIN 4203</td>
<td>Investment and Portfolio Management</td>
<td>15</td>
</tr>
<tr>
<td>CIN 4217</td>
<td>Strategic Marketing of Insurance Services</td>
<td>15</td>
</tr>
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</table>

*Think in other terms*
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CIN 4205</td>
<td>Financial Risk Management</td>
<td>15</td>
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<tr>
<td>CIN 4218</td>
<td>Accounting and Financial Analysis for Insurance</td>
<td>15</td>
</tr>
<tr>
<td>CIN 4001</td>
<td>Project</td>
<td>30</td>
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</tbody>
</table>

*Think in other terms*
MODULE SYNOPSIS

PART I

CIN 1109 Commercial Law 10 Credits
The aim of this module is to introduce students to the basic legal principles governing the business environment. Focus will be placed on: definition of contracts, requirements of a contract, breach of contract, remedies for breach of contracts, law of agency, contract of sale, law of business organizations and insurance contract.

CIN 1106 Quantitative Analysis for Business I 10 Credits
CIN1106 is a quantitative reasoning module for students in the Faculty of Commerce. It covers the techniques business students are most likely to use in future modules and in business related research. The topics covered are useful in economics, finance, accounting, risk, marketing and personnel management and in tandem with international developments in these areas. Students will learn a variety of problem-solving strategies that are applicable in a wide range of business environments. Specific topics include matrix algebra, linear programming, index numbers, calculus, decision making in business and an introduction to financial mathematics.

CTL 1101 Conflict Transformation & Leadership 10 Credits
The thrust of the module is understanding peace and conflict; theories of conflict; conflict analysis and tools; economic roots of conflict; gender and conflict; leadership; leadership and conflict handling mechanisms; leadership and conflict handling mechanisms; women in leadership; leadership ethics; interplay: leadership, conflict and development

CAC 1107 Accounting IA 10 Credits
The module is designed for students without “A” level Accounting. It introduces students to basic principles, concepts and techniques of accounting in general. The module focuses on the use of accounting information by managers. The module covers the following areas accounting cycle, Accounting as an Information system, trial balance, preparation of financial statements for individual companies, non-profit making organisations as well as Accounting ratios.

CBA 1206 Macroeconomics 10 Credits
The module is designed to address how economists model the relationships between aggregate economic variables and examine how various fiscal and monetary policies can affect the results. The main goal is to improve students’ economic literacy and ability to apply economic models to analyse real world events. This module will be taught from an equilibrium perspective. This means the module will work with economic agents that optimize and with aggregate consistency conditions. Along with building basic economics intuition, the module will be centred on constructing and understanding macroeconomic models. These models will be used to discuss the theory of long-run economic growth and short-run economic fluctuations and to analyse macroeconomic policy, in particular fiscal policy.
CIN 1108 Introduction to Risk Management 10 Credits
The aim of this module is to introduce students to an early appreciation of basic concepts of risk and risk management. It deals with the concepts of risk and uncertainty, risk definitions and classifications, and the application of principles of management to risk management. Emphasis is placed in the generic risk management model with special focus in risk identification/awareness, risk measurement and techniques for dealing with risk. This module provides a foundation for the rest of the risk management and insurance modules to be taken later in the study programme.

CIN 1202 Risk and Insurance 10 Credits
The aim of the module is to familiarise students with risk financing with special emphasis placed on insurance and self-insurance. It deals with guidelines for insurable risks, risk assessment and measurement of insurable risks, principles and practice of insurance and self-insurance, the insurance industry, including the role of the government. It introduces the students to international insurance markets and provides an overview of short terms and long term insurance policies, claims management and the marketing of insurance services.

CIN 1208 Insurance Law 10 Credits
This module reviews the development of insurance as an introduction to Insurance Law. It explores the relationships between the insurer, agent and insured as created by the insurance contract. It also discusses other agency legal issues while providing a basic understanding of the principles of contract law and how they relate to insurance. It also looks into the interpretation of insurance contracts; conditions precedent; representations; warranties; terms; conditions; insurable interest; rights of beneficiaries; exemptions; excess liabilities; waiver and estoppel; subrogation; controls on the insurance industry. The module also examines principles governing insurance claims and their application.

CIN 1209 Business Communication and Information Technology 10 Credits
The aim of this module is to introduce students to the use of information and communication technology in a business environment and builds a foundation of digital literacy skills necessary for successful practical, written and oral communication skills in a technologically driven society. This module will impact on students’ knowledge and skills to function cohesively and communicate as a team through delivering persuasive group presentations. Throughout the module, there is an emphasis on digital literacy, effective electronic research and communication skills and other current risk management and insurance issues related to the impact of information and communication technology.

CIN 1207 Quantitative Analysis for Business II 10 Credits
CIN 1207 is an introductory module in business statistics designed especially for students majoring in Commerce. It covers the techniques business students are most likely to use in their future modules. The module covers descriptive and inferential statistics with business applications to analyse management and organisational problems. Students will learn to apply statistical analysis techniques to practical problems that firms in the real world face. Specific topics include: measures of central tendency and dispersion, probability theory and distributions, estimation, hypothesis testing, regression analysis and correlation analysis.

Think in other terms
CAC 1208 Accounting IB 10 Credits
The module aims at equipping students with basic Management Accounting techniques in planning, control and decision making. It is intended for non-accounting professionals and covers the following areas: relationship of Cost and Management Accounting to other branches of Accounting, cost classification, stock valuation, material and labour costing, cash budgets etc.

CBA 1206 Macroeconomics 10 Credits
The module is designed to address how economists model the relationships between aggregate economic variables and examine how various fiscal and monetary policies can affect the results. The main goal is to improve students’ economic literacy and ability to apply economic models to analyse real world events. This module will be taught from an equilibrium perspective. This means the module will work with economic agents that optimize and with aggregate consistency conditions. Along with building basic economics intuition, the module will be centred on constructing and understanding macroeconomic models. These models will be used to discuss the theory of long-run economic growth and short-run economic fluctuations and to analyse macroeconomic policy, in particular fiscal policy.

PART II
CIN 2117 Property and Transportation Insurance 10 Credits
The aim of this module is to provide students with the key concepts, principles and underwriting criteria applicable to property and transportation portfolios handled by the majority of insurers domestically and internationally. Particular emphasis will be placed on the practical application of the concepts through case studies and group assignments wherever appropriate.

CIN 2118 Liability Insurance 10 Credits
The aim of this module is to familiarise students with concepts, principles and practices for dealing with risks connected to legal liability. The module also examines the latest enactments and insurance products arising out of social and economic, specimen wordings of policy, insurance proposals, risk assessment and rating and claims management. Different types public liability, professional liability, product liability, and environmental liabilities insurances form part of the module content.

CIN 2119 Life Insurance 10 Credits
The module seeks to develop in the student: knowledge and understanding of the scope of life assurance, different types of life insurance policies, appropriate uses and administration of life insurance; underwriting of life insurance policies including medical underwriting, financial underwriting, genetic underwriting and technological underwriting, claims management; legal and regulatory aspects of the conduct of life insurance business.

CIN 2120 Enterprise Risk Management 10 Credits
The aim of the module is to expand on the knowledge gained in CIN 1107 Introduction to Risk Management and CIN 1208 Risk and Insurance. The module deals with the evolution of risk management into enterprise risk management, benefits of enterprise risk management, corporate governance and the design and implementation of an enterprise risk management programme.
Emphasis is placed on risk and risk taking as vehicles for opportunity and the growth of enterprises. The module will present key tenants of an enterprise wide risk management strategy and structure which include establishing the context, and understanding the internal and external influences that affect the implementation of a holistic enterprise wide risk management programme.

**CIN 2121 Financial Management for Insurance** 10 Credits
This module seeks to develop the financial skills and logical thought processes necessary to understand and make informed managerial decisions. Specific objectives include developing an understanding of the time value of money; using financial statements in decision making; and understanding the cost of capital, valuation of stocks and bonds, management of short-term assets, short-term and long-term financing and capital markets.

**CIN 2116 Research Methods in Insurance** 10 Credits
This module has been introduced to help students in their projects and internship reports. The objective of the module is to provide students with the skills necessary to carry out research work. The module will enable students to carryout applied research in insurance and actuarial science. This module covers following: principles of conducting research, types of approaches to research; qualitative and quantitative, selecting research topics, research proposal, literature search, methods of data collection, analysing research data, writing and presentation of a research project. The module will be assessed by coursework and a written examination.

**CIN 2217 Reinsurance** 10 Credits
The aim of this module is to give students an in-depth understanding of how reinsurance operates. Areas to be covered include reinsurance methods; life, non-life and liability reinsurance programmer design, legal issues relating to reinsurance, reinsurance contract wordings and other key issues associated with this business in today's world insurance markets. Attention will also be paid to financial reinsurance.

**CIN 2218 Retirement Funding** 10 Credits
The aim of this module is to equip students with knowledge and skills of designing retirement plans. Emphasis will be placed on the development of analytical and critical abilities in relation to retirement rules, appropriate packages for different stages of life preparation for retirement, different strategies for funding retirement, taxation, regulations and techniques for assessing, measuring and managing risks, and costs that can affect the provision of financial security at retirement.

**CIN 2219 Health and Disability Insurance** 12 Credits
The aim of this module is to equip students with the knowledge and skills of designing, marketing and managing health insurance, disability insurance and managed care plans provided under private sector, non-profit making and government programs. Emphasis will be placed on funding of the different schemes, regulations, tax, fraud and costs.

**CIN 2210 Microinsurance** 10 Credits
The module seeks to give students an understanding of key issues in micro insurance. It examines traditional and innovative financial strategies low-income people and companies use to protect their
assets, manage risks and grow their incomes. The module includes the principles of micro insurance product development, product types and distribution models, financial and social performance analysis, index-based insurance, impact studies on micro insurance, consumer protection and regulation of micro insurance business.

CIN 2221 Insurance Broking and Client Services 10 Credits
The aim of this module is to equip students with knowledge of the role played by intermediaries in the provision of risk management and insurance services. Emphasis will be placed on the functions, roles, duties, and regulations of insurance brokers. The module will also include marketing and competition in the risk management and insurance intermediaries sector.

CIN 2216 Computer Packages and Applications in Insurance 10 Credits
Computer Packages and Applications in Insurance will provide students with an opportunity to write programs for statistical models used in statistics, insurance and actuarial modelling. It will also explore statistical reporting using software packages for statistical calculations, numerical and graphical summaries, contingency tables, significance tests, confidence intervals and regression methods as well as analysing data from comparative studies. Students will gain skills from the use of statistical packages such as SPSS, R, Excel and MATLAB. This module will be assessed by coursework and a practical examination.

PART III
CIN 3001 Industrial Attachment 120 Credits

PART IV
CIN 4101 Insurance and Commercial Environment 15 Credits
The aim of this module is to provide an understanding of the environments which influence the structure and development of insurance markets. The module appraises the impact of the economic, socio-political, legal, commercial and technological environments. The module also covers the role that insurance plays within financial markets, the economic and social system.

CIN 4102 Corporate Strategy and Decision Making 15 Credits
The module equips students with the knowledge on how to determine corporate boundaries at a general level on one hand and with specific reference to insurance on the other. The module will also impart skills on Strategy to enable students to identify those elements of strategy which apply universally and those which are specific to the insurance industry. Students will be introduced to key issues that impact on strategic decision making.

CIN 4117 Financial Markets, Institutions and Regulation 15 Credits
This module examines the form and function of various financial markets and the manner in which financial managers use these markets to accomplish strategic corporate objectives. The objective of this module is to prepare students for successful interaction with financial markets and institutions. Focus will be placed on the behaviour of major financial institutions and their role in the intermediation process as suppliers of funds as well as the form and function of specific financial
markets. The module also looks at regulation of these markets in order to give students a deep appreciation of the profound influence of governmental intervention on the evolution of financial markets.

**CIN 4118 Operational Risk Management** 15 Credits
The aim of this module is to equip students with basic knowledge and skills on the design and implementation of an operational risk management strategy. Focus is placed on risk assessment in connection with systems, processes, people, the effect of external events, risk capacity, risk appetite, risk adjusted performance measurements, control measures, business continuity and change management. An extensive use of cases studies relating to a variety of commercial enterprises will ensure that students gain practical knowledge of the subject area.

**CIN 4203 Investment and Portfolio Management** 15 Credits
This module will focus on financial markets in particular, the equity markets from an investment decision making perspective. Students will be equipped with skills of developing conceptual frameworks and analytical tools, and applying them to investment models. The module explores the competitive dynamics of investment organisations, products and markets.

**CIN 4205 Financial Risk Management** 15 Credits
The module aims at developing a broad understanding of the drivers of risk and to provide a framework for financial risk management from which applications to particular situations will be made. Specifically the module will focus on equipping students with skills in developing a systematic framework for handling risk situations, understanding how people in general and managers in particular behave in risky situations and recognizing inconsistent behaviour, identifying sources of risk and evaluating exposures, and developing expertise in the issue of market mechanisms available for mitigation of risk using financial risk management models and techniques.

**CIN 4217 Strategic Marketing of Insurance Services** 15 Credits
This module seeks to equip students with an understanding of strategic marketing and its implications to insurance. The module covers issues such as the unique characteristics of insurance services, the behaviour and segmentation of buyers, competition, the role and effects of distribution channels, the dynamics of direct marketing, designing, implementation and monitoring a strategic marketing plan for insurance. Emphasis will be placed on relationship marketing.

**CIN 4218 Accounting and Financial Analysis for Insurance** 15 Credits
The module looks at analysing insurance accounting and financial statement for insurance companies is very different from analysing those of other companies and thus presents unique challenges and industry specific issues. This module is therefore designed to provide an excellent foundation for evaluating insurance company financial statements, industry ratios, capital adequacy, regulatory issues, rating agency assessments, valuations and early warning signs of financial distress. Students will be equipped to recognise the impact of differing accounting standards, reserving policies and changes in external variables such as interest rates and asset prices on the financial statements. Attention will be paid to the risks inherent in the main products offered by life, non-life
and reinsurance companies to help students recognise how these are reflected in the financial statements.

**CIN 4001 Project**  
**30 Credits**  
Students will be expected to complete a research project on a topic of their choice but limited to the taught modules. The project is a consolidation of the theoretical knowledge gained in the taught modules and the practical experience gained from Industrial Attachment.
BACHELOR OF COMMERCE HONOURS DEGREE IN ACTUARIAL SCIENCE

1.0 PREAMBLE
1.1 Actuaries are professionals who use their mathematical, statistical and financial skills to solve financial problems involving future uncertainty. They put price tags on future risks. Due to their versatility, actuaries enjoy a wide variety of challenging and rewarding careers. The local actuarial science profession is still in its infancy level of development and there is a serious shortage of actuarial personnel working in Zimbabwe.

1.2 The Bachelor of Commerce Honours Degree in Actuarial Science is aimed at equipping students with expertise in the following areas of actuarial science: life assurance, health insurance, pensions, short-term insurance, finance and investments, and risk management. Students graduating from this programme will be able to find employment in the insurance industry, actuarial consulting firms, government agencies, investment companies, banks, universities and other large corporations.

2.0 PROGRAMME PROFILE

| Degree profile for Bachelor of Commerce Honours Degree in Actuarial Science |
|-----------------|--------------------------------------------------------------------------------|
| Institution:    | National University of Science and Technology                                  |
| Type of Degree: | Undergraduate                                                                   |
| Credit Load:    | 510 CREDITS                                                                     |
| Level:          | SADC-QF - Level 8                                                               |
| Programme Duration: | 4 years                                                                       |

Purpose of the Programme

This programme aims to impart on students the technical and analytical skills required in the actuarial profession.

Objectives of the Programme

- To equip students with the skills they need to shorten the time required to obtain certification in becoming qualified actuaries.

Think in other terms
To empower students with skills and competencies to spearhead research, development and innovation.

Programme Characteristics

Areas of study:

Actuarial Science
The assessment and management of financial and other measurable risks faced by various organisations, primarily in the financial services sector.

Statistics
Entails the analysis and modelling of random variables using probability distribution functions as well as statistical inference.

Finance
Provides corporate analytical skills critical to the management of investments and use of financial instruments.

Economics
Focuses on micro- and macro-economic concepts, economic policies and how economies work.

Stochastic models
How to model processes allowing for the random variation of both inputs and outputs.

Specialist Focus:

Distinctive Features:
The programme is tailored to provide students with technical and analytical actuarial skills.

Career Opportunities And Further Education

Employability:
The skills that students gain enable them to build careers in risk management, investment management, financial analysis, or in the academia. Potential roles include actuarial analyst, reserving actuary, pricing actuary, pensions actuary, investment analyst and asset modelling analyst.

Further studies:
Master of Science and Doctoral studies in Actuarial Science or Actuarial Management as well as Professional Actuarial Exams.
Programme Delivery

Teaching and Learning Methods:
- Lectures, practicals, seminars, research project, group work and individual independent study.

Assessment Methods:
- Written examinations, tests, assignments, oral presentations, dissertation and continuous assessment.

Programme Competencies

Generic:
Analysis and synthesis: Develops capacity for analytical and critical thinking.

Discipline specific:
Skills: Equips students with technical and analytical actuarial skills required to assess and manage measurable risks in the financial services sector, with particular focus on the insurance sector.

Exit Level Outcomes

Problem Solving
Craft solutions to actuarial problems in financial institutions and manage measurable risks.

Modelling
Apply data analytics, model building and implementation skills which are vital in today’s actuarial profession.

Financial Management
Apply actuarial theory to craft financial and investment solutions for business in the most economic ways.

3.0 DURATION OF PROGRAMME AND DELIVERY SYSTEMS

3.1 Candidates shall pursue the programme of study for a period of not less than four years on a full-time basis, with each academic year constituting a part of the degree programme.
- In Part III of the study programme candidates will be required to undertake an industrial attachment programme for at least 30 weeks.
- In Part IV of the programme candidates will be required to complete a research project under the supervision of the Department of Insurance and Actuarial Science staff.

3.2 Delivery System
<table>
<thead>
<tr>
<th>Year of Study</th>
<th>Semester</th>
<th>Number of modules</th>
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</thead>
<tbody>
<tr>
<td>First Year</td>
<td>First Semester</td>
<td>7 Modules</td>
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<tr>
<td></td>
<td>Second Semester</td>
<td>5 Modules</td>
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<tr>
<td>Second Year</td>
<td>First Semester</td>
<td>6 Modules</td>
</tr>
<tr>
<td></td>
<td>Second Semester</td>
<td>6 Modules</td>
</tr>
<tr>
<td>Third Year</td>
<td>Industrial Attachment</td>
<td></td>
</tr>
<tr>
<td>Fourth Year</td>
<td>First Semester</td>
<td>5 Modules</td>
</tr>
<tr>
<td></td>
<td>Second Semester</td>
<td>4 Modules + Research Project</td>
</tr>
</tbody>
</table>

4.0 ENTRY QUALIFICATIONS
4.1 Applicants for the Bachelor of Commerce Honours Degree in Actuarial Science must have the following qualifications or their equivalent:

- Five (5) Ordinary Level passes, including English and Mathematics (with at least a grade C or better)
- At least two passes at ‘A’ level.
- The applicant should have passed Mathematics, Statistics or Economics.
- Further Mathematics will be an added advantage.

4.2 Special entry
Applicants without the appropriate 'A' Level qualifications for entry but who have passed exams from any actuarial professional body as well as relevant working experience and who satisfy the University and the Department of their ability to complete the degree study programme satisfactorily will be considered for study.

5.0 ASSESSMENT REGULATIONS
The students will be assessed on the basis of coursework from assignments and the final examination. The mark allocation will be as follows:

Continuous Assessment 30%
Final Examination 70%

Mark Weighting PART III

Think in other terms
6.0 DEGREE CLASSIFICATION

<table>
<thead>
<tr>
<th>Percentage Range</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>75% and above</td>
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<tr>
<td>65 - 74%</td>
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<tr>
<td>60 - 64%</td>
<td>2.2</td>
</tr>
<tr>
<td>50 - 59%</td>
<td>PASS</td>
</tr>
<tr>
<td>Below 50%</td>
<td>FAIL</td>
</tr>
</tbody>
</table>

(Distinction)  
(Upper Second Class)  
(Lower Second Class)  
(Pass)  
(Fail)

7.0 STRUCTURE OF THE PROGRAMME

In accordance with the General Regulations, the degree requires the study of a range of modules over four years (8 semesters). This includes one academic year of Industrial attachment.
# PROGRAMME SUMMARY

<table>
<thead>
<tr>
<th>Part</th>
<th>Semester</th>
<th>Module Code</th>
<th>Module Name</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>I</td>
<td>CAC1107</td>
<td>Accounting 1A</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>CIN1109</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>SMA1101</td>
<td>Calculus</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBA1104</td>
<td>Principles of Micro-Economics</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBU1108</td>
<td>Principles of Management</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CBU1102</td>
<td>Business Communication</td>
<td>10</td>
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<tr>
<td></td>
<td></td>
<td>CTL1101</td>
<td>Conflict Transformation and Leadership</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CIN1108</td>
<td>Introduction to Risk Management (Elective)</td>
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<tr>
<td><strong>Total Credits Part I Semester I (minimum)</strong></td>
<td></td>
<td></td>
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<td><strong>70</strong></td>
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| I    | II       | CAC1208     | Accounting 1B                              | 10      |
|      |         | CBA1205     | Principles of Macro-Economics              | 10      |
|      |         | CBU1209     | Principles of Marketing                    | 10      |
|      |         | CIN1202     | Risk and Insurance                         | 10      |
|      |         | SMA1201     | Calculus of several variables              | 10      |
| **Total Credits Part I Semester II** | | | | **50** |
| **Total Credits Part I (minimum)** | | | | **120** |

| II   | I       | CIN2116     | Research Methods in Insurance              | 10      |
|      |         | CFI2101     | Corporate Finance I                        | 10      |
|      |         | CIN2122     | Actuarial Financial Mathematics            | 12      |
|      |         | CIN2111     | Actuarial Statistics I                     | 12      |
|      |         | CIN2114     | Visual Basic for Applications              | 12      |
| **Total Credits Part II Semester I** | | | | **67** |

| II   | II      | CIN2211     | Actuarial Statistics II                    | 12      |
|      |         | CIN2222     | Life Contingencies I                       | 12      |
|      |         | CIN2215     | Topics in Applied Mathematics              | 12      |
|      |         | CIN2224     | Pension and Benefits                       | 11      |
|      |         | CIN2216     | Computer Packages and Application in Insurance | 11      |

Think in other terms
Total Credits Part II Semester II 68  
Total Credits Part II 135  

<table>
<thead>
<tr>
<th>III</th>
<th>I &amp; II</th>
<th>3001</th>
<th>Industrial Attachment</th>
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<tr>
<td>IV</td>
<td>I</td>
<td>CIN4117</td>
<td>General Insurance Mathematics I 12</td>
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<td></td>
<td>CIN4118</td>
<td>Stochastic Modelling 12</td>
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<td>CIN4115</td>
<td>Financial Economics 12</td>
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<td></td>
<td></td>
<td>CIN4116</td>
<td>Investment and Asset Management 11</td>
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<tr>
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<td></td>
<td>CIN4119</td>
<td>Survival Models 11</td>
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<td>II</td>
<td>CIN4222</td>
<td>Life Contingencies II 12</td>
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<tr>
<td></td>
<td></td>
<td>CIN4219</td>
<td>General Insurance Mathematics II 12</td>
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<tr>
<td></td>
<td></td>
<td>CIN4221</td>
<td>Theory and Valuation of Derivatives 12</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CIN4220</td>
<td>General Insurance 11</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CIN4001</td>
<td>Research Project 30</td>
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<td>Total Credits Part IV Semester I 58</td>
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<tr>
<td></td>
<td></td>
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<td>Total Credits Part IV Semester II 77</td>
</tr>
<tr>
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<td></td>
<td></td>
<td>Total Credits Part IV 135</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Overall Credits for the Programme (Minimum) 510</td>
</tr>
</tbody>
</table>

Think in other terms
MODULE SYNOPSISES

PART I
Semester I

CIN 1109 Commercial Law 10 Credits
The aim of this module is to introduce students to the basic legal principles governing the business environment. Focus will be placed on definition of contracts, requirements of a contract, breach of a contract, remedies for breach of contracts, law of agency, contract of sale, law of business organisations and insurance contract.

SMA 1101 Calculus 10 Credits
The aspects covered in this module are: Limit of functions, One-sided and infinite limits, Continuity, Differentiation, Rolle's Theorem, mean value theorem, Cauchy's mean value theorem, Leibniz' rule, Taylor series, Integration, Definite integrals, Anti-derivatives, Fundamental theorem of calculus, Improper integrals, Gamma and Beta functions, Natural Logarithms, revolution, Parametric equations, Polar coordinates, Graph sketching, Complex numbers, De Moivre's theorem and the exponential form.

CBA 1104 Principles of Micro-Economics 10 Credits
The module provides a basic foundation for the subject matter of Economics to enable students to prepare themselves to use the concept of rationality to analysing behaviour at a micro level. The module includes: Definitions of Economics, Evaluation and Development of Socio-Economic systems, Factor Prices, Pricing and Production Certainty and Uncertainty in Economic theory, Markets and Economic Decision-making.

CAC 1107 Accounting IA 10 Credits
The module is designed for students without “A” level Accounting. It introduces students to basic principles, concepts and techniques of accounting in general. The module focuses on the use of accounting information by managers. The module covers the following areas: Accounting cycle, Accounting as an Information system, trial balance, preparation of financial statements for individual companies, non-profit making organisations as well as Accounting ratios.

CBU 1108 Principles of Management 10 Credits
The module explores the history and development of management thought, functions of management, organisational structures, decision making, communication, centralisation and decentralisation, delegation, leadership and motivation, controlling budgeting and non-budgetary controls.

CIN 1108 Introduction to Risk Management (Elective) 10 Credits
The aim of this module is to introduce students to an early appreciation of basic concepts of risk and risk management. It deals with the concepts of risk and uncertainty, risk definitions and classifications, and the application of principles of management to risk management. Emphasis is placed in the generic risk management model with special focus on risk identification/ awareness, risk measurement and
techniques for dealing with risk. This module provides a foundation for the rest of the modules to be taken later in the study programme.

**CBU 1102 Business Communication**  
10 Credits  
The module examines a general comprehension and expression, report writing, comprehension of ideas, development of different styles and the use of English in a business setting, communicating skills, letter-writing, committee documents, use of questionnaires, note taking and summarising.

**PART I**  
**Semester II**

**CIN1202 Risk and Insurance**  
10 Credits  
The aim of this module is to familiarize students with risk financing with special emphasis placed on insurance and self-insurance. It deals with guidelines for insurable risks, risk assessment and measurement of insurable risks, principles and practice of insurance and self-insurance, the insurance industry, including the role of the government. It introduces the students to international insurance markets and provides an overview of short term and long term insurance policies, claims management and the marketing of insurance services.

**CAC 1208 Accounting IB**  
10 Credits  
The module aims at equipping students with basic Management Accounting techniques in planning, control and decision making. It is intended for non-accounting professionals and covers the following areas: relationship of Cost and Management Accounting to other branches of Accounting, cost classification, stock valuation, material and labour costing, cash budgets etc.

**CBA 1205 Principles of Macro-Economics**  
10 Credits  
Having done Principles of Micro Economics, it is a well-known fact that what is true with regard to individual parts of the whole may not be true with the whole. The module on Principles of Macroeconomics builds on that of Principles of Micro Economics. It seeks to introduce students on how economic aggregates such as national income, investment, savings, taxation, imports, exports, government expenditure, fiscal and monetary policies, employment/unemployment and inflation are related to micro economic behaviour. Emphasis is put on the definition, measurement and inter-linkages of these so that students can be prepared for more advanced policy formulation and implementation.

**CBU 1209 Principles of Marketing**  
10 Credits  
This module examines marketing functions; the environment of marketing; marketing information systems and marketing research; the marketing mix; consumer behaviour; the social responsibility of marketing and public policy with respect to marketing practices.

**SMA 1201 Calculus Of Several Variables**  
10 Credits  
The aspects covered are: Cartesian coordinates in 3 dimensions, Functions of several variables, Quadric surfaces, Curves, Partial derivatives, Tangent planes, Derivatives and differentials, Directional derivatives, Chain rules, Div, grad and curl, Maxima and minima, Lagrange multipliers, Double and
triple integrals, Change of order, Change of variable, Polar and spherical coordinates, Line and surface integrals, Green's theorem in the plane, Divergence theorem and Stokes theorem.

PART II
Semester I

CIN 2123 Life, Health and Care Insurance 11 Credits
The module seeks to equip students with knowledge and understanding of actuarial techniques in life insurance. It covers the operation of the following types of group and individual products: whole life assurance, term assurance, pure endowment, endowment assurance, life annuity products, critical illness insurance, long-term care insurance and income protection insurance as well as Private Medical Insurance and related products. It also covers product design, stakeholder needs, state healthcare provision methods and approaches to funding, modelling, data considerations, assumptions used, pricing considerations, reserving, risk management, underwriting and policy data checks.

CIN 2116 Research Methods in Insurance 10 Credits
The objective of the module is to provide students with the skills investment necessary to carry out research work. The module will enable students to carry out applied research in insurance and actuarial science. This module covers following: principles of conducting research, types of approaches to research; qualitative and quantitative, selecting research topics, research proposal, literature search, methods of data collection, analysing research data, writing and presentation of a research project. The module will be assessed by coursework and a written examination.

CFI 2101 Corporate Finance I 10 Credits
The aim of the module is to identify the objective that Corporate Finance managers pursue or ought to pursue in order to satisfy the needs of corporate stakeholders and to develop, in students, concepts and corporate analytical tools that will enable them to meet this objective. To this end, the module will cover the following critical areas: Goals of a firm and the agency theory; Time value concepts and valuation of bonds and shares; Capital Budgeting under certainty; Operating and financial leverage; Introduction to portfolio theory and capital asset pricing; the stock market and other sources of long-term capital and innovations in Corporate Finance.

CIN 2122 Actuarial Financial Mathematics 12 Credits
The module aims to provide a solid grounding in Financial Mathematics and its applications, covering: cash flow models, time value of money, equations of value, loan schedules, investment project appraisal, bond valuation, forward contracts and term structure of interest rates and stochastic interest rates.

CIN 2111 Actuarial Statistics I 12 Credits
The module aims to equip students with skills of analysing data and applying probability theory to practical problems. The main aspects covered are introduction to probability, random variables, probability distributions, generating functions, joint distributions, conditional expectation, the central limit theorem, sampling and statistical inference.
CIN 2114 Visual Basic for Applications 12 Credits
The objective of this module is to provide students with computer skills which are essential in this ever changing business environment. This module introduces students to the world of computer programming using Microsoft Excel Visual Basic for Applications (VBA). This module covers introduction to VBA, how VBA works with Excel, programming concepts, developing custom dialog boxes, creating custom toolbar and menus. The module will be assessed by coursework only.

PART II
Semester II
CFI2201 Corporate Finance II 10 Credits
The aim of the module is to develop, further, in students, concepts and corporate financial analytical tools. The areas covered will include the following: Introduction to capital structure theory and practice; Cost of capital and valuation; Introduction to capital budgeting under uncertainty; Dividend policy theory and practice; corporate working capital management; and innovations in corporate finance.

CIN 2211 Actuarial Statistics II 12 Credits
The module aims to equip students with skills of analysing data and applying probability theory to practical problems. The main aspects covered are methods of estimation, confidence intervals, hypothesis testing, correlation, regression analysis and analysis of variance (ANOVA).

CIN 2215 Topics in Applied Mathematics 12 Credits
A highly mathematical module which aims to equip the trainee actuary with both mathematical and computer methods used in actuarial problem solving. The main objective of the module is to give students a deeper understanding of the fundamental mathematical techniques used actuarial science. The module builds ground for higher modules which require requisite knowledge and application of matrices, differential equations, difference equations, differential-difference equations, demographic projections, linear algebra, discrete maths, real analysis and topology.

CIN 2222 Life Contingencies I 12 Credits
By the end of the module, students should be able to use standard actuarial techniques to calculate premiums, contributions and reserves for the full range of life assurance, health care and retirement benefits. The following aspects are covered: annuities and assurance, select mortality, long term care contracts, life insurance contracts, gross premium and reserve, discounted emerging costs techniques and pricing of life insurance options and guarantees.

CIN2216 Computer Packages and Applications in Insurance 11 Credits
Computer Packages and Applications in Insurance (CIN 2216) will provide students with an opportunity to write programs for statistical models used in statistics, insurance and actuarial modelling. It also covers statistical reporting using software packages for statistical calculations; numerical and graphical summaries; contingency tables; hypothesis testing; confidence intervals; regression methods; analysis of data from comparative studies as well as data mining concepts such as predictive modelling and causal inference. Students will gain skills from the use of statistical packages such as SAS, SPSS, R, Excel and MATLAB. The module will be assessed by coursework only.

Think in other terms
CIN 2224 Pension and Benefits  
11 Credits
The aim of the module is to equip students with the technical knowledge required in managing benefit schemes such as Defined Benefit and Defined Contribution schemes. It focuses on benefit providers, stakeholder needs, disclosure requirements, scheme design, risks and uncertainties, financing methods, use of models, the need for valuation, valuation data, sources of surplus and discontinuance.

PART III
3001 Industrial Attachment

PART IV
Semester I
CIN 4117 General Insurance Mathematics I  
12 Credits
The module aims to cover the following aspects under risk theory: Decision theory, Bayesian statistics, Loss Distributions, Reinsurance, Credibility Theory, and Empirical Bayes Credibility Theory. Software packages such as R shall be utilised for exercises such as fitting loss distributions and reserving.

CIN 4118 Stochastic Modelling  
12 Credits
The module aims to cover principles of stochastic modelling including the following aspects: principles of actuarial modelling, stochastic processes, Markov chains, the two-state Markov model, the general Markov model, Markov jump processes, stochastic integrals, Ito processes, martingales and the Brownian motion.

CIN 4115 Financial Economics  
12 Credits
This module equips students with the skills required in modelling security prices and returns by covering the following topics: utility theory, Absolute and Stochastic Dominance, behavioural finance, investment risk measures, portfolio theory, models of asset returns, asset pricing models, and the Efficient Markets Hypothesis.

CIN 4116 Investment and Asset Management  
11 Credits
The aim of this module is to introduce students to investment management principles which encompass: investment markets and their economic influences (money markets, bond markets, equity markets, property markets, derivative markets, Collective investment schemes and overseas markets), asset classes and their characteristics, relationships between returns on asset classes, valuation of individual investments and asset classes, as well as investment strategy.

CIN 4119 Survival Models  
11 Credits
The module aims to define and estimate the future lifetime distribution of an individual. The main aspects covered are the future lifetime distribution, Kaplan-Meier and Nelson-Aalen estimators, the Cox Regression model, Markov Models, Binomial model, Poisson Model, exposed to risk and graduation techniques.

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Think in other terms
PART IV
Semester II

CIN 4222 Life Contingencies II 12 Credits
By the end of the module, students should be able to use standard actuarial techniques to calculate premiums, contributions and reserves for a range of life assurance, health care and retirement benefits. The following aspects are covered: pricing of joint life annuities and assurances, contingent and reversionary benefits, pension fund benefits, Multiple Decrement Tables, profit testing, reserving, selection and standardisation.

CIN 4220 General Insurance 11 Credits
The module aims to cover the main types of general insurance products, rating methods, rating and underwriting considerations, how to price different types of reinsurance, application of the Individual and Collective Risk Models as well as the Aggregate Claim Distribution, the major actuarial investigations and analyses of experience with regard to reserving and capital modelling, analytic and simulation-based methods of reserving, the key considerations in deriving and applying capital modelling techniques, the approaches to the assessment of capital requirements for different risk types, selection of reinsurance programmes and accounting for general insurance business and regulation of general insurance business.

CIN 4219 General Insurance Mathematics II 12 Credits
The module aims to cover the following aspects under risk theory: Risk Models, Ruin theory, Reserving, Generalized Linear Models, Time Series Analysis and Monte Carlo Simulation. Software packages such as SAS, R, Eviews and Excel shall be utilised particularly in Reserving, Time Series Analysis and Monte Carlo Simulation.

CIN 4221 Theory and Valuation of Derivatives 12 Credits
This module covers the stochastic modelling of financial assets under the following aspects: pricing of equity and related derivatives such as futures, forwards and options, stochastic models of security prices, the Binomial (one step and multi-period) Models, Black – Scholes Model, the Greeks, the 5-step method (discrete and continuous time), term structure of interest rates and credit risk.

CIN 4001 Research Project 30 Credits
Students will be expected to complete a research project on a topic of their choice but limited to the taught modules. The project is a consolidation of the theoretical knowledge gained in the taught modules and the practical experience gained from Industrial Attachment.
MASTERS DEGREE PROGRAMME
SPECIAL REGULATIONS

MASTER OF SCIENCE DEGREE IN RISK MANAGEMENT AND INSURANCE

1.0 PREAMBLE
The programme is aimed at imparting comprehensive knowledge and skills on the risk management and insurance science to the people employed in this industry at various levels of responsibility and those intending to carve a career in this field but lack the requisite tertiary level training. Candidates will be taught advanced risk management and insurance principles and the program has a natural base in the study of those disciplines that are generally accepted as contributing to the various activities of an all-round risk management and insurance practitioner. Specifically, it aims to blend practical work experience with the theoretical aspects underpinning the risk management and insurance science.

2.0 ENTRY REGULATIONS
For entry into the programme, a candidate must:

2.1 Hold a good honours degree or equivalent, preferably Lower Second Class (2.2) or better from a recognised university in any business related field. In addition, the candidate must have thorough knowledge of insurance and/or risk management disciplines.

2.2 Hold a general degree or equivalent, preferably Lower Second Class (2.2) or better, from a recognised university coupled with a professional qualification in insurance and/or risk management from a recognised institution. Associates or holders of advanced diplomas from internationally recognised institutions e.g. The Insurance Institute of Zimbabwe (IIZ) and The Insurance Institute of South Africa (IISA) with at least three (3) years of working experience at supervisory or management level will also be considered. Applicants holding these professional qualifications must show proof of having the final level of the qualification's examination(s) to be admitted into the MSc Risk Management and Insurance programme.

3.0 ASSESSMENT OF CANDIDATES

3.1 Candidates to be admitted to the examination must have satisfactorily attended approved modules of study including submission of required continuous assessment coursework. They are normally expected to have attended at least 80% of lectures in each module.

3.1.1 Coursework shall account for 30% of the overall assessment while the formal examinations shall account for 70% of the overall assessment.

3.1.2 The pass mark shall be 50%.

3.1.3 In the taught segment of the programme, students can proceed to the next stage provided they have passed 75% of the modules from the preceding stages. However, students will not be allowed to proceed to Stage IV (Dissertation Stage) carrying any module from the preceding stages.
3.2 **Failure to Satisfy Examiners**
A candidate who is not allowed to proceed to the subsequent part of the programme and has failed the same part of the programme twice will be required to withdraw from the programme.

3.3 **Grading**

The following marking scheme shall be adopted:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Grade</th>
<th>Code</th>
</tr>
</thead>
<tbody>
<tr>
<td>80%+</td>
<td>Distinction (D)</td>
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</tr>
<tr>
<td>70% - 79%</td>
<td>Merit (M)</td>
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<tr>
<td>60% - 69%</td>
<td>Credit (C)</td>
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</tr>
<tr>
<td>50% - 59%</td>
<td>Pass (P)</td>
<td></td>
</tr>
<tr>
<td>Below 50%</td>
<td>Fail (F)</td>
<td></td>
</tr>
</tbody>
</table>

3.3.1 To be eligible for the award of the MSc Risk Management and Insurance degree, a student must pass all the modules constituting the programme inclusive of the Dissertation.

3.3.2 Candidates who pass all the taught modules of the programme, but fail the Dissertation twice, shall be awarded the Postgraduate Diploma in Risk Management and Insurance.

3.3.3 The determination of the overall degree programme aggregate with a dissertation component will be:

- Taught Component: 75% 240 credits
- Research Component (Dissertation): 25% 80 credits

4.0 **DURATION OF PROGRAMME AND DELIVERY SYSTEMS**

4.1 **Delivery of the Programme**

The Programme shall be taught on a block basis over three parts, with students taking four modules in each part. The fourth part of the programme shall comprise the Dissertation.

Delivery time shall be allocated as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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<tr>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>(Dissertation after completing stage 1, 2 and 3)</td>
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</table>

Dissertation: 1

Total Number of Modules: 12

5.0 **PROGRAMME PROFILE**

<table>
<thead>
<tr>
<th>Master of Science in Risk Management and Insurance</th>
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</thead>
<tbody>
<tr>
<td>Institution: National University of Science and Technology</td>
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</tbody>
</table>

Think in other terms
**Type of Degree:** Master’s

**Credit Load:** 320 CREDITS

**Level:** SADC-QF - Level 9

**Programme Duration:** 2 years

**Accreditation Organisation(s):**

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**Purpose of the Programme**

This programme aims to impart on students the technical and analytical skills required in the risk management profession as well as in research.

**Programme Characteristics**

**Areas of study:** Insurance economics

Analyse and describe the mechanics of ideal and real insurance markets, their organisation, function and role in the economy and society. Focuses on the economics of uncertainty, risk perception and risk aversion. Also cover micro- and macro-economic concepts and their application to risk management and insurance. Issues of supply and demand in insurance markets are also covered.

**Insurance**

Covers theory of insurance, principles of premium calculation, underwriting and claims management as they are applied to property insurance, life insurance, liability insurance, health insurance and reinsurance.

**Financial Management of Insurance Companies**

Provides corporate and financial analytical skills critical to the management of insurance companies. Students also gain skills in managing other types of investments.

Risk Management and Risk Modelling

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*Think in other terms*
Focuses on the modelling, assessment and management of various types of risks such as insurance, operational risks, enterprise and financial risks. Also covers the concepts theories of risk management and how risk management creates value.

**Law**

Covers international aspects of insurance contracts and insurance business, regulation of insurance markets and public policy issues. It also focuses on principles of utmost good faith, insurable interest and subrogation. Liability rules and liability laws are also covered.

**Specialist Focus:**

**Orientation:**
- Research and innovation oriented. Teaching and learning are professionally oriented and focused on practical aspects.

**Distinctive Features:**
- The programme is tailored to provide students with technical and analytical risk management skills.

**Career Opportunities And Further Education**

**Employability:**
The skills that students gain enable them to build careers in risk management, insurance and investment management. Students can be employed in the financial services industry, mining industry, government, academia and any other institution with a risk management function. Potential roles include risk analyst, risk manager, underwriting manager, claims manager, reinsurance manager, loss control specialist, Claims Investigator, Product Development Manager.

**Further studies:**
- Doctoral studies in Risk Management or Economics, as well as Professional Risk Management and Insurance Exams.

**Programme Delivery**

**Teaching and Learning Methods:**
- Lectures, seminars, research project, group work and individual independent study.
Assessment Methods: Written examinations, tests, assignments, oral presentations, dissertation and continuous assessment.

Programme Competencies

Generic:
Analysis and synthesis: Develops capacity for analytical and critical thinking using logical arguments and proven facts.

Discipline specific:
Skills: Equips students with technical and analytical skills required to assess and manage risks in the financial services sector, with particular focus on the insurance sector.

Exit Level Outcomes

Problem Solving
Craft risk management solutions for financial institutions and other industries.

Risk Modelling
Apply data analytics, model building and implementation skills which are vital in today’s risk management profession.

Financial Management for the financial services sector
Craft financial and investment solutions for the insurance sector in the most economic ways.

Product Design
Design risk management products mainly for insurance companies, with sound terms and conditions.

Professional and technical communication
Demonstrate competence to communicate effectively, both orally and in writing, with financial audiences and the community at large.

Individual, team and multidisciplinary working
Demonstrate competence to work effectively as an individual, in teams and in multidisciplinary working.
environments.

**Independent learning ability**

Demonstrate competence to engage in independent learning through well-developed learning skills.

**Insurance professionalism**

Demonstrate critical awareness of the need to act professionally and ethically in the insurance sector.
## PROGRAMME SUMMARY

### PART I (Four Core Modules)

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIN 5101</td>
<td>Theory of Risk and Insurance Markets</td>
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<tr>
<td>CIN 5102</td>
<td>Investment and Financial Analysis</td>
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</tr>
<tr>
<td>CIN 5103</td>
<td>Research Methods in Insurance</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5104</td>
<td>Risk Analysis and Modelling</td>
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</tr>
</tbody>
</table>

### PART II (Three Core Modules and One Elective)

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIN 5201</td>
<td>Insurance Law and Regulation of Financial Markets</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5202</td>
<td>International Reinsurance Practice</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5203</td>
<td>Operational Risk Management</td>
<td>20</td>
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</table>

**Elective Modules: To choose one (1)**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CIN 5204</td>
<td>Alternative Risk Transfer (ART) and Risk Securitisation</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5205</td>
<td>Financial Risk Management</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5206</td>
<td>Asset Liability Management in Insurance</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5207</td>
<td>Business Ethics and Corporate Governance</td>
<td>20</td>
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</table>

### PART III (Two Core Modules and Two Electives)

**Core Modules**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
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</thead>
<tbody>
<tr>
<td>CIN 5301</td>
<td>Strategic Management for Insurance and Financial Service</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5302</td>
<td>Accounting and Financial Management in Insurance</td>
<td>20</td>
</tr>
</tbody>
</table>

**Elective Modules: To choose any group of two (2) to enhance specialisation**

**Option 1**

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CIN 5303</td>
<td>Property Insurance</td>
<td>20</td>
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<tr>
<td>CIN 5304</td>
<td>Liability Insurance</td>
<td>20</td>
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**Option II**

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<tr>
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<th>Module Description</th>
<th>Credits</th>
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<tr>
<td>CIN 5305</td>
<td>Life and Health Insurance</td>
<td>20</td>
</tr>
<tr>
<td>CIN 5306</td>
<td>Pensions Management</td>
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### PART IV

**Year 2 (after passing Stages I- III)**

<table>
<thead>
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<tbody>
<tr>
<td>CIN 5300</td>
<td>Dissertation</td>
<td>80</td>
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</tbody>
</table>

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*Think in other terms*
MODULE SYNOPSES

CIN 5101 Theory of Risk and Insurance Markets 20 Credits
The module provides a sound understanding of the basic principles of risk and insurance, and the characteristics of the main types of insurance, both life and general. It offers an introduction to the structure and operation of international insurance markets and the function of insurance firms within the financial system. It covers the general principles of insurance underwriting and claims management as well as provides a good foundation for the more specialised elective subjects.

CIN 5102 Investment and Financial Analysis 20 Credits
This module enables students to understand and apply the fundamentals of investment and financial analysis, developing and enhancing their ability to analyse and value securities and corporations. It provides a thorough understanding of areas of investment, financial and risk management, along with the necessary theoretical knowledge and statistical tools to interpret financial information. All these are brought together in a unified framework to analyse the strategies, techniques and tools for analysing and interpreting financial information. The module is highly participative, with practical case studies in cash flow, investment and financial analysis.

CIN 5103 Research Methods in Insurance 20 Credits
This module trains students to undertake independence either in the context of a single organisation or by using third-party sources. It provides the necessary tools and skills to initiate, research and write up a business project and includes training in research methodology, availability of data sources, project writing, time-management and presentation skills. These skills will be invaluable to students in their future career.

CIN 5104 Risk Analysis and Modelling 20 Credits
A highly interactive computer based module which explores the statistical methods that are used in finance, risk analysis and risk management. The main objective of the module is to give students an understanding of the fundamentals of these techniques. The module offers a refresher in the underlying principles of probability and statistics, exposure to the underlying theory and methods, and comprehensive coverage of the tools and techniques that are used in risk modelling.

CIN 5201 Insurance Law and Regulation of Financial Markets 20 Credits
The module provides a framework for the principles of contract and business law and their application to insurance, together with an understanding of the special legal principles that apply in insurance. It places emphasis on Roman-Dutch/English common law but where appropriate, draws comparison with other legal systems. The module also provides knowledge of how different regulatory systems affect the operation of insurers in the major insurance markets of the world.

CIN 5202 International Reinsurance Practice 20 Credits
The module examines the main global reinsurance markets and how reinsurance is practiced, regulatory measures and taxation; reinsurance accounting methods and the fundamental aspects of reinsurance programming.
CIN 5203 Operational Risk Management 20 Credits
The module equips participants with a working knowledge of operational Risk Management and covers: Introduction to Operational Risk Management; Identifying Operational Risks; Calculating Operational Risk Capital; Operational Case Studies; Assessment of the impact of the latest regulatory rules. The module goes on to offer a framework for an integrated approach to risk management within a corporation i.e. an Enterprise-wide Risk Management system (ERM) which covers the management of Strategic, Reputational, Legal and Compliance risks.

CIN 5204 Alternative Risk Transfer (Art) and Risk Securitisation 20 Credits
The module encompasses newer forms of risk protection forming the Alternative Risk Transfer (ART) market. This module covers the ART market; its functions, participants and products; its advantages and disadvantages, and its future prospects, together with a thorough coverage of the following: Capital markets Issues, Securitisation, Contingent Capital Structures, Insurance Derivatives and the future prospects for growth of the ART market.

CIN 5205 Financial Risk Management 20 Credits
This module focuses on the development of sound financial risk management practices for financial institutions and encompasses the management of credit, market, liquidity and foreign exchange risks. It equips participants with a working knowledge of Financial Risks; Mitigation, Monitoring and Controlling Financial Risks; Financial Risk Case Studies Assessment of the impact of the latest regulatory rules. The module emphasises the key pillars of a robust risk management framework which include Adequate board and senior management oversight; Sound risk management policies and procedures; Adequate management information systems; Strong risk measurement, monitoring and control capabilities and Adequate internal controls. Extends to study the creation of instruments that enable institutions to transfer risk and enhance liquidity and will also cover risk management strategies using derivatives.

CIN 5206 Asset Liability Management in Insurance 20 Credits
The module has been designed to discuss concepts and case studies on Asset Liability management (ALM) for the insurance industry. The module discusses and reviews ALM concepts such as cash flows and risks of insurance products (assets and liabilities), applicable regulatory and capital guidelines, actual case studies and current trends and developments. The module helps students define, measure, monitor and manage a financial institution's exposure to Foreign Exchange, Interest rate and Liquidity Risks on a coordinated and consistent basis.

CIN 5207 Business Ethics and Corporate Governance 20 Credits
This module creates an awareness of the laws and the legal, political and social institutions which impact upon business activity. The module emphasises public law, governmental regulation, ethics and corporate governance. Landmark legislation and judicial decisions will be examined.

CIN 5301 Strategic Management for Insurance and Financial Services 20 Credits
The module covers analytic tools of strategic management. It illustrates how ideas drawn from a number of disciplines, such as marketing, microeconomics, financial theory and organisational
behaviour can be employed to address the central concerns of strategy. The module also aims to provide a sound understanding of the application of principles of strategic management within insurance and other financial enterprises. It seeks to identify the strategic issues that currently face insurance and financial services firms and to position these issues in their wider economic and regulatory context.

**CIN 5302 Accounting and Financial Management in Insurance**  20 Credits
The module provides students with an understanding of financial management approaches in insurance companies. It equips them with techniques of finance planning and control employed by insurance enterprises and further provides an understanding of treasury management and investment management issues within insurance companies. The module also covers: Accounting for life insurance and non-life insurance companies, Analysing financial performance of insurance companies, Solvency analysis as well as Reserving methods.

**CIN 5303 Property Insurance**  20 Credits
The module seeks to acquaint students with functions of property and business interruption insurance and the main lines thereof; underwriting considerations applicable to each. This module will analyse property insurance contracts, including commercial auto and farm policies.

**CIN 5304 Liability Insurance**  20 Credits
The module is an analysis of international laws and regulations and their implications on liability insurance; the law of delict/tort; strict liability; vicious liability; types of liability insurance covers; liability insurance wordings and the interpretation thereof as well as the assessment of liability damages and the quantification thereof.

**CIN 5305 Life and Health Insurance**  20 Credits
The module will analyse concepts of Life and Health insurance including; Demographical bases, Life products, Single premiums, single recurrent and periodic premium insurance products, Mathematical provisions, Life insurance products; Endowment, Life annuity, unit and index linked, pension funds; Life insurance with benefits linked to investment performance; The valuation of the life insurance business; Portfolio Evaluation tools, Risks and Solvency Life Reinsurance.

**CIN 5306 Pensions Management**  20 Credits
This module provides in-depth coverage of employee benefit plans such as group insurance and pensions with special consideration given to funding instruments and variety among plans as well as important legal employee benefits issues including discrimination, benefit limitations, and tax treatment.

**CIN 5300 Dissertation**  80 Credits
This represents the final part of the programme where students embark on an independent piece of research leading to the production of a 15 000 to 20 000-word quality dissertation. The topic of the research will have to be approved by the Departmental Board and each candidate will be assigned an academic supervisor appointed by the same. This dissertation is expected to provide the students with the development of substantial individualised field of study research or an analysis of a more
general issue or question arising out of coursework or professional product, either of which must integrate and extend skills and competencies developed in previous coursework on the programme. Each candidate shall lodge with the Department of Insurance and Actuarial Science two hard copies and a soft copy of the dissertation.
DEPARTMENT OF BUSINESS MANAGEMENT

Lecturer and Chairperson
M. Nyathi, MBA, Glasgow UK, BSc. Economics (Hons), UZ Z’bwe, MIAC SA, MIPM (Z)

Secretary
L. Paulos, BCom (Hons) HRM, LSU Z’bwe, HND (Office Management), Bulawayo Polytechnic, Z’bwe,

ACADEMIC STAFF
Lecturers
K. Chirambwi, Master in Peace & Governance, Africa University Z’bwe, Masters in Theology, Africa University Z’bwe, BA Theological Studies, Africa University, Z’bwe

R. Dlodlo, MBA, UZ Z’bwe, Certified Financial Planner, Denver Colorado USA, BAdmn University of Rhodesia, Z’bwe

D. Foya, PhD Governance and Leadership, Univ. of Lusaka Zambia, Master in Peace & Governance, Africa University Z’bwe. BA Education, Africa University Z’bwe

N. Makwanise, Master in Peace & Governance, Africa University, Z’bwe, BA General, UZ Z’bwe

C. Masukume, MBA, Canberra Australia, BTech Mgt. (Hons), UZ Z'bwe,

O. Masunda, Master in Peace& Governance, Africa University, Z’bwe. BA Education, Africa University, Z’bwe

K. P. Mehlo, MA, Chandigarh India, BA Hons Public Admin, Chandigarh India, Cert Project Mgt, ZPM Z’bwe

M. J. Ndlovu, MBLPBL, UNISASA, BEd (Hons), SA, Grad. C.E., UZ Z’bwe, BAGen, UZ Z’bwe, Postgrad. Dip. Ed.UZ Z’bwe

J. Ranganai, MBA, NUST Z’bwe, PDHTE, NUST Z’bwe, BCom Mgt, MSU Z’bwe

Thandiwe Gwatsvaira, MBA NUST, Z’bwe, PDHTE, NUST Z’bwe, BCom (Hons) Mgt, NUST Z’bwe

C. Baya, MBA, NUST Z’bwe, BCom (Hons) Mgt, NUST Z’bwe

Think in other terms
1.0 PREAMBLE
1.1 The regulations should be read in conjunction with the General Academic Regulations for undergraduate degrees hereinafter referred to as the General Regulations.
1.2 The degree will be awarded to candidates who have successfully accumulated a minimum of 480 credits and passed the examination in accordance with the regulations set out below.

2.0 ENTRY REGULATIONS
2.1 Students must satisfy conditions for entry to undergraduate degree programmes stipulated in the General Regulations.
2.1.1 For entry into the Faculty of Commerce, students must have passed five (5) subjects at Ordinary Level (or its equivalent).
2.1.2 The five (5) subjects should include English and Mathematics with at least a C grade or better.
2.1.3 Apart from five (5) subjects at Ordinary Level a student must have passed at least two (2) subjects at the Advanced Level. The Department does not stipulate passes in specific subjects at ‘A’ level as a pre-requisite for entry to the Bachelor of Commerce Honours Degree in Management. Preference will generally be given to applicants who have a good grounding in Commercial subjects such as Management of Business, Economics, Accounting as well as Mathematics.
2.1.4 In approved cases a student may be exempted from Part I modules on condition the student does not complete the full-time programme in less than three full academic years. Holders of the Zimbabwe Higher National Diploma from the Polytechnic colleges or the Technical colleges (or their equivalent) who have passed the Diploma with merit (credits and distinctions) in half of the programme modules may qualify for entry into Part II of the Bachelor of Commerce Honours Degree in Management Programme.
2.1.5 There is also provision for mature entry for persons who may not have the appropriate academic qualifications for entry but who have suitable or relevant post-school experience and who satisfy the University and the Department of their ability to complete a degree module satisfactorily.

2.2 The following persons may apply for Special Entry and for permission to proceed to a first degree with exemption from the whole or part of the normal entry requirements:
2.2.1 A person who has obtained a degree of this or another University or degree awarding Institution.
2.2.2 A person who has obtained from a University or an Institution of similar status, academic qualifications (other than degrees) acceptable to the Senate;
2.2.3 A person who has obtained an appropriate number of subjects at an approved examination equivalent to the standard of the Ordinary Level of the General Certificate of Education examination and has subsequently passed an intermediate or equivalent examination at a University acceptable to the Senate;
2.2.4 Students who qualify under this regulation for Special Entry may apply to the Senate to be exempted from certain modules and examinations. Permission may be given to complete the
programme for a Bachelor’s degree in less than the normal required period provided that no student shall be allowed direct entry to the Final Part of any Programme;

2.2.5 Students who apply for admission under this regulation may be required to attend interviews and/or special tests at the University to determine their suitability for admission to Bachelor’s degree studies.

2.3 Persons who are at least 25 years of age on the first day of the academic year in which admission is sought and who are not eligible for entry under the Normal or Special Entry Regulations may apply for Mature Entry provided that:

2.3.1 Applicants must have passed at least five approved ‘O’ level subjects including English Language and Mathematics (or equivalents) and must have demonstrated potential suitability for university studies by virtue of their attainments and/or relevant work experience.

2.3.2 Normally, applicants should have completed their full-time school or college education at least five years before the start of the academic year in which admission is sought.

2.3.3 Applicants who wish to be considered under the Mature Entry provisions may be required to attend interviews and/or special tests at the University designed to assess their command of the English Language, numeracy and reasoning ability and general suitability for admission to Bachelor’s degree studies. Applicants who have previously attended.

2.3.4 Mature Entry tests and/or interviews without success will not be considered for admission under this form of entry unless in the intervening period they have acquired additional qualifications and/or experience.

3.0 ASSESSMENT OF CANDIDATES

3.1 A candidate shall be expected to sit for formal written examination at the end of each semester. For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.

3.2 The taught component shall be examined by both coursework and a formal written examination. Coursework shall account for 30% of the overall assessment while the formal written examination shall account for 70% of the overall assessment.

3.3 For the taught component, the pass mark shall be 50% for all the modules.

4.0 DETERMINATION OF RESULTS OF MODULES

4.1 The Departmental Panel of examiners shall:

4.1.1 agree for each candidate, marks in terms of percentage of continuous assessment and examination marks and overall marks in modules;

4.1.2 recommend to the Faculty Board of Examiners whether a candidate should pass or fail the relevant module(s); and

4.1.3 where prizes are available for award, make recommendations for the award of these prizes.

5.0 EXAMINATIONS

5.1 Formal examinations will normally be held at the end of each semester. Students to be admitted to the examination must have:-

Think in other terms
5.1.1 Satisfactory attendance of approved modules of study including submission of required written assignments. Class attendance is compulsory.
5.1.2 Participated in prescribed seminars, tutorials and practical classes.
5.1.3 Paid required fees in accordance with the General Regulations. Formal examinations will normally be by written papers, but in some circumstances the examiner may test the candidate orally.
5.1.4 Module work shall account for 30% of the overall assessment, while the formal examination will account for 70% of the overall assessment.
5.1.5 Pass mark shall be 50%.
5.1.6 When a candidate is permitted by the Board of Examiners he/she may carry forward into the subsequent PART not more than three modules which were not satisfactorily completed in the previous part, provided that the module(s) is (are) not pre-requisite(s) for the subsequent part.
5.1.7 In exceptional circumstances, a candidate may be allowed to re-write an examination without remaining in full-time study at the University or repeating the module of study.
5.1.8 All first semester results are provisional therefore subject to change.

6.0 REPEATING MODULES
6.1 A candidate who is not allowed to proceed to the subsequent Part of the Programme, but has passed at least 50% of the module in that Part of the Programme may be allowed to apply to repeat the part.
6.2 ‘Repeat’ means that the student may apply for re-admission into the same Programme and his/her application will be considered through the normal procedures.
6.3 If a student is repeating a Module(s), he/she shall only be credited with the marks obtained during the ‘repeat’ Examination. Nevertheless, a repeat student may be exempted from re-attendance and re-examination in any Module(s) in which he/she previously passed at Grade 2.2 level or better or may take another approved Module or other approved modules instead of the Module(s) previously passed.

7.0 PROCEEDING AND DISCONTINUING
7.1 A candidate who fails more than half of the modules for any part of their programme and obtain an overall aggregate mark of less than 35% should discontinue. ‘Discontinue’ means that the student must discontinue the Programme in which he/she failed. Such students will be free to apply for admission/transfer into a different programme and his/her application will be considered through the normal admission procedures.
7.2 A candidate who is not allowed to proceed to the subsequent Part of the Programme, and) has passed less than 25% of the modules in that Part of the Programme.

   OR

b) has failed the same Part of the Programme twice

   OR

c) has failed two different Programmes, will be required to withdraw.

‘Withdraw’ means that the student must withdraw from the University. Once ‘withdrawn’ the student may not apply for admission until after a period of two years has elapsed.

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Think in other terms
7.3 **Pre-requisite**
7.3.1 A candidate must have passed Principles of Management before proceeding to any other Management module.

7.4 **Programme of study**
7.4.1 Candidates shall pursue studies for a period of not less than four years on a full-time basis, each year constituting a part of the degree programme.
7.4.2 For Part III of the degree, candidates will be required to undertake a one-year attachment programme with an identified industrial organisation as part of the degree requirement.

8.0 **DEGREE CLASSIFICATION AND NOTIFICATION OF RESULTS**
8.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
8.2 For the degree to be awarded, the minimum number of 480 credits must be accumulated.
8.3 For the purposes of degree classification, the parts of the degree programme will be weighted as follows:

<table>
<thead>
<tr>
<th>Part</th>
<th>Weightage</th>
</tr>
</thead>
<tbody>
<tr>
<td>II</td>
<td>30%</td>
</tr>
<tr>
<td>Industrial Attachment</td>
<td>20%</td>
</tr>
<tr>
<td>IV</td>
<td>50%</td>
</tr>
</tbody>
</table>

8.4 For the purpose of degree classification Part I results will not be taken into consideration.

9.0 **NOTIFICATION OF RESULTS**
9.1 Results lists shall be published in accordance with the provision of the General Academic Regulations.

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*Think in other terms*
# PROGRAMME SUMMARY

## PART I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CAC1107</td>
<td>Accounting 1A</td>
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<tr>
<td>CBU1102</td>
<td>Business Communication</td>
<td>10</td>
</tr>
<tr>
<td>CIN1103</td>
<td>Commercial Law</td>
<td>10</td>
</tr>
<tr>
<td>CBA1104</td>
<td>Principles of Micro-economics</td>
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<tr>
<td>CBU1108</td>
<td>Principles of Management</td>
<td>10</td>
</tr>
<tr>
<td>CIN1106</td>
<td>Quantitative Analysis for Business I</td>
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<tr>
<td>CTL1101</td>
<td>Conflict Transformation &amp; Leadership</td>
<td>10</td>
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<tr>
<td>CAC1208</td>
<td>Accounting IB</td>
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<tr>
<td>CBU1209</td>
<td>Principles of Marketing</td>
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<tr>
<td>CIN1207</td>
<td>Quantitative Analysis for Business II</td>
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<tr>
<td>CBA1205</td>
<td>Principles of Macro-Economics</td>
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<tr>
<td>CBU1211</td>
<td>Entrepreneurship I</td>
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## PART II

<table>
<thead>
<tr>
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<tr>
<td>CBU2103</td>
<td>Human Resources Management</td>
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<td>CBU2108</td>
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<tr>
<td>CBU2105</td>
<td>Organisational Behaviour</td>
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<tr>
<td>CBU2109</td>
<td>Management Information Systems</td>
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<tr>
<td>CBU2107</td>
<td>Industrial Relations</td>
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<tr>
<td>CFI2101</td>
<td>Corporate Finance I</td>
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<td>CAC2106</td>
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<tr>
<td>CBU2211</td>
<td>Reward Management</td>
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<tr>
<td>CBU2212</td>
<td>Purchasing &amp; Supply Chain Management</td>
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<td>CBU2208</td>
<td>Business Research</td>
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<td>CBU2210</td>
<td>Training and Development</td>
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<tr>
<td>CBU2207</td>
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<td>CFI2202</td>
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<td>CAC2206</td>
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## PART III

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<tbody>
<tr>
<td>CBU3001</td>
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## PART IV

<table>
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<td>CBU4106</td>
<td>Public Sector Management</td>
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<tr>
<td>CBU4107</td>
<td>Strategic Management I</td>
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<tr>
<td>CBU4108</td>
<td>Marketing Management</td>
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<tr>
<td>CBU4112</td>
<td>Entrepreneurship II</td>
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</tr>
<tr>
<td>CBU4111</td>
<td>Strategic Organisational Design</td>
<td>11</td>
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Think in other terms
<table>
<thead>
<tr>
<th>Code</th>
<th>Course</th>
<th>Credits</th>
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<tbody>
<tr>
<td>CBU4203</td>
<td>Business Ethics and Corporate Governance</td>
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<tr>
<td>CBU4207</td>
<td>Strategic Management II</td>
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<tr>
<td>CBU4211</td>
<td>International Business Management</td>
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</tr>
<tr>
<td>CBU4209</td>
<td>Project Management</td>
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<tr>
<td>CBU4212</td>
<td>Organisation Development and Learning</td>
<td>11</td>
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<tr>
<td>CBU4200</td>
<td>Research Project</td>
<td>22</td>
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</table>

**TOTAL CREDITS FOR THE PROGRAMME**

<table>
<thead>
<tr>
<th>Part</th>
<th>Credits</th>
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<tbody>
<tr>
<td>I</td>
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<tr>
<td>II</td>
<td>140</td>
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<tr>
<td>III</td>
<td>120</td>
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<tr>
<td>IV</td>
<td>132</td>
</tr>
</tbody>
</table>

**Total minimum credits:** 512

*Think in other terms*
MODULE SYNOPSIS

CBU 1102 Business Communication 10 Credits
The module explores general comprehension and expression, report writing, comprehension of ideas, development of different styles and the use of English in a business setting, communicating skills, letter writing, committee documents, use of questionnaires, note taking and summarising.

CBU 1108 Principles of Management 10 Credits
The module looks into the history and development of management thought, functions of management, organisational structures, decision making, communication, centralisation and decentralisation, delegation, leadership and motivation, controlling budgeting and non-budgetary controls.

CBU 1211 Entrepreneurship I 10 Credits
The module introduces students to the principles of entrepreneurship. It looks at the nature of entrepreneurship; the evolving field of entrepreneurship, understanding entrepreneurship in individuals, structuring and legal issues associated with new business ventures; the business environment of entrepreneurial ventures and business failure.

CTL 1101 Conflict Transformation & Leadership 10 Credits
The thrust of the module is understanding peace and conflict; theories of conflict; conflict analysis and tools; economic roots of conflict; gender and conflict; leadership; leadership and conflict handling mechanisms; leadership and conflict handling mechanisms; women in leadership; leadership ethics; interplay: leadership, conflict and development

CBU 2103 Human Resources Management 10 Credits
This module is a review of Human Resources Management; operative functions of human resources management; practical aspects of human resources management as well as current trends in human resources management in Zimbabwe.

CBU 2211 Reward Management 10 Credits
The module looks into the nature of compensation considerations, establishing Internal Equity and External Equity; Job Evaluation Techniques, Determinants of pay, motivation and pay, role of Human Resources Manager in compensation management as well as a future pay check.

CBU 2105 Organisational Behaviour 10 Credits
The module explores the behaviour theory as well as Models relevant to human productivity, satisfaction, retention human resources administration. It also looks into learning; group behaviour, Inter group relations and organization leadership styles.
<table>
<thead>
<tr>
<th>Course Code</th>
<th>Course Title</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBU 2212</td>
<td>Purchasing and Supply Chain Management</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2107</td>
<td>Industrial Relations I</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2207</td>
<td>Labour Law</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2108</td>
<td>Operations Management</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2208</td>
<td>Business Research</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2109</td>
<td>Management Information Systems and E-Commerce</td>
<td>10</td>
</tr>
<tr>
<td>CBU 2210</td>
<td>Training and Development</td>
<td>10</td>
</tr>
<tr>
<td>CBU 4106</td>
<td>Public Sector Management</td>
<td>11</td>
</tr>
</tbody>
</table>

The module examines the nature of purchasing function, purchasing principles, purchasing models, inventory (stores) management systems (dependent and independent) and also the role of purchasing in achieving a competitive edge.

This module is about the theoretical underpinnings of Industrial Relations; Parties in Industrial Relations; Trends in Collective Bargaining; Industrial Relations Policy and Evaluating industrial relations function of management.

The module explores the nature of labour law; Labour Act. NSSA regulations, factories and works acts as well as labour regulations social contract feasibility.

The module analyses the production function and basic characteristics of manufacturing and non-manufacturing operations; analysis of major business decisions in process design, equipment selection and replacement; Problems and solutions of allocating and capital resources of the form to product lines; Stocks and production facilities.

The module is about theory and Research Methods; Types of Research Designs; Ethnography in Research, Methodological Choices; Choosing Research Strategy and evaluating Research Proposals.

This is an introduction to Management Information Systems, types of management system, introduction to Management Information Systems, Introduction to Systems Technology; The value added by information systems, system strategy and planning; Personnel information systems, workgroup information systems as well as MIS development and management.

The module looks at the nature of training; Training Needs Identification; Systematic Training; Module Design; Training Monitoring and Evaluation; Management Development Techniques; Succession Planning; Training and Strategic Human Resources Management; Training and Business Strategy.

This module explores the nature of public sector management; private and public sector contrasted; participation and involvement in public sector; public sector managers and pressure for more efficiency and effectiveness; coping with limited resources in face of increased public expectations for improved quality of services; issues of common interest to public sector managers; transforming the public sector and research in public sector management.

*Think in other terms*
Think in other terms
International Human Resources Management; corporate culture in MNEs; Impact of MNEs on host economies as well as the process of globalization beyond MNEs.

**CBU 4209 Project Management** 11 Credits  
This module explores the stages of Project Life Cycle; Nature of Data Collection Tools; Project Management Tools, Monitoring and Evaluation; Computerization and Project Management; Project Management and Competitive Advantage.

**CBU 4210 Organisational Development & Learning** 11 Credits  
This module focuses on organisational development interventions and consultation. It is a review of conditions necessary for successful organisational development.

**CBU 4200 Research Project** 22 Credits  
A research project is done in the final year of study in order to give students an opportunity to apply the knowledge gained over the module period. Students undertake research in an area of their choice in liaison with their supervisors to produce a project in a research area that has theoretical significance while providing practical applications/solutions to societal challenges as encapsulated in the university `s mission statement.
1.0 PREAMBLE
1.1 Strategic Management focuses on the aggregate of analysis, decisions and actions that are undertaken to ensure the achievement of a sustainable competitive advantage so that the long term objectives of a business are actualised. The Department of Business Management is reviewing the Master of Science in Strategic Management degree, a post-graduate programme which addresses the growing need for highly qualified managers in both the public and private sectors of Zimbabwe and beyond.
1.2 The review of the Master of Science in Strategic Management curriculum can be traced to changes that have taken place in the field of strategic management over the years as well as the imperativeness of offering a degree programme that is in alignment with the dynamic and turbulent global business environment. Thus, curriculum review seeks to make the programme very competitive in resonance with the National University of Science and Technology`s fundamental purpose, aspirations and guiding principles as encapsulated in its mission, vision and core values respectively.
1.3 The Master of Science in Strategic Management degree combines core modules in strategic management with other relevant business modules to create a comprehensive curriculum that is designed to develop competent, knowledgeable and highly skilled professionals for challenging and rewarding careers in industry, commerce and the public sector.

2.0 ENTRY REGULATIONS
2.1 To be considered for admission to the programme, a candidate should be a holder of an honours degree or equivalent from a recognized university in a business-related field.
2.2 Holders of non-business related degrees with business-related diplomas may also be considered.

3.0 ASSESSMENT OF CANDIDATES
3.1 Module delivery will be divided into two sections:-
3.1.1 The Taught Section, Stages I, II and III comprising 10 core modules and 2 electives.
3.1.2 The Research Section, Stage IV, resulting in a dissertation of 20,000 words excluding appendices and preliminaries.
3.2 The Taught Section shall be examined by both continuous assessment (40%) and an examination (60%). The written examination shall be taken at the end of each semester.
3.3 A student shall not be allowed to proceed to the next Stage before they have passed all modules in the preceding Stage.
3.4 A student who fails Stage IV, the Research Section, but passes the Taught Section shall be awarded the Post-Graduate Diploma in Strategic Management.
3.5 The weighting between the Taught Section and the Research Section in the overall assessment shall be 75% and 25% respectively.
4.0 DETERMINATION OF RESULTS
4.1 The Departmental Panel of examiners shall agree for each candidate, marks in terms of percentage of continuous assessment and examination marks and overall marks in modules;
4.2 Recommend to the Faculty Board of Examiners whether a candidate should pass or fail the relevant module(s); and
4.3 Where prizes are available for award, make recommendations for the award of these prizes.

5.0 SUPPLEMENTARY EXAMINATIONS
5.1 There is no provision for supplementary results.

6.0 REPEATING MODULES
6.1 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules but will not be allowed to proceed to the next stage. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.
6.2 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the stage.

7.0 PROCEEDING AND DISCONTINUING
7.1 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.
7.2 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.

8.0 AWARDING OF A DEGREE AND CLASSIFICATION OF THAT DEGREE
8.1 The degree classification for the programme is as follows:

<table>
<thead>
<tr>
<th>SCORE</th>
<th>GRADE</th>
</tr>
</thead>
<tbody>
<tr>
<td>80% and above</td>
<td>Distinction</td>
</tr>
<tr>
<td>70% - 79%</td>
<td>Merit</td>
</tr>
<tr>
<td>60% - 69%</td>
<td>Credit</td>
</tr>
<tr>
<td>50% - 59%</td>
<td>Pass</td>
</tr>
<tr>
<td>49% &amp; below</td>
<td>Fail</td>
</tr>
</tbody>
</table>

9.0 AWARD OF THE DEGREE
9.1 The MSc in Strategic Management degree shall be awarded in accordance with the General Academic Regulations of the National University of Science and Technology as well Zimbabwe Council for Higher Education (ZIMCHE) guidelines for Masters programmes.

10.0 NOTIFICATION OF RESULTS
10.1 Results lists shall be published in accordance with the provision of the General Academic Regulations.

10.2 The Master of Science in Strategic Management, a market driven programme is envisaged to be transformational to students while playing a pivotal role in the development of specialists who are expected to make an invaluable contribution to the long-term management of businesses.
## PROGRAMME SUMMARY

### YEAR I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBU 5108</td>
<td>Corporate Strategy and Decision Making</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5109</td>
<td>Strategic Organisational Design</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5110</td>
<td>International Strategic Management</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5111</td>
<td>Strategic Leadership and Conflict Management</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5208</td>
<td>Entrepreneurship and Innovation</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5209</td>
<td>Strategy Implementation and Evaluation</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5210</td>
<td>Business Ethics and Corporate Governance</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5211</td>
<td>Managing Strategic Change</td>
<td>20</td>
</tr>
</tbody>
</table>

### YEAR II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>CBU 5302</td>
<td>Strategic Information Management</td>
<td>20</td>
</tr>
<tr>
<td>CBU 5303</td>
<td>Strategic Financial Management</td>
<td>20</td>
</tr>
<tr>
<td>Elective 1</td>
<td></td>
<td>20</td>
</tr>
<tr>
<td>Elective 2</td>
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<td>20</td>
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</table>

### YEAR III

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>CBU 5400</td>
<td>Dissertation</td>
<td>80</td>
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</tbody>
</table>

### TOTAL CREDITS FOR THE PROGRAMME

<table>
<thead>
<tr>
<th>Year</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>YEAR I</td>
<td>80</td>
</tr>
<tr>
<td>YEAR II</td>
<td>80</td>
</tr>
<tr>
<td>YEAR III</td>
<td>80</td>
</tr>
</tbody>
</table>

Total minimum credits: **240**
CBU 5108 Corporate Strategy and Decision Making  20 Credits
The module addresses the fundamentals of strategic assessment with particular emphasis on cultural elements such the vision, mission and values. The module also focuses on internal and external analysis of the environment with techniques employed in both internal and external analysis. Further, the module will also focus on strategic decision making which will including the role of c-suite executives, the characteristic of strategic decisions, the role of the Board of Directors in strategic decision making as well as strategic planning. The module also focuses on corporate strategy in relation to grand/directional strategies (growth, retrenchment, stability and combination), portfolio strategies as well as the concept of a business model. Further, the module covers competitive/business level strategies encompassing Porter (1980)’s generic strategies, combination strategies such as Blue Ocean Strategy , Miles and Snow (1978)’s adaptive strategies as well as other competitive strategies. The module will also cover the concept of competitive advantage.

CBU 5109 Strategic Organisational Design  20 Credits
The module’s thrust is on advanced knowledge and competencies in effective organizational structural configurations in organizations with special emphasis on innovative organizational forms that can provide sustainable competitive strategic advantage. Further, the focus is on decisions that have to be made on the most appropriate organisational structure(s) to ensure organizational efficiency and effectiveness as well as enhanced adaptive capacity.

CBU 5110 International Strategic Management  20 Credits
International Strategic Management complements other modules and disciplines related to strategic management, cross-cultural management and organizational behaviour, and the global environment of business ( trade, finance, law, etc.). The focus is on the firm and the manager in an international context. International Strategic Management is about how firms become international and then exploit their international scope in order to achieve long term objectives. Focus is on firms of all sizes, from many countries, as they come to grips with an increasingly competitive global environment.

CBU5111 Strategic Leadership and Conflict Management  20 Credits
The module focuses on key leadership issues that include strategic roles of leaders, leadership effectiveness at strategic level, the levels, styles, theories of leadership as well as the role of leadership in motivating employees. Further, focus will be on competencies relating to conflict management that will include perspectives of conflict, conflict resolution, levels of conflict, and causes of conflict in organisation, conflict analysis and tools; economic roots of conflict; diversity and conflict in organisations, negotiating, leadership and conflict, impact of conflict on commitment as well managing organisational politics.
Think in other terms

CBU 5208 Entrepreneurship and Innovation
Entrepreneurship: Creativity, Rigor and Risk - This section of the module focuses on entrepreneurship from three different perspectives: entrepreneurship as the special collection of skills possessed by an entrepreneur; entrepreneurship as an analytical and managerial process; and, entrepreneurship as the sharing of risk and reward between the entrepreneur and his/her financiers.

Innovation - The overall objectives of this section of the module are to evaluate new product success, to define and implement innovation strategies (product-process) and to design the organisation in order to foster innovation.

CBU 5209 Strategy Implementation and Evaluation
The module extends beyond strategic analysis and formulation to focus on key elements of the strategic management that includes implementation encompassing definitional perspectives, factors that affect strategy implementation, principal strategy implementation tasks, building execution into strategy, leadership and strategy implementation, structure and strategy implementation, corporate culture & strategy implementation as well as reward systems & strategy implementation. The module with also cover strategic evaluation and control encompassing strategic control systems, importance of strategic control, taxonomies of control systems, control and evaluation process, measuring corporate performance, corporate excellence and attributes of excellent companies, characteristics of an effective evaluation system, designing structure and control systems etc.

CBU 5210 Business Ethics and Corporate Governance
The module focuses on ethical issues in business, the role ethics in business, theories and models in business ethics, corporate social responsibility, stakeholder theory, citizenship, corporate accountability, social responsibility; the role of ethical theory; traditional ethical theories; contemporary ethical theories; models of ethical decision making, individual influences on ethical decision making, situational influences on decision making, what is business ethics management, setting standards of ethical behaviour, managing stakeholder relationships, accessing ethical performances, organizing for business ethics management, shareholders as stakeholders: understanding corporate governance; ethical issues in corporate governance; shareholders as citizens of the corporation; perceptions of value; the ethical limitations and danger of managerial roles; categories of responses to ethical issues; competing stances and the possibility of cognitive dissonance; influence on choice of stance; an overview of pressures on organisations; codes of conduct and codes of ethics; ethical culture and ethics and basic practice standards.

CBU 5211 Managing Strategic Change
The module focuses on empowering students with skills in management of key transformative initiatives in organisations. Concepts to be covered will include the concept of strategic change, taxonomies of change, models of change, implementation of strategic change, evaluation of change initiatives, organisational development, impact of change on organisational sub-systems, leading the change processes, theories of strategic change etc

Further, the module also covers a key aspect of strategic change which is corporate restructuring corporate restructuring in relation to the drivers of corporate restructuring, forms of corporate restructuring, impact of restructuring on organisational performance as well as problems associated with restructuring. Further, the concept of restructuring is discussed against a background of resource-based, agency and behavioural theories of the firm.
CBU 5302 Strategic Information Management 20 Credits
This module will focus management of information from a strategic perspective (strategic information systems) rather than an operational one and concentrate on linking information systems strategy with organisational strategy. It will also focus on introducing the topics areas such as knowledge management-business strategy as well as organisational leaning. Focus will also be on other information systems and how they support the strategic information systems.

CBU 5303 Strategic Financial Management 20 Credits
This module provides a working knowledge of the tools and analytical conventions used in the practice of corporate finance; establishes an understanding of the basic elements of financial theory to be used in application of analytical reasoning to business problems; and explores the interrelationship among corporate policies and decisions.

CBU 5304 Strategic Human Resource Management 20 Credits
This module focuses on Strategic Human Resource Management as a process within the organisation which is conceived, owned and executed by leaders and managers, rather than on the role of the HR function. It provides students with strategic frameworks and models for linking HR policies and practices to business performance management approaches, and examines HR implications of the 'resourced based view' of the firm. It looks at strategic and governance issues concerning the deployment of Human Capital, and at organisation form and structuring, including an exploration of HR impacts of globalization.

CBU 5305 Performance Management 20 Credits
The module focuses on the strategic role of performance management; distinction between performance management and performance appraisal; managing the performance of individuals, teams, departments, divisions and the whole organisation; measuring corporate performance (including traditional financial measures, shareholder measures as well as contemporary measures such as the balanced scorecard); the concept of productivity encompassing factors that affect productivity at all levels, improving productivity at all levels, relationship between productivity and the other building blocks of competitive advantage, drivers of productivity in functional areas, relationship between productivity and business level strategy; the concept of corporate excellence as the relationship between performance management and sustainable competitive advantage.

CBU 5306 Corporate Communications 20 Credits
The module empowers students with competencies in corporate communications that includes on the role of corporate communications in contemporary organisations, developing, implementation and

Think in other terms
The module focuses on empowering students with skills on how to manage marketing processes and activities to effectively support achievement of strategic objectives while providing students with marketing tools and analytical skills necessary to apply key concepts to practical business situations. Concepts covered include strategic aspects of marketing management, the marketing environment, products and services strategies, new product development and product life cycle concept, pricing products and services, distribution strategies, marketing communication strategies, understanding the market, competitor analysis and competitive strategies as well as strategic marketing management.

CBU 5308 Strategic Supply Chain Management 20 Credits
This module aims at providing students with an understanding of purchasing as a strategic weapon, centred on its ability to create collaborative relationships for firm advantage. Strategic purchasing is, however, supported by associated supply management practices such as formal socialization processes, supplier integration and supply base flexibility. Focus will also be on supplier relations and procurement strategy; managing supplier relationships; supply chain partnerships for competitiveness; bargaining power of suppliers in the supply chain, networking and relationship building, objectives of negotiation, buying roles and negotiation, strategic sourcing, supplier relationship and negotiation, formulating negotiation strategies (win-win and win-lose), implementing negotiating strategies, bargaining power of suppliers and negotiation, supplier performance evaluation and improvement and ethical issues in negotiation.

CBU 5309 Quality Management 20 Credits
The module focuses on an overview of the strategic role quality as a building block of competitive advantage, quality perspectives, organizing for quality; evolution of quality management approaches; principal contributors to quality management; quality assurance; international standards certification, quality and competitiveness and costs of non-conformance.
Further, the module will focus on emergence of total quality management as a concept, objectives of total quality management, total quality management as contemporary quality management best practice, essentials of total quality management, top management commitment, training and development, teamwork, employee empowerment; benchmarking, effective process management, knowledge and application of total quality management tools and techniques, benefits of total quality management and principal contributors to total quality management.

CBU 5310 Production and Operations Management 20 Credits
The module focuses on; the strategic role of production and operations functions in driving competitive advantage; knowledge and practical skills in relation to the production function; basic characteristics of manufacturing and non-manufacturing operations; analysis of major business decisions in process
Think in other terms
design, equipment selection and replacement; problems and solutions of allocating and capital resources of the form to product lines; stocks and production facilities; role of production and operations on the value chain and outsourcing the operation function etc.

**CBU 5311 Project Management** 20 Credits
This module aims to develop a comprehensive body of knowledge and understanding of the theoretical and practical aspects to project management, and to develop the essential transferable skills and competencies necessary to strategically plan, implement, monitor, control and deliver successful projects to time, cost, and quality as well as assuring project performance.

**CBU 5312 Strategic Management Accounting** 20 Credits
The module focuses and discusses the characteristics of Strategic Management Accounting decision including performance evaluation, control quantitative techniques and non-financial performance measures. These concepts will be taught in relation to their nexus to strategic management process concepts like corporate strategy, strategic implementation, evaluation and control.

**CBU 5313 Managerial Economics** 20 Credits
This module focuses on empowering students with knowledge and competencies in both microeconomics and macroeconomics in alignment with the strategic management which are specifically relevant to the programme. The microeconomic element of the module is designed to provide an understanding of the determinants of strategic choice by firms, combining traditional approaches to microeconomics with contemporary developments in the study of industrial organisations. This includes insights into the nature of competitive behaviour and the relationship with the concept of competitive advantage etc. The macroeconomic element is designed to provide an understanding of the behaviour of the economy and highlights the key macroeconomic policy issues which affect strategic management.

**CBU 5400 Dissertation** 80 Credits
The dissertation is a compulsory component of the programme which helps students to consolidate theoretical knowledge gained in the Taught Section of the programme by completing a research project under the supervision of the Department of Business Management staff and/or professionals in the relevant areas of research.

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*Think in other terms*
DEPARTMENT OF MARKETING

Lecturer and Chairperson
Sothini Natalia Ngwenya, GMBA, NUST Z’bwe, BCom (Hons) Mgt, NUST Z’bwe, HND Marketing, Masvingo Tech Z’bwe.

Secretary

ACADEMIC STAFF

Lecturers
Gleams N. Ndlovu, MSc Marketing, NUST Z’bwe, BCom Marketing, NUST Z’bwe, PGDHE, NUST Z’bwe

Izithembisozenkosi Ndlovu, MSc Marketing, NUST Z’bwe, BCom Marketing, NUST Z’bwe, PGDHE, NUST Z’bwe,

Daisy Ifeoma Odunze, BTech. Agri. Econ and Ext, FUTO Nigeria, GMBA, NUST Z’bwe, MSA, Free State SA

Teddy Dube, MSc. Business & Management, University of Strathclyde UK, BTech. Management, UZ Z’bwe

Judith Charumbira, MSc Marketing, NUST Z’bwe, PGDM, NUST Z’bwe, BA General, UZ Z’bwe, Graduate Certificate in Education, UZ Z’bwe.

Temporary full-time lecturers
J. M. Habvane, MPA, University of South Carolina, USA, Bachelor of Administration, Western Michigan University USA

S. B Mlilo, MBA, UZ Z’bwe, BBS (Hons), UZ Z’bwe, Diploma AD, ED, UZ Z’bwe

Vimbai Chimhamhiwa, EMBA NUST Z’bwe, BSc. Business Marketing, Monash Australia, City and Guilds Higher Education Teacher’s Diploma

Teaching Assistants
Mitchell Ndiweni, MSc Marketing, NUST Z’bwe, BCom Marketing, NUST Z’bwe

Sindiso Sibanda, MSc Marketing, NUST Z’bwe, BBA Marketing IMM

Think in other terms
BACHELOR OF COMMERCE HONOURS DEGREE IN MARKETING

1.0 PREAMBLE
1.1 The Department of Marketing focuses on teaching and research. The Department is obligated to spend at least 95% doing teaching, 5% on research for the undergraduate degree and at least 75% teaching, 20% research and 10% on community engagement. For teaching, the Department runs an undergraduate Honours programme on conventional, parallel and block –release basis concurrently, and one Masters Programme on a block-release basis only. The Department offers the following programmes of study;
- Bachelor of Commerce Honours Degree in Marketing
- Master of Science in Marketing

2.0 ENTRY REQUIREMENTS
2.1 To qualify for normal entry into the Bachelor of Commerce Honours Degree in Marketing Programme, a candidate, in addition to satisfy the minimum conditions prescribed under the General Regulation and the Faculty Regulations for English Language and Mathematics, must have passed Business Studies and any one subject at ‘A’ level
OR
2.2 Relevant work experience in the field of Marketing or equivalent will be an added advantage.

3.0 STRUCTURE OF THE DEGREE PROGRAMME
3.1 The Programme, consisting of coursework, shall normally be completed over a maximum period of 4 years both on a full-time, part-time block-release basis or parallel basis. The academic year shall normally begin in July/August.
3.2 On both basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Semester</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td>I 7 Modules</td>
</tr>
<tr>
<td></td>
<td>II 5 Modules</td>
</tr>
<tr>
<td>Second Year</td>
<td>I 6 Modules</td>
</tr>
<tr>
<td></td>
<td>II 6 Modules</td>
</tr>
<tr>
<td>Third Year</td>
<td>Industrial Attachment</td>
</tr>
<tr>
<td>Fourth Year</td>
<td>I 5 Modules</td>
</tr>
<tr>
<td></td>
<td>II 5 Modules</td>
</tr>
<tr>
<td></td>
<td>Dissertation</td>
</tr>
<tr>
<td>Total Number of Modules</td>
<td>Thirty four (34 Modules + Dissertation)</td>
</tr>
</tbody>
</table>

3.3 Module delivery will be divided into two components:
   a) The taught component (Stage I, II, III and IV) comprises of 34 core modules.
   b) The research component, in Stage IV, leading to a dissertation of approximately 20,000 words excluding appendices.
3.4 The weighting of modules will be based on the Notional Study Hours (NSH) credit system which all learning activities of a student of average ability, taking place in and outside scheduled contact sessions, are taken into consideration (1 credit = 10 notional hours). A student must attain a prescribed minimum number of credits to qualify for the award of a degree or diploma.

3.5 Each module shall be taught for a total of 48 contact hours.

4.0 ASSESSMENT
4.1 A candidate will be expected to sit for formal written examination at the end of each Stage of the Programme. However, oral examinations may be provided under special circumstances.

4.2 For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.

4.3 The taught component shall be examined by both coursework and a formal written examination. Coursework shall account for 40% of the overall assessment while the formal written examination shall account for 60% of the overall assessment.

4.4 For the taught component, the pass mark shall be 50% based on the aggregate of the module work and the examination while for the research component the pass mark shall be 50%, based on the aggregate of the viva voce defence and the dissertation marks. The viva voce defence is compulsory and shall constitute 20% of the final dissertation mark.

4.5 The determination of the overall degree programme aggregate with a dissertation component will be:
   ● Taught component 95% 489 credits
   ● Research component 5% 22 credits

4.6 A candidate shall not be allowed to proceed to the research component of the Programme before passing all modules in the taught component.

5.0 REPEATING MODULES
5.1 In cases where the Programme is not fully semesterised, a candidate who fails a module or modules taken in a particular block may, on the recommendations of the Senate, be granted permission to repeat the failed modules when next offered.

5.2 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.

5.3 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.

5.4 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.

5.5 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.
5.6 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.

6.0 CLASSIFICATION OF THE DEGREE
6.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
6.2 For the degree to be awarded, the minimum number of credits of 288 credits must be satisfied.
6.3 The classification of the degree will be as in the General Regulations.
# PROGRAMME SUMMARY

## PART I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
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<tr>
<td>CAC 1108</td>
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<tr>
<td>CBU 1102</td>
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<td>CIN 1103</td>
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<td>CBA 1104</td>
<td>Principles of Microeconomics</td>
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<td>CBU 1108</td>
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<td>CIN 1106</td>
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<td>CTL 1101</td>
<td>Conflict Transformation and Leadership</td>
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<tr>
<td>CAC 1209</td>
<td>Accounting IB (New syllabus for marketing students)</td>
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<td>CBA 1205</td>
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<td>CMK 1209</td>
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<tr>
<td>CMK 1210</td>
<td>Events Management (with Practical project)</td>
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## PART II

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<tr>
<th>Module Code</th>
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<tr>
<td>CMK 2102</td>
<td>Consumer Behaviour</td>
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<td>CMK 2104</td>
<td>Marketing Information Systems</td>
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</tr>
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<td>CMK 2106</td>
<td>Advertising and Sales Promotion</td>
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<td>CMK 2105</td>
<td>Digital and Social Media Marketing</td>
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<td>CFI 2101</td>
<td>Corporate Finance I</td>
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<td>CMK 2201</td>
<td>Distribution and Logistics Management</td>
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<td>CMK 2206</td>
<td>Retail Marketing Management</td>
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<td>CMK 2204</td>
<td>Sales Management</td>
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<tr>
<td>CMK 2202</td>
<td>Customer Relationship Management</td>
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<td>CMK 2203</td>
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<td>CFI 2202</td>
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## PART IV

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<td>CBU 4109</td>
<td>Entrepreneurship</td>
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<tr>
<td>CMK 4105</td>
<td>Services Marketing</td>
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<td>CMK 4103</td>
<td>Business to Business Marketing</td>
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<tr>
<td>CMK 4104</td>
<td>International Marketing Management</td>
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*Think in other terms*
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<td>Business Ethics and Corporate Governance</td>
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<td>CMK 4201</td>
<td>Strategic Marketing Management II</td>
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<td>CMK 4206</td>
<td>Agri-business Marketing</td>
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</tr>
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<td>CMK 4204</td>
<td>Brand Management</td>
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<td>CMK 4205</td>
<td>Hospitality and Tourism Marketing</td>
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<td>CMK 4200</td>
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MODULE SYNOPSIS

PART 1
CMK 1209 Principles of Marketing Management 10 Credits
The module focuses on principles of marketing management and marketing instruments, customer centricity, the process of marketing management, market segmentation, positioning and marketing information systems, environmental analysis, identification of target markets, value creation, positioning strategies, consumer behaviour, relationship marketing, relationship intention, application of product, price, marketing communication and distribution strategies.

CAC 1108 Accounting IC 10 Credits
The module looks at the nature and Scope of Financial Accounting; Accounting principles, concepts and conventions – historical cost, prudence, materiality, going concern, entity, monetary, revenue recognition, matching principles; Accounting Methods - Accrual basis, Cash basis; financial statements – components of the Statement of Financial Position (Balance Sheet), Statement of Comprehensive Income (Income Statement), Statement of Changes in Equity, Statement of Cash Flows and Notes to Financial Statements; Recording Financial Information; Accounting and Administrative Control Systems as well as Ratio Analysis.

CAC 1209 Accounting ID 10 Credits
This module is an introduction to Cost and Management Accounting; Cost and Management Accounting Vs. Financial Accounting; Manufacturing Account; Cost Classification; Cost Curves; Material Control; Inventory or Stock Valuation Methods; Economic Order Quantity; Overhead Costs; Principles and Methods of Calculating Costs; Job Costing; Activity based costing; Process costing; Marginal Costing and Absorption Costing; Standard Costing; variance analysis; Cost Volume Profit Analysis; Budgeting; Master Budget; Flexible budgeting; Capital Budgeting Techniques and Investment Decision Making.

CMK 1210 Events Management 10 Credits
The module will cover a range of inter-related subjects and topics which include: business operations cycle and processes in the context of events management; Promotion, merchandising and sales techniques; target marketing and segmentation, sponsorship and promotions, sponsorship proposals; Event Marketing; Sustainability for Events; Event communications; Budgeting for events; People management; Capacity management and crowd control for events; Facility location, design, layout and management; Risk assessment, health and safety and legal issues for events; Managing quality events; Key skills required in the Events industry as well as event evaluation and management techniques.

PART 2
CMK 2101 Marketing Research 10 Credits
This module deals with defining of the marketing problem; research design; exploratory research design for secondary data and qualitative research; surveys and observations as part of descriptive research; measurement of perceptions and attitude scaling; questionnaire design; sampling design and sampling
procedures; fieldwork and data preparation; formulation of hypotheses and basic statistical tests. It also looks at basic data analysis, descriptive statistical analysis, interpretation and reporting of results and research report writing.

CMK 2102 Consumer Behaviour 10 Credits
The module explores the internal and external influencing factors of consumer behaviour, the consumer's decision process and application fields of consumer behaviour, consumerisms and social responsibility, buying behaviour of consumers in both product and service related industries, consumer psychology and the influence thereof on buying behaviour, psychology of pricing, influencing factors in consumer buying behaviour and the impact of various forms of marketing communication on buying behaviour.

CMK 2104 Marketing Information Systems 10 Credits
This module looks at definitions, functions, requirements for the marketing information systems (MKIS). Types and functions of the information systems, their usage for marketing purposes: operational, analytical, OLAP, expert, executive, decision-support systems. It also considers applying ERP, business intelligence, integrated software for marketing tasks, Cloud based and open source solutions. (Tools &software: Sugar CRM), Management processes of the marketing manager: analytical and control applications: pivot tools, dashboards, computational intelligence methods for marketing (Tools &software: MS Excel pivot module). The model also explores marketing planning, process modelling and decision making by using MKIS as well as creating MIS in the enterprise, the interrelationships with other computerized systems inside and outside the enterprise. The variety of concepts for structure and processes of the MIS models and ERP application for marketing are also looked at as well as tools &software: CESIM modelling solutions: OnService, SimBrand. An overview of the internet and WWW, use of internet technology for inter- and intra-organizational electronic business and a theory of networks; OSI model and TCP/IP as well as Application of networks in business are explores.

CMK 2105 Digital and Social Media Marketing 10 Credits
This module will look at digital marketing methods with the aim of ensuring students develop in-depth understanding of how digital marketing planning and e-promotion is used in achieving and maintaining market competitiveness. It also explores the fundamentals of Netnography, co-creation, communities and social media platforms, the role of social media and its relation to an e-commerce strategy, digital marketing trends and consumer culture as well as convergence of digital technology, Web Publishing Technologies, Creating and publishing Web Pages.

CMK 2106 Advertising Management and Sales Promotion 10 Credits
The module looks at the definition, importance and functions of advertising, the importance of advertising in modern marketing, role of advertising in the national economy, types of advertising, pact and Dagmar approaches, setting of advertising objectives, advertising appeals, advertising message, advertising budget, advertising campaign and strategy, advertising film making, advertising media-types of media, media planning, selection of media category, factors influencing the choice of media, media scheduling, evaluation of advertising effectiveness, advertising agencies: their role, functions,
organization and importance as well as social advertising and corporate social responsibility. It also explores the nature and importance of sales promotion, its role in marketing, forms of sales promotions—consumer oriented sales promotion; trade oriented sales promotion & sales force-oriented sales promotion, sales representatives as communicators, major tools of sales promotion—samples point of purchase, displays & demonstrations, exhibitions & fashion shows, sales contests & games of chance and skill, lotteries gifts offer, premium and free goods, price packs, rebates patronage rewards. Conventions, conference & trade shows, specialties and novelties, developing sales promotion programme, pre-testing implementing, evaluation of results and making necessary modifications.

CMK 2201 Distribution and Logistics Management
The module is about distribution strategies; the role of logistics in an enterprise; definition and scope of customer service; electronic and other logistics information systems; inventory management; materials management with special reference to Japanese systems; management of the supply chain. It also looks at the methods of transport and transport costs; types and costs of warehousing; electronic aids in materials handling; cost and price determination of purchases; organizing for logistics management; methods for improving logistics performance.

CMK 2202 Customer Relationship Management
The module is about CRM practices and quality services using CRM; CRM and firm strategies and CRM technologies used to manage and analyze customer interactions and data throughout the customer lifecycle; customer retention, loyalty and profitability.

CMK 2203 Public Relations and Publicity
The module focuses on defining Public Relation and the Growth of Public Relations, Communications as a PR Skill, Managing public opinion, Ethics in Public Relations, Publicity & the print media, Publicity & the electronic media, Multicultural community relations, Government Public Relations, Consumer relations, Investor relations, Public Relations and the Internet, Public Relations writing, Crisis Management.

CMK 2204 Sales Management
The purpose of this module is to introduce the student to basic principles of direct selling. On a practical level, the student will have attained the necessary experience to identify environmental trends and understand all the functions of direct selling. Also, the student will be evaluated on his/her practical ability of selling by reaching a set sales target.

CMK 2206 Retail Marketing Management
This module is about retail environment; Retail formats; Retail strategy and the retailing mix; Location decisions; Merchandise decisions; Price decisions; Communication decisions; Consumer services and information; Technology and systems; Point of purchase displays as well as franchise agreements.

PART 4
CMK 4101 Strategic Marketing Management I
In this module, strategic issues in marketing, strategic marketing, strategic analysis (market analysis, customer analysis, competitor analysis and internal analysis), market strategies (competitive strategies,
strategies in the product life cycle and relationship building strategies) and strategy implementation and control are examined.

**CMK 4103 Business To Business Marketing** 11 Credits
This module examines the nature of business markets, their needs and strategies used to meet their needs; Marketing Mix in a Business to Business Context: Developing and managing products, managing the business marketing channel, managing pricing and negotiating to provide customer value, understanding the key elements of the communications mix for business marketers, managing Sales. Organizational Buyer decisions as well as industrial consumer behaviour.

**CMK 4104 International Marketing Management** 11 Credits
This module is about international marketing; the process of internationalization; growth in international trade and investment; the evolution of multinational enterprises; management perspectives on international trade and international trade theories; international trade regulation; economic integration; the formation of trading blocks, and free-trade areas. The international marketing environment; the cultural, political and legal environments as well as the economic environment of international business, the international trade concept and theory; the international monetary system; the foreign exchange market; and international capital markets are also explores.

**CMK 4105 Services Marketing** 11 Credits
This module focuses on the unique characteristics of services; nature and process of service delivery; differences between product and service evaluations; development, communication and delivery of services; service quality and measurement thereof; the role of service providers and the environment of service delivery as well as the implementation of service-marketing strategies.

**CMK 4201 Strategic Marketing Management II** 11 Credits
This module is about a strategic management analysis and formulation Basic concepts; formulation of mission; policy and objectives; external evaluation of the business environment; internal evaluation of the enterprise; including intellectual assets; the formulation and development of a strategic plan. Strategic management implementation: The role of management in strategy implementation; budgets as instrument in the implementation process; leading processes of change within enterprises; supporting policies, procedures and information systems for implementation in the various functional areas; evaluation and control of implementation is highlighted.

**CMK 4203 Business Ethics and Corporate Governance** 11 Credits
The module is concerned with ethical behaviour in marketing; types of unethical behaviour; Ethical dimensions of marketing management, governance, and responsible management practice; modes of governance and corporate social responsibility in the global economy; good cooperate governance and firms image.

**CMK 4206 Agri-Business Marketing** 11 Credits
This module focuses on the application of marketing and economic principles to decision making in contemporary agribusiness firms. Marketing strategies, marketing research and information, segmentation and targeting, marketing mix, and market plans within food, fiber, natural resource, and
production input industries are explored. An analysis of agribusiness marketing environment; National/international agricultural commodity marketing and pricing; supply, demand, costs, time value of money, futures/options market, and price forecasting is made. Agricultural Policy effects on agribusiness marketing; and International agricultural marketing are also highlighted.

CMK 4204 Brand Management 11 Credits
This module is about the importance of creating powerful brands; Nature of brands; the branding process; Brands and corporate culture; Retailer issues in branding; Service brands; Business to Business branding; Brands on the Internet. Brand planning, evaluation and sustaining; Segmentation and differentiation through branding as well as how powerful brands beat competitors.

CMK 4205 Hospitality and Tourism Marketing 11 Credits
The module examines the nature of hospitality industry; Hospitality marketing mix; Hospitality and Events marketing; nature of tourism marketing; Marketing tourism products; destination marketing, image-creation and branding; Consumers and consumption in tourism; marketing communications strategies in tourism; opportunities and also challenges and constraints of tourism marketing.
MASTER OF SCIENCE IN MARKETING

1.0 PREAMBLE
1.1 The regulations for the Master of Science Degree hereinafter referred to as the Master of Science in Marketing complement but are subordinate to the University General Academic Regulations for Master’s Degree by Coursework, hereinafter referred to as the General Academic Regulations.

2.0 ENTRY REQUIREMENTS
2.1 Applicants should normally hold an Honours Degree in Marketing or equivalent from a recognized university.
2.2 A relevant Higher National Diploma in Marketing or any other discipline from a recognized Institution.
2.3 Relevant work experience in the field of marketing or equivalent will be an added advantage.
2.4 Shortlisted candidates for admission may be interviewed as part of the selection process.

3.0 STRUCTURE OF DEGREE PROGRAMME AND DELIVERY SYSTEMS
3.1 The Programme consisting of coursework shall normally be completed over a maximum period of 24 months on a part-time block-release basis. The academic year shall normally begin in July/August.
3.2 On a block release basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>First Year</th>
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<tr>
<td>II</td>
<td>3</td>
<td>Modules</td>
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<tr>
<td>I</td>
<td>4</td>
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<tr>
<td>II</td>
<td></td>
<td>Dissertation (after passing Part I and II)</td>
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<tr>
<td>Total Number of Modules</td>
<td>12 (10 Modules + Dissertation)</td>
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3.3 Module delivery will be divided into two components:
3.4 The weighting of modules will be based on the Notional Study Hours (NSH) credit system which all learning activities of a student of average ability, taking place in and outside scheduled contact sessions, are taken into consideration (1 credit = 10 notional hours). A student must attain a prescribed minimum number of credits to qualify for the award of a degree or diploma.
3.5 Each module shall be taught for a total of not less than 56 contact hours.
4.0 ASSESSMENT
4.1 A candidate will be expected to sit for formal written examination at the end of each Stage of the Programme. However, oral examinations may be provided under special circumstances.
4.2 For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.
4.3 The taught component shall be examined by both coursework and a formal written examination. Coursework shall account for 40% of the overall assessment while the formal written examination shall account for 60% of the overall assessment.
4.4 For the taught component, the pass mark shall be 50% based on the aggregate of the module work and the examination while for the research component the pass mark shall be 50%, based on the aggregate of the viva voce defence and the dissertation marks. The viva voce defence is compulsory and shall constitute 20% of the final dissertation mark.
4.5 The determination of the overall degree programme aggregate with a dissertation component will be:
   - Taught component  78%  260 credits
   - Research component  22%  70 credits
4.6 A candidate shall not be allowed to proceed to the research component of the Programme before passing all modules in the taught component.

5.0 REPEATING MODULES
5.1 In cases where the Programme is not fully semesterised, a candidate who fails a module or modules taken in a particular block may, on the recommendations of the Senate, be granted permission to repeat the failed modules when next offered.
5.2 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.
5.3 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.
5.4 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.
5.5 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.
5.6 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.

6.0 AWARDING OF DEGREE AND CLASSIFICATION OF THE DEGREE
6.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
6.2 For the degree to be awarded, the minimum number of credits of 288 credits must be satisfied.
6.3 The classification of the degree will be as in the General Regulations.
## PROGRAMME SUMMARY

### STAGE I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
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<tbody>
<tr>
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<td>Strategic Marketing</td>
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<td>CBU 5103</td>
<td>Marketing Research</td>
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<td>CBU 5201</td>
<td>Marketing Information Systems and E-Commerce</td>
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<td>CBU 5104</td>
<td>Industrial and Consumer Behaviour</td>
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<tr>
<td>CBU 5102</td>
<td>Financial Aspects of Marketing</td>
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**Electives**

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<td>CBU 5105</td>
<td>Marketing of Financial Services</td>
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<td>CBU 5106</td>
<td>Marketing of Non-Profit Organisations</td>
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**Electives**

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<td>CBU 5206</td>
<td>Professional Selling</td>
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**Electives**

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<td>Retail and Services Marketing</td>
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<td>CBU 5207</td>
<td>Marketing Communications and Applied Ethics</td>
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### STAGE III

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**TOTAL CREDITS**

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MODULE SYNOPSIS

STAGE 1

CBU 5101 Strategic Marketing 20 Credits
The module explores the process of strategy development and marketing planning as well as the development of strategic options. The scope of marketing decisions in areas of product management, pricing, promotion and distribution is examined.

CBU 5103 Marketing Research 20 Credits
This module examines the importance of research in marketing decisions as well as the techniques and procedures of acquisition, analysis and presentation of data. Areas of interest will include aspects of sampling, questionnaire design, and analysis and survey administration.

CBU 5201 Marketing Information Systems and E-Commerce 20 Credits
This module looks at the types of marketing information and its role in decision making and examines the development of e-commerce and its impact on marketing. Data base marketing issues are also examined.

CBU 5104 Industrial and Consumer Buyer Behaviour 20 Credits
The module develops an understanding of the concepts of consumer buying as well as business buying behaviour. The module will analyze how the understanding of buyer behaviour can facilitate the development of relationships and networks and provide a basis for developing effective marketing strategies.

CBU 5102 Financial Aspects of Marketing 20 Credits
This is a quantitative module which deals with costing issues, income statements and balance sheet analysis as well as analyzing product profit performance.

ELECTIVES

CBU 5105 International Marketing Management 20 Credits
The world as a global village entails that organizations must avoid economic isolation. Hence this module explores the challenges and opportunities provided by international markets and how to respond to them. Issues of export management and documentation are also analyzed.

CBU 5107 MARKETING OF NON-PROFIT ORGANIZATIONS 20 CREDITS

STAGE II

CORE MODULES

CBU 5202 Supply Chain Management 20 Credits
The module is designed to develop participant's buying skills. It covers purchasing principles and techniques, buying methods, negotiation philosophies, supplier selection, expediting, legal aspects,
international buying, corporate purchasing, performance measurement, effective storekeeping, inventory management and materials management.

**CBU 5203 Strategic Brand Management**  
20 Credits  
The module examines the nature of brands and their strategic importance to an organization. Issues include analyzing corporate culture, brand naming and stretching, added value, brand vision etc.

**ELECTIVE MODULES (To select 2)**

**CBU 5204 Marketing Communications and Ethics in Marketing**  
20 Credits  
The module examines the method of communication between a business and its customers. Focus will be on effective use of advertising, personal selling, sales promotions, publicity and other tools of communication well as their method of implementation and evaluation.

**CBU 5207 Retail and Services Marketing**  
20 Credits  
The module explores the major issues facing the retail industry and the functions and importance of retailing. It develops an understanding of the nature of the retail mix and the unique marketing emphasis for retailers and other service organizations. Issues on the unique characteristics of services and the role of people in service delivery are also looked at.

**CBU 5205 Agri-Business Marketing Management**  
20 Credits  
The module is designed to give a thorough grounding in the principles of agro-marketing. The unit will look at the peculiarities of commodity pricing in world markets, negotiation strategies, logistics, the regulatory environment, derivative markets among other issues.

**CBU 5206 Professional Selling Management**  
20 Credits  
The module covers the nature and scope of selling, purpose of selling, importance of selling, types of sales positions; the personal selling process - prospecting and preparation; presentation and closing; post sale follow-up; role of the Salesforce; types of salespersons, Salesforce objectives, determining sales force size.

**STAGE III**

**CBU 5301 Dissertation**  
80 Credits  
The dissertation, which is compulsory, helps students to consolidate theoretical knowledge gained in the Taught Section of the programme by completing a research project under the supervision of the Department of Business Management staff and/or professionals in the marketing sector.
**GRADUATE SCHOOL OF BUSINESS**

**Director**
Ambassador M. Ngulani, MBA Management, *Morgan State University* USA; BSc Business Administration, *Morgan State University*, USA

**Secretary**

**ACADEMIC STAFF**

**Senior Lecturers**
A. Mthimkhulu PhD Business Mgt. & Admn., Stellenbosch University SA, MDF, Stellenbosch University SA, BCom (Hons) Finance, NUST Z’bwe


**Lecturers**


N. Dube, PhD Economics, *Rhodes University* RSA, MSc Agricultural Economics, *UFH RSA*, BSc Hons Agricultural Economics, *UFH RSA*, BSc Hons Economics, *UZ* Z’bwe


*Think in other terms*
Oneile Gwate-Hall, MComm Fort Hare SA, BCom (Fort Hare), BBS, UZ Z’bwe
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Research Fellow
S. Mtisi, MBA, Stirling University UK, Bachelor of Technology Honours, UZ Z’bwe

Think in other terms
1.0 PREAMBLE
1.1 The Faculty of Commerce regulations for the Executive Master of Business Administration degree, hereinafter referred to as the Master of Business Administration Regulations, compliment the University General Academic Regulations for the Master’s degrees by Coursework, hereinafter referred to as the General Academic Regulations.
1.2 The Faculty of Commerce offers the Master of Business Administration degree under the aegis of the NUST Graduate School of Business, hereinafter referred to as the School of Business.
1.3 In addition to the various items as defined in Section 1.7 of the General Academic Regulations the following additional terms used in these regulations may be described:

“Part” Part is a defined portion of the programme with several modules.

“Audit” An audit is a registration status, which allows a student to attend a module for a regular grade or information without receiving credit hours for the module.

“Module” A module is a systematic plan of study, which may utilize lectures, discussions, laboratory, recitations, workshops, studios, independent study, internship, or other similar teaching formats to facilitate learning for the student. A module is counted in credit hours.

“Grade” A grade is the instructor’s official estimate of the student’s achievement in a module as reflected in examinations and assignments, and class participation. At the close of the semester students receive a final grade in a module. The final grades are recorded on the student’s permanent record at the Office of the University Registrar. The grade may not be changed from the record.

“Semester” A term used to identify formally designated periods during which classes are scheduled.

“Dissertation” A major research-based project undertaken by an MBA student in his/her area of specialization/operational interest, demonstrating a comprehensive and qualitative understanding of the area of study.
**“Board of Studies”** Means the School of Business Board of Studies. It shall comprise the chairmen of all Departments in the Faculty of Commerce, Director of Graduate School of Business and all its lecturers and will be chaired by the Dean of the Faculty of Commerce.

**“Pronoun”** The use of the pronoun “he and she” in these regulations applies to both sexes.

1.4 The Master of Business Administration may be studied on a block release basis or on a full-time basis.

### 2.0 DURATION OF PROGRAMME

2.1 The MBA Programme may be studied over a minimum period of 24 months and a maximum of 36 months.

2.2 The Executive Master of Business Administration may be studied on a block release or full time basis as shown below:

<table>
<thead>
<tr>
<th>YEAR</th>
<th>NUMBER OF MODULES</th>
<th>NUMBER OF CREDIT HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>II</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>III</td>
<td>4</td>
<td>80</td>
</tr>
<tr>
<td>IV</td>
<td>DISSERTATION</td>
<td>94</td>
</tr>
</tbody>
</table>

Duration of the Programme (hours) = 337

2.3 The minimum notional study hours and credits shall comply with the Zimbabwe Credit Accumulation and Transfer System (ZIMCATS) of 270-340 credits.

### 3.0 ENTRY REQUIREMENTS

3.1 To be considered for admission into the MBA Programme, an applicant should normally:
- be at least 30 years of age;
- hold a Bachelor’s degree of this University or any other approved university;
- have at least five years’ practical experience in a managerial capacity.

3.2 All applicants for admission into any MBA programme must be short-listed and interviewed before the commencement of the session.

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*Think in other terms*
4.0 DEFERMENT OF STUDIES
4.1 An applicant who is offered a place but is not able to take up the offer in that particular year shall apply for deferment of studies. Such application shall be made within one month from the date of offer.
4.2 Application for deferment should be made before commencement of the semester.
4.3 A student who applies for deferment after having attended some of the modules, shall forfeit the fees paid for the module attended.
4.4 Deferment of studies shall be valid for one academic year. Should a student fail to resume studies at the expiration of the deferment period, such a student shall be withdrawn from the programme.
4.5 To be readmitted into the programme after deferment, a student must apply in writing at least two months before registration.

5.0 ASSESSMENT
5.1 There shall be a Graduate School of Business panel of examiners, comprising of the Director of the Graduate School of Business, who shall be the Chairperson, all lecturers in the MBA programmes and the External Examiner (s).
5.2 Examinations shall comprise a written examination and Coursework (Assignments, projects etc.)
5.3 Students must have attended at least 80% of the lectures for each of the taught modules in order to qualify to sit for the examination.
5.4 Students must pass at least 50% of the modules taken in a given stage. The pass mark in each module shall be a weighted average of 50%.
5.5 Students must pass all modules in one Part before proceeding to the next. The pass mark in each module shall be 50%.
5.6 Passing module work/continuous assessment and the written examination shall be compulsory. Weighting of module work/continuous assessment and written examination in each module shall be 40% and 60%, respectively.
5.7 If a student fails a module examination or module work, he may, with the approval of Senate, be allowed to supplement the failed component.
5.8 A student may be allowed to supplement a module component only if the weighted mark for that module is in the range of 40 – 49%. Should the weighted mark be less than 40%, then a candidate shall be required to repeat the failed module(s) and should not proceed to the next stage.
5.9 The determination of the overall degree programme aggregate with a dissertation component shall be as follows:

<table>
<thead>
<tr>
<th>Taught component</th>
<th>80%</th>
<th>267 Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dissertation</td>
<td>20%</td>
<td>67 Credits</td>
</tr>
</tbody>
</table>

6.0 DISSERTATION
6.1 The Dissertation shall constitute the final part of the programme and must be passed with a mark of 50%. Each candidate is required to submit a dissertation of approximately 20000 words on a topic relating to his/her area of specialization and approved in writing by the supervisor.
6.2 A student shall proceed to Stage IV (Dissertation) only if all the taught modules have been passed.
6.3 A student who fails the dissertation with a mark in the range of 45-49% shall be given the option to resubmit within three months from the date of publication of results. The resubmitted dissertation shall attain a maximum of 50%.

Think in other terms
6.4 A student who fails on resubmission shall apply to repeat the module.
6.5 A student who writes a dissertation will be required to participate in the compulsory oral examination (VIVA VOCE) and it shall constitute 20% of the final dissertation mark.
6.6 A student who fails to exercise the options of submitting within three months from the date of publication of results will repeat the Dissertation Part.

7.0 WEIGHTING OF THE PROGRAMMES

The minimum total credits for the Programme shall be broken down as per the table below:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Credits per stage</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>STAGE I</td>
<td>STAGE II</td>
</tr>
<tr>
<td>General Master of Business Administration</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Executive Master of Business Administration</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Master of Business Administration in Strategic Management</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

In determining a candidate’s degree classification, the parts of the degree programme shall be weighted as follows:

<table>
<thead>
<tr>
<th></th>
<th>STAGE I</th>
<th>STAGE II</th>
<th>STAGE III</th>
<th>STAGE IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMBA</td>
<td>34%</td>
<td>34%</td>
<td>32%</td>
<td>-</td>
</tr>
<tr>
<td>EMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
<tr>
<td>SMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
</tbody>
</table>

8.0 GRADING SYSTEM

The Grading shall be as follows:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>80 – 100</td>
<td>Distinction</td>
<td>(D)</td>
</tr>
</tbody>
</table>

Think in other terms
70 – 79  Merit  (M)  
60 – 69  Credit  (C)  
50 – 59  Pass  (P)  
0 – 49  Fail  (F)  

9.0 REPEATING OF MODULES

9.1 If a student fails the repeat module(s), such a student shall be withdrawn from the National University of Science and Technology MBA programme and can only be re-admitted after an elapse of two years.

10.0 TRANSFER OF GRADUATE WORK OR CREDITS FROM OTHER INSTITUTIONS

10.1 A student may receive exemptions for work accomplished in recognized institutions upon the recommendation of the Graduate School Board of Studies and the approval of the Academic Board and in compliance with the Zimbabwe Credit Accumulation System (ZIMCATS)

10.2 Only modules for which the student received a grade of a Merit or higher maybe transferred.

10.3 Grades from other institutions may not be substituted for unsatisfactory grades already earned at the National University of Science and Technology; nor may the class grade A and / or B earned at another institution be used to offset a lower grade earned at the National University of Science and Technology.

10.4 All transfer graduate work or credits are subject to the following conditions:

10.4.1 The other Graduate School of Business must offer a graduate degree in the field in which the work has been completed.

10.4.2 The other Graduate School must be accredited for graduate study in the field in which the student is seeking transfer by an appropriate accreditation body.

10.4.3 The credit must be recommended by the NUST Graduate School of Business as specifically applicable to the MBA degree programme.

11.0 SYLLABI

11.1 Details of each module shall be maintained in accordance with the provisions of the General Academic Regulations for Master of Business Administration.

12.0 PROGRAMME PROFILE

<table>
<thead>
<tr>
<th>DEGREE PROFILE FOR EXECUTIVE MASTER OF BUSINESS ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
</tr>
<tr>
<td>Type of Degree</td>
</tr>
<tr>
<td>Credit Load</td>
</tr>
</tbody>
</table>

Think in other terms
<table>
<thead>
<tr>
<th>Level</th>
<th>SADC-QF-Level 8</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accreditng Authority</td>
<td>Zimbabwe Council for Higher Education (ZIMCHE)</td>
</tr>
<tr>
<td>Period of Reference</td>
<td>2017</td>
</tr>
</tbody>
</table>

12.1 Career Opportunities and Further Studies

<table>
<thead>
<tr>
<th>Employability</th>
<th>Managers, Leaders in both Private and Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further studies</td>
<td>PhD</td>
</tr>
</tbody>
</table>

12.2 Programme Delivery

<table>
<thead>
<tr>
<th>Teaching and learning methods</th>
<th>Lectures, Power Point Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment methods</td>
<td>Tests, Examinations, Group Presentation, Assignments</td>
</tr>
</tbody>
</table>

PROGRAMME SUMMARY

Think in other terms
MODULE SYNOPSES

STAGE I

EMB 5101: Managerial Economics 20 Credits

The module aims to enhance the students’ understanding of Microeconomic theory and concepts; the relation of economics reasoning to managerial decision-making as well as to business questions of public policy. The module focuses on the examination of economic principles and their applications in management. Areas covered include definition of goals; concepts of optimization, marginalisation and opportunity cost; theory of demand; production cost; market structure and the basic elements of welfare economics. Questions of wage-price guideline; pollution; and the social responsibility of firms from an economic point of view are discussed. Economic models and quantitative applications are demonstrated as aid to optimizing scarce or limited resources.

EMB 5102: Human Resources Management 20 Credits

The module aims to outline the origins and development of Human Resource Management, compare alternative models and explore its relationship to strategy, assess the role of human resource planning and to examine the methods and process involved in recruitment, selection and appraisal, study the changing nature of learning, training and development in contemporary organizations, examine the theoretical foundations of motivation and remuneration strategies and how organizations put these into practice. The module provides an overview of Human Resource Management and has been designed with the needs of the non-specialist in mind. The emphasis in the lectures and related activities will be on how the various activities involved in Human Resource Management - recruitment, selection, appraisal, training, development and remuneration - can deliver benefits for organizations rather than on imparting practitioners' skills.

EMB 5103: Financial and Management Accounting 20 Credits

The module aims to provide module participants with an understanding of the theory and practical application of accounting in (a) the preparation of external financial accounts and (b) internally generated management accounting information for decision-making and control within organizations. The module attempts to develop skills in the analysis of accounting data, as well as a good understanding of the underlying assumption on which the figures are based. To this end, lectures are interspersed with exercises and case study sessions. Reading and practical exercises are provided to consolidate the topics covered during the day.

EMB 5105: Marketing Management 20 Credits

This module aims at providing module participants with a sound understanding of the main concepts and theories of marketing and helps them develop the ability to apply knowledge to practical marketing decision-making. Theoretical concepts are presented using lectures and seminars and participants are
expected to follow the recommended readings from key text books and professional journals to augment the learning process. The module includes the use of case-studies and discussion of current marketing issues to ensure its application to the business environment.

**STAGE II**

**EMB 5202: Entrepreneurship**
20 Credits
The module aims at helping students develop an understanding of issues, possibilities and challenges in the field of entrepreneurship. Its objectives are to describe the nature and significance of entrepreneurship; evaluate the paths to entrepreneurship; prepare and critique business plans; distinguish and evaluate the different sources of financing small businesses and assess the risks facing small businesses and their mitigation. The areas covered include: the role of small businesses in an economy; characteristics of entrepreneurs and the myths about entrepreneurs; entrepreneurship, and traditional management; forms of business ownership; ways of going into business; business plan structure, uses and preparation; sources of finance; business growth models; causes of small business failure; risk analysis for small businesses as well as Women and entrepreneurship.

**EMB 5206: Corporate Governance and Business Ethics**
20 Credits
The main objective of this module is to provide candidates with a comprehensive knowledge of theories, principles and practice of Corporate Governance. It focuses on ethical issues in the conduct and regulation of business. The module equips candidates with a good knowledge of Corporate Governance which should enable them to develop a clear understanding of corporate structures, processes, policies, roles, and responsibilities, crucial for proper direction and control of business and organizations not only for their immediate but also greater stakeholders. The areas covered include: Ethical Theories and Principles; Corporate Governance issues relating to: Risk Management, Dealings and Securities, Internal Audit, Reporting of Financial and nonfinancial information, Communication with other corporate stakeholders; corporate best practices; Organization Integrity/Code of Ethics and Corporate governance systems and strategies.

**EMB 5204: Strategic Management**
20 Credits
The objectives of the module include: inculcate a deep understanding of the analysis necessary to undertake strategic management decision making; to provide an appreciation of the complex, competitive and general environment of businesses; to allow refinement of the students' analytical decision making skills in complex business situations; to lead to an understanding of the complex human, organizational and ethical problems often involved in strategic decision-making. The major topics covered include: The role of Analysis and Planning; Mission; Objectives; Values; Ethics and Goals; External Analysis - Markets, Industries, Competitors and Stakeholders, Internal Audit; Capabilities, Value Chains, Resources and Portfolios, Core and Generic Strategies; Structure, Culture and Organizational Design, Strategy Evaluation, Implementation and Control, Strategic Group Mapping; Collaborating to Compete; Leadership Strategic Procurement, Market Orientation and Performance, Commitment: the Dynamics of Strategy, Corporate Social Responsibility, Differentiating Products with Services, Strategic Role of Brand Management as well as Strategic Management.
EMB 5208: Operations Management  20 Credits
The objective of this module is to explore what constitutes world class operations and information management. The module will therefore cover top level issues such as developing a focused operations and information strategy that is congruent with the company's business and marketing strategies. To this will be added understanding and practice of key operational techniques to enable delivery of the strategy. The learning process is facilitated through module readings, lectures, worked exercises and contemporary case studies. The major topics covered include developing a competitive operations strategy; product and service design; facilities layout; location planning; design of work systems; strategic value of information; roles and categories of information systems; supply chain management; productivity, project management, Japanese manufacturing techniques and operations linkages across the business.

STAGE III

EMB 5301: International Business Environment  20 Credits
The key objective of the module is to develop an appreciation of the inter-play of all the factors on regional economies and create awareness among the participants on how the economic forces can be harnessed to stimulate economic development in this part of the world. The major topics covered are the main developments in the international economy since the Second World War and the process of globalization which is now taking place; the instability of the international environment and the sense of insecurity among the established economic hegemonies made particularly evident by the rise of the Asia-Pacific region; the role of the major economic players such as the United States of America, Japan, China and the Asian Tiger economies as well as the dynamic role of the key driving forces of the world economy and establishment of the World Trade Organization and its impact on the developing economies.

EMB 5303: International Management and Trade Policy  20 Credits
This module is designed to unlock the power of global business on the individual firm manager. It provides analytical and practical skills to face international business issues as well as assisting learners appreciate the structures, strategies, trade and economic policy instruments at their disposal for effective international management. The module considers the international competitiveness of nations, regions of the world, the role of foreign direct investment, firm clusters and competitiveness, international strategy at national level and at firm level, the relationship between politics and international business, negotiating developing markets, cross-cultural management, macroeconomic and microeconomic policy analysis, the dynamic of globalization, international finance, investments and global financial markets, negotiation strategy and ethical dilemmas in cross-cultural negotiations, managing international mergers and acquisitions, trade policy analysis and multilateral institutional policy frameworks and programmes related to international business, regional trade frameworks and policy instruments related to international business, trade policy advocacy, global marketing, production and operations management, human resource strategy, supply chain management and corporate governance.

EMB 5304 Change Management  20 Credits
The speed at which change is occurring is faster now than it has ever been in the entire existence of humankind and corporate history. Successful organizations are those that both create and respond

*Think in other terms*
positively to change and cultivate a culture of corporate entrepreneurship. The module examines reasons why so many business strategies fail and why some firms are so successful while others are slowly dying; it also looks at the systems thinking and systems dynamics modelling frameworks; in addition, the traditional strategy theoretical frameworks, technological discontinuities, new requirements of doing business, changing customers and changing faces of competition; options to anticipate and manage change, business process re-engineering, implementation failure analysis, decision modelling and tools for integrating strategy across the entire organization. The module also addresses the question of black economic empowerment, diversity policy and women’s participation in organizations as well as current debates and evidence surrounding these issues.

**EMB 5310: Financial Management and Policy**  
20 Credits

The module provides a set of tools for analysing financial data and making decisions as well as increasing students' understanding of the principles, concepts and techniques of financial management and financial markets for successful acquisition of funds and allocation of these funds among various asset categories so that goals can be achieved. This module focuses on corporate financial management and investment, and provides the framework, concepts, and tools for making financial decisions. It examines approaches to determining the value of a firm and for determining the organisation's optimal capital structure. The Principles of modern financial theory are used to explain decision-making frameworks such as NPV (Net Present Value); IRR (Internal Rate of Return); EVA (Economic Value Added); MVA (Market Value Added); and Payback. Financial strategies on the firm's cost of capital structures are also discussed. The module is designed to provide the theoretical framework and some practical problems of financial administration. With this in mind, the module is taught mainly by the case method and supplemented by formal lectures.

**STAGE IV**

**EMB 5400: Dissertation**  
20 Credits

The dissertation is a final component of the programme which requires the student to undertake a research-based project in his/her area of specialisation. Students are required to undergo a one-week research methods module before commencement of the project.

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*Think in other terms*
GENERAL MASTER OF BUSINESS ADMINISTRATION
RULES AND REGULATIONS

1.0 PREAMBLE
The Faculty of Commerce regulations for the Master of Business Administration [MBA] degree hereinafter referred to as the Master of Business Administration Regulations, complement the University General Academic Regulations for Master’s degree by module work, hereinafter referred to as the General Academic Regulations.

2.0 RULES AND REGULATIONS
2.1 The Master of Business Administration Degree is offered under the following programmes:
2.1.1 The part-time modular MBA degree programme hereinafter referred to as the “Executive MBA”.
2.1.2 The full-time semester-based MBA degree programme, hereinafter referred to as the ‘General MBA’.
2.1.3 The part-time modular MBA degree programme, hereinafter referred as the “MBA in Strategic Management”. All three-degree programmes are offered under the aegis of the NUST Graduate School of Business, hereinafter referred to as the Graduate School.
2.1.4 In addition to the various terms as defined in the General Academic Regulations the following additional terms used in these regulations maybe described:

“Part” Part is a defined portion of the programme with several modules.

“Audit” An audit is a registration status, which allows a student to attend a module for a regular grade or information without receiving credit hours for the module.

“Module” A module is a systematic plan of study, which may utilise lectures, discussions, laboratory, recitations, seminars, workshops, studios, independent study, internship, or other similar teaching formats to facilitate learning for the student. A module is counted in credit hours.

“Semester Hours” These are alternative designations for Units of credit, i.e. one semester hour is equivalent to one credit hour.

“Grade” A grade is the instructor’s official estimate of the student’s achievement in a module as reflected in examinations and assignments, and class participation. At the close of the semester students receive a final grade in each module. The final grades are recorded on the student’s permanent record at the Office of the University Registrar. The grade may not be changed or removed from the record.

Think in other terms
“Programme” A programme is a structured set of learning experiences designed to enable learners to achieve the desired qualification and the requisite knowledge, skills and abilities.

“Grade-Point Average (GPA)”
The grade-point average is the numerical calculation of the mean cumulative average of the grades received in all modules taken at the Graduate School of Business for credit by Special Examination for Grade. Grade point average is determined by dividing the total number of grade points (quality points) earned by the number of credits attempted. Grade points are computed by multiplying the credit value of each module by the numerical value of the grade. Only the grades of modules taken for credit are used in calculating the grade-point average.

“Grade Point Deficiency (GPD)”
A Grade Point Deficiency is generally used to determine what a student on probation will need in order to be removed from probation. It can also be used to determine how many Distinctions (Ds), Merits (Ms), or Pass (Ps) a student needs to obtain a specific GPA. Grade point deficiency exists when a student’s total grade points are less than the total credits scheduled times 2.5. In other words, deficiencies are accumulated whenever a student’s cumulative grade point average falls below 2.50. Therefore, before calculating a student’s GPD, an estimate of the desired Grade Point Average is required.

“Quality Points” Quality points are the product of the letter grade (converted into a number) earned in a particular module and the number of credits for the module. Thus, the number of Quality points earned for a particular module depends on the grade earned and on the number of credit hours that the module is worth.

“Quality Point Deficiency”
Quality Points Deficiency is the amount by which a student’s total quality points fall below the total that would result in a GPA of 2.50. It is calculated by multiplying the total designated number of credits attempted by 2.50 and subtracting the total quality points actually earned by the student. For example, a student with 46.22 quality points after attempting 30 credits has a quality point deficiency of 30 x 2.50 - 46.22 = 28.78.

“Semester” A term used to identify a formally designated periods during which classes are scheduled.

“Dissertation”
A major research based project undertaken by an MBA student in his/her area of specialization / operational interest, demonstrating a comprehensive and qualitative understanding of the area of study.

“Board of Studies”
It means the School of Business Board of Studies. It shall comprise the chairmen of all Departments in the Faculty of Commerce, Director of Graduate School of Business and all its lecturers and will be chaired by the Dean of the Faculty of Commerce.
Think in other terms

“Pronoun” The use of pronoun “he and she” in these regulations applies to both sexes.

“Credit” A single credit (1) is equal to 10 notional study hours (ten hours of study).

3.0 REGULATIONS FOR THE MASTER OF BUSINESS ADMINISTRATION (GENERAL) DEGREE PROGRAMME

3.1 These regulations should be read in conjunction with the General Academic Regulations for Postgraduate (masters) degrees.
3.2 The Master of Business Administration degree may be studied on full-time or part-time basis.
3.3 The full-time MBA student may, for good reasons and subject to approval by the Senate on the recommendation of Senate, transfer to the part-time programme or vice versa provided the student meets the requirements of the stage of the programme he/she is transferring to.

4.0 ENTRY REQUIREMENTS

4.1 To be considered for admission to the MBA programme an applicant candidate should normally:

- be at least 25 years of age;
- hold a Bachelor’s degree of this University or any other approved university or its equivalent.
- have had at least two years’ post qualification practical experience gained at a managerial/supervisory capacity.
- All applicants for admission to the MBA must be short-listed and interviewed before the commencement of the session.

5.0 DURATION OF PROGRAMME

5.1 On a full time basis the General MBA programme may be studied over a minimum period of 12 months and a maximum of 24 months.
5.2 On part time basis the General MBA programme may be studied over a minimum period of 24 months to a maximum period of 48 months.
5.3 The minimum national study hours and credits shall comply with the Zimbabwe Credit Accumulation and Transfer System (ZIMCATS) of 270-340 credits.

6.0 ASSESSMENT

6.1 Examinations shall comprise written and Module work (Assignments, projects, etc.)

6.2 With the exception of the Dissertation, a formal 3-3 1/2-hour examination shall be conducted in all prescribed modules. The pass mark in each module shall be 50%. Weighting of both the module work (Assignment) and written examination in each module shall be 40% and 60% respectively.

6.3 If a student fails a module examination or module work, he/she shall not be allowed to supplement (module examination) or resubmit (coursework) as provided for in the Scholastic Grade Point Average Regulation.
6.4 In the overall degree classification, the Dissertation shall carry a weighting of 20% and the rest of the modules shall be equally weighted to constitute 80%.

6.5 The determination of the overall degree programme aggregate with a dissertation component shall be as follows:

- Taught component: 80%
- Dissertation: 20%

6.6 A student will be allowed to proceed from Stage I to Stage II carrying a maximum of two failed subjects, but a student shall not be allowed to proceed to Stage III (Dissertation) before passing all modules in the taught component.

6.7 A student who writes a dissertation will be required to participate in the compulsory oral examination (VIVA VOCE) and it shall constitute 20% of the final dissertation mark.

6.8 The MBA degree will be divided into 3 Years as follows:

- STAGE I – 100 credit hours
- STAGE II – 100 credit hours
- STAGE III – 94 credit hours (Dissertation)

7.0 DISSERTATION

7.1 The Dissertation shall constitute the final part of the programme. Each student is required to submit a Dissertation of approximately 20,000 words on a topic relating to his/her area of managerial interest and approved in writing by the dissertation supervisor.

7.2 A student who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat student may be exempted from re-attendance and re-examination in any modules in which he/she previously passed with a Merit or better.

7.3 A student who is allowed to proceed to the subsequent Year of the Programme and has failed the same Year of the Programme twice will be required to withdraw from the Programme.

7.4 A student who fails a Dissertation Stage with a mark in the range of 45-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.

7.5 A student who fails to exercise the option of submitting within three months from the date of publication of results will repeat the Dissertation Stage.

8.0 WEIGHTING OF THE PROGRAMMES

The minimum total credits for the Programme shall be broken down as per the table below:
<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Credits per stage</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>STAGE I</td>
<td>STAGE II</td>
</tr>
<tr>
<td>General Master of Business Administration</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Executive Master of Business Administration</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Master of Business Administration in Strategic Management</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

In determining a candidate’s degree classification, the parts of the degree programme shall be weighted as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>STAGE I</th>
<th>STAGE II</th>
<th>STAGE III</th>
<th>STAGE IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMBA</td>
<td>34%</td>
<td>34%</td>
<td>32%</td>
<td>-</td>
</tr>
<tr>
<td>EMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
<tr>
<td>SMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
</tbody>
</table>

**9.0 GRADE POINT AVERAGE (GPA)**

The minimum grade point average (GPA) required by the Graduate School of Business for graduation is 2.50.

**9.1 Grading System**

The grades at the NUST Graduate School of Business are as follows:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>80 – 100</td>
<td>Distinction</td>
<td>(D)</td>
</tr>
<tr>
<td>70 – 79</td>
<td>Merit</td>
<td>(M)</td>
</tr>
<tr>
<td>60 – 69</td>
<td>Credit</td>
<td>(C)</td>
</tr>
<tr>
<td>50 – 59</td>
<td>Pass</td>
<td>(P)</td>
</tr>
<tr>
<td>0 - 49</td>
<td>Fail</td>
<td>(F)</td>
</tr>
</tbody>
</table>
To convert the grade system to a Grade Point Average system, using a 4-point scale, a numerical weight is assigned to each grade showing the number of points each of them carry per credit hour earned (D =4.00; M =3.50; C = 3.00; P =2.00 -2.50; F=0.00).

9.2 Calculating Grade Point Average–GPA

A student’s grade point average is determined by dividing the number of grade points earned by the number of credits attempted. Grade points are computed by multiplying the credit value of each module by the numerical value of the grade in points (i.e., D =4.00, M = 3.50-3.50; C = 3.00; P=2.00 -2.50; F=0.00) earned in that module.

For example: If a student earns a “D” in a module, the grade points equal $12=4 \times 3$ (for a three-credit hour module), meaning a grade “D” earns 4 grade points per credit hour. All grade points earned in each module are added together to obtain total grade points (total quality points). An illustration is given below:

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Credit Hours</th>
<th>Grade Points</th>
<th>Calculate</th>
<th>Quality Points</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMB5264</td>
<td>3</td>
<td>P= (2.00)</td>
<td>3 x2.00</td>
<td>6.00</td>
</tr>
<tr>
<td>GMB5265</td>
<td>3</td>
<td>P= (2.00)</td>
<td>3 x2.00</td>
<td>6.00</td>
</tr>
<tr>
<td>GMB5266</td>
<td>3</td>
<td>M = (3.00)</td>
<td>3 x3.00</td>
<td>9.00</td>
</tr>
<tr>
<td>GMB5268</td>
<td>3</td>
<td>D = (4.00)</td>
<td>3 x4.00</td>
<td>12.00</td>
</tr>
<tr>
<td>GMB5269</td>
<td>4</td>
<td>M = (3.00)</td>
<td>4 x3.00</td>
<td>12.00</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Total (Attempted)</th>
<th>Total Grade/Credits (Total Quality Points)</th>
<th>Points Earned</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>16</td>
<td>49.00</td>
</tr>
</tbody>
</table>

To complete the Grade Point Average computation process, divide the total number of grade points earned by a student to date by the total number of cumulative credit hours attempted so far.

\[
\text{GPA} = \frac{49}{16} = 3.06
\]

Therefore, a GPA is calculated by dividing the Number of quality points earned by the credit hours attempted. Grades used in computing the GPA are:

\[
\text{D =4.00; M =3.00 -3.50; P=2.00 -2.50 and F=0.00.}
\]

Degrees however, shall be classified as “Distinction”, “Merit” and “Pass” based on the Overall GPA scored as indicated in the table below:

<table>
<thead>
<tr>
<th>Degree Class</th>
<th>Overall GPA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distinction</td>
<td>3.86</td>
</tr>
<tr>
<td>Merit</td>
<td>3.00</td>
</tr>
<tr>
<td>Credit</td>
<td>3.00</td>
</tr>
<tr>
<td>Pass</td>
<td>2.50</td>
</tr>
</tbody>
</table>

Think in other terms
9.3 Grades not included in the Grade Point Average computation

Grades ‘IN’, ‘IP’, ‘W’, and ‘AU’, are not assigned grade point values and not used in the computation of the grade point average.

<table>
<thead>
<tr>
<th>Grade</th>
<th>Code</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incomplete</td>
<td>IN</td>
<td>0</td>
</tr>
<tr>
<td>In Progress</td>
<td>IP</td>
<td>0</td>
</tr>
<tr>
<td>Withdraw</td>
<td>W</td>
<td>0</td>
</tr>
<tr>
<td>Audit</td>
<td>AU</td>
<td>0</td>
</tr>
</tbody>
</table>

9.4 Grade Point Deficiency (GPD)

Grade Point Deficiency (GPD) can be used to determine how many D’s, M’s or P’s a student at the Graduate School of Business needs to obtain a specific GPA. Alternatively, the Grade Point Deficiency (GPD) is generally used to determine what a student on probation will need in order to be removed from probation category.

9.5 Scholastic Grade Point Average Policy

9.5.1 Each module is treated individually and must be passed at the level of P = 2.00 (letter Grade P).

   If a student fails a module, such a module(s) should be re-taken when next offered provided not more than two such modules are carried forward.

9.5.2 If a student fails more than two modules in a Stage such a student shall not be allowed to proceed to the next Stage but shall be required to repeat all the failed modules. For a student who has passed only one module, such a student shall be required to repeat all the modules unless the passed module was at grade ‘D’.

9.5.3 A minimum cumulative overall average of 2.50 on a 4.00 scale is required of all graduate students, and this average shall be based on all modules so far attempted.

9.5.4 The record of any student who does not earn a 2.50 in any Stage will be reviewed and the individual may be placed on probation for one Stage, during which time he/she must regain a “2.50” average status.

9.5.5 If at the end of Stage II, a student has not maintained a cumulative overall GPA of 2.50, such a student will not proceed to Stage III but will seek to select a module apart from the passed modules to bring his/her GPA to 2.50. Such module(s) can be selected from any Postgraduate Programme, subject to approval from the Graduate School of Business.

9.5.6 If a graduate student has exhausted the allowed duration for the programme and having passed all module at P=2.00 (Letter Grade P) but has failed to maintain his/her GPA at 2.50 or better,
such a student shall be discontinued from the MBA and shall be awarded a Postgraduate Diploma in Management.

9.5.7 If extenuating circumstances prevail, any student discontinued under the scholastic probation policy provisions may appeal to the University Termination of Studies Appeal Committee. If re-admitted, the candidate’s scholastic record will be re-examined and a decision made as to whether the record justifies continuation in the programme.

9.5.8 If the student is re-admitted into the Programme, it is for one Stage only and if the student fails to bring the total cumulative average to date up to a minimum of 2.50 during that Stage, the student is withdrawn from the Graduate School of Business and is no longer eligible for the MBA of this University.

9.5.9 No student will be allowed to proceed to Stage III (Dissertation) without clearing all modules in Stages I and II and with a GPA of less than 2.50

10.0 REPEATING OF MODULES

10.1 If a student fails the repeat module(s), such a student shall be withdrawn from the National University of Science and Technology MBA programme and can only be re-admitted after an elapse of two semesters.

11.0 TRANSFER OF GRADUATE WORK OR CREDITS FROM OTHER INSTITUTIONS

11.1 A student may receive exemptions for work accomplished in recognized institutions upon the recommendation of the Graduate School Board of Studies and the approval of the Academic Board and in compliance with the Zimbabwe Credit Accumulation and Transfer System (ZIMCATS).

11.2 Only modules for which the student received a grade of Merit or higher maybe transferred.

11.3 Grades from other institutions may not be substituted for unsatisfactory grades already earned at the National University of Science and Technology; nor may the class grade A and or B earned at another institution be used to offset a lower grade earned at the National University of Science and Technology.

11.4 All transfer graduate work or credits are subject to the following conditions:

11.4.1 The other Graduate School of Business must offer a graduate degree in the field in which the work has been completed.

11.4.2 The other graduate school must be accredited for graduate study in the field in which the student is seeking transfer by an appropriate accreditation body.

11.4.3 The credit must be recommended by the NUST Graduate School of Business as specifically applicable to the MBA degree programme.

12.0 SYLLABI

Details of each module shall be maintained in accordance with the provisions of the General Academic Regulations for Master of Business Administration.
13.0 AWARD OF THE MBA DEGREE

The MBA degree shall be awarded in accordance with the General Regulations on the marking scheme and classification as distinction, merit or pass.

14.0 PROGRAMME PROFILE

<table>
<thead>
<tr>
<th>DEGREE PROFILE FOR EXECUTIVE MASTER OF BUSINESS ADMINISTRATION</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
</tr>
<tr>
<td>Type of Degree</td>
</tr>
<tr>
<td>Credit Load</td>
</tr>
<tr>
<td>Level</td>
</tr>
<tr>
<td>Accrediting Authority</td>
</tr>
<tr>
<td>Period of Reference</td>
</tr>
</tbody>
</table>

14.1 Career Opportunities and Further Studies

<table>
<thead>
<tr>
<th>Employability</th>
<th>Managers, Leaders in both Private and Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further studies</td>
<td>PhD</td>
</tr>
</tbody>
</table>

14.2 Programme Delivery

<table>
<thead>
<tr>
<th>Teaching and learning methods</th>
<th>Lectures, Power Point Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment methods</td>
<td>Tests. Examinations, Group Presentation, Assignments</td>
</tr>
</tbody>
</table>

CALCULATING GRADE POINT

Before calculating a student’s GPD, you will need the student’s desired grade point average.

Grade Point Deficiency exists when a student’s total grade points are less than the total cumulative credit hours scheduled times 2.50. In other words, deficiencies are accumulated whenever a student’s cumulative grade-point average falls below 2.50.

Example: Calculating GPD.

Step 1 Multiply the hours attempted at NUST Graduate School of Business by the desired GPA. This equals the number of grade points or quality points the student wishes to have had.
35 x 2.50 = 87.5

**Step 2** Take the number of Grade Points the student should have earned (step 1) and subtract the number of grade points the student actually earned:

87.5 - 75.0 = 12.5

This student therefore has a grade point deficiency of 12.5.

**Step 3** Using GPD to determine what grades a student needs to have in order to achieve a 2.50. GPD is a deficiency, so it may help to look at the numerical value as a negative number, or in this case -12.5. To achieve 2.50 overall average grades in 3–hour credit modules, a student’s GPA is affected in the following way:

A = **+4.5**  [total points added less points needed to maintain]

In other words, the following holds with regard to a grade in a specific module.

“F” adds 2.50 deficiencies per credit hour “C” adds 1.50 deficiencies per credit hour “C+” adds 0.00 deficiencies per credit hour “B” removes 1.50 deficiencies per credit hour “B+” removes 3.00 deficiencies per credit hour “A” removes 4.50 deficiencies per credit hour

So, a student with a 12.5 GPD would need three A’s and one B to achieve a 2.5 GPA (-12.5 + 3 x 4.5 + 1.5 = 2.5). The goal is to get the GPD to zero or higher.
Using the GPD Table:

(a) Find the desired GPA in the left-hand column.

(b) To determine how many A’s a student needs, divide their GPD by the number located under the “A” in the row with the desired GPA i.e. a student with deficiency points equal to 7 would be 1.555. (7/ 4.5) or 2 A’s in order to get a 2.50

A table based on 3-hour modules

<table>
<thead>
<tr>
<th>Desired GPA</th>
<th>A</th>
<th>B+</th>
<th>B</th>
<th>C+</th>
<th>F</th>
</tr>
</thead>
</table>

To determine how many B’s a student needs, divide the GPD by the number located under the “B” in the row with the desired GPA. 12.5/ 1.5≈8.333 or 9 B’s in order to get a 2.50 Since a “C” is worth 2.0 points, any C’s the student receives will not maintain the student’s GPA at 2.50. In fact anything below a “55%2.50” will lower the student’s GPA.
# PROGRAMME SUMMARY

<table>
<thead>
<tr>
<th>STAGE I</th>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GMB 5161</td>
<td>Legal Environment of Business</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5163</td>
<td>Managerial Economics</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5166</td>
<td>Financial and Management Accounting</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5165</td>
<td>Strategic Marketing Management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5167</td>
<td>Operations Management</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAGE II</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GMB 5268</td>
<td>Financial Management and Policy</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5266</td>
<td>Human Resources Management</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5264</td>
<td>Corporate Governance and Ethics</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5265</td>
<td>Entrepreneurship</td>
<td>20</td>
</tr>
<tr>
<td></td>
<td>GMB 5269</td>
<td>Strategic management/Business Policy</td>
<td>20</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>STAGE III</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>GMB 5270</td>
<td>Dissertation (20000words)</td>
<td>94</td>
</tr>
</tbody>
</table>

**Total Credits**  **294**

**Elective Modules**  
*(Available for Auditing, Electives and or Special Interests only)*

<p>| | | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>GMB 551</td>
<td>International Finance and Trade</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>GMB 552</td>
<td>Organisational Behaviour and Theory</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>GMB 553</td>
<td>Public Sector Management</td>
<td>20</td>
<td></td>
</tr>
<tr>
<td>GMB 556</td>
<td>International Business</td>
<td>20</td>
<td></td>
</tr>
</tbody>
</table>

*Think in other terms*
MODULE SYNOPSES

STAGE I

GMB 5165 Strategic Marketing Management 20 Credits
The marketing module of the GMBA aims to provide module participants with a sound understanding of the main concepts and theories of marketing and ability to apply this knowledge to practical marketing decision-making. Theoretical concepts are presented using lectures, cases and presentations; participants are expected to follow the recommended readings from key texts and articles to augment this learning process. Emphasis will also be placed on how to prepare a Strategic Marketing Plan, a Blueprint of the marketing department and participants will be expected to develop and critique marketing plans. The use of case studies and discussion of current marketing issues ensures the relevance of the module material and its application to business.

GMB 5163 Managerial Economics 20 Credits
Managerial Economics is a discipline that borrows from Management Sciences and Economics. It makes use of analytical tools for analysing, explaining and solving organizational problems in business. The objective of the module is to help students develop an analytical economic approach to decision-making using mainly principles of microeconomics and quantitative methods. At the end of this module, students should be able to make optimal business decisions and critically evaluate business alternatives that may not necessarily optimize profits and other objectives of the firm.

GMB 5164 Operations Management 20 Credits
The objective of this module is: to explore what constitutes world class operations management. The module will therefore cover top level issues such as developing a focused operations management strategy that is congruent with the company’s business and marketing strategies. To this will be added understanding and practice of key operational techniques to enable delivery of the strategy. The objectives of the module are to: stimulate an awareness of the characteristics of operations systems and the various approaches that may be adopted in their design; equip individuals with an appreciation of techniques and technologies available for the control of operations and too provide an insight to both conventional quality control and modern approaches to quality management based upon the principle of continuous improvement and total quality management. By the end of the module, students should be able to use those frameworks and techniques presented to develop strategies, design, plan and control manufacturing and service operations.

GMB 5161 Legal Environment Of Business 20 Credits
The module aims to provide a conceptual framework for understanding the broader context in which business decisions are made. The module focuses on understanding the legal frameworks governing contracts, property and business relationships, and covers those principles of commercial law which are relevant to business transactions. The module will also explore the general principles of the law of contract, a detailed analysis of the major principles e.g. definition, contracts, breach of contracts, remedies for breach, etc; Special types of contracts: (a) agency, (b) lease, (c) sales, (d) surety, (e)
partnership; the law relating to negotiable instruments; consumer protection law; emphasis to be placed on both commercial law and the statute law; the legal aspects of companies and other similar commercial bodies and the legal aspects of banking and of insurance.

STAGE II
Key Areas Covered Include:

i. Models of firm behaviour
ii. Theory of demand and supply
iii. Application of the concept of elasticity
iv. Decision making under conditions of risk and uncertainty
v. Theory of cost and production
vi. Market structure and pricing strategies
vii. Investment appraisal

GMB 5265 Entrepreneurship 20 Credits
The module aims to expose students to the effective management of small to medium enterprises (SMEs), entrepreneurship and the SME environment; start-up issues; managing the SME; marketing research; marketing and credit; sources of finance; financial and administration controls; governmental assistance to SMEs; legal and governmental controls; operations of major types of SMEs. The module is intended to enable the student to comprehensively describe and illustrate entrepreneurship and apply the concepts to a typical Zimbabwean context.

GMB 5264 Corporate Governance and Business Ethics 20 Credits
The main objective of this module is to provide candidates with a comprehensive knowledge of theories, principles and practice of Corporate Governance. It focuses on ethical issues in the conduct and regulation of business. The module equips candidates with a good knowledge of Corporate Governance which should enable them to develop a clear understanding of corporate structures, processes, policies, roles and responsibilities, crucial for proper direction and control of business and organizations. Areas covered in the module include: Ethical Theories and Principles; Corporate Governance issues relating to: Risk Management, Dealings and Securities, Internal Audit, Reporting of Financial and nonfinancial information, Communication with other corporate stakeholders; Corporate best practices; Organisational Integrity/Code of Ethics as well as Corporate governance systems and strategies.

GMB 5269 Strategic Management and Business Policy 20 Credits
The module intends to offer participants a general overview of the basic concepts, principles as well as the application of major analytical approaches that are utilized in strategic management decision-making. This module is concerned with the formulation, implementation and evaluation of long-run strategies by business organizations in the context of their particular competitive environment, and their ever-changing, uncertain general environment for business. The module involves the application of strategic management analysis to case studies, at one level, and at another level, the module goes into further refinements and involves more extensive deployment of the case study approach. The major thrust here is to provide an appreciation of the complex competitive and general environments of
business situations, and to lead to an understanding of the complex human, organizational and ethical problems often involved in strategic decision-making.

**GMB 5268 Financial Management and Policy**  
20 Credits

This module intends to provide students with an understanding of the principles, concepts and techniques used in making financial management decisions; ensure that the students understand the concepts behind available theoretical models and can assess the relevance of developments in financial management theory to an enterprise; provide an ability to select the techniques most appropriate to optimize the employment of resources, ensure that students understand the workings of the financial system and evaluate alternative sources of finance and assess investment possibilities as well as to appreciate the treasury management function and the working capital aspects. At the end of the module students should be able to communicate the consequences of financial management decisions to accountants and non-accountants. The major topics covered include: Goals and functions of finance; Financial sector of the Zimbabwean economy; evaluation; market risk and returns; Capital investment decisions; Dividend Policy; working capital management as well as tools of analysis and forecasting; mergers and acquisitions.

**GMB 5266 Human Resources Management**  
20 Credits

The module intends to provide focus and coherence to a range of organizational activities which are essentially concerned with managing people and improving their effectiveness. The central proposition of the module is that these activities, when properly integrated and related to the strategic goals of the organization, can have a significant positive impact on its overall performance. The keys to understanding HRM lies within the social, economic, political and cultural context and the lectures will aim to make links between context, activities and theory. The major topics covered include: The nature of Human Resources; History and evolution of Human Resources Management; Human Resources and competitive advantage; understanding the legal environment of Human Resources Management; Human Resources planning; Analysing jobs; Recruitment and selection; Training and developing employees; Appraisal and performance; Compensation management; Employee healthcare and Managing terminations.

**STAGE III**

**GMB 5270 Research Methods**  
94 Credits

This is a final component of the programme which requires the student to undertake a research-based project in his/her area of specialization. Students are required to undergo a one-week research methods module before commencement of the project.
1.0 PREAMBLE

1.1 The Faculty of Commerce regulations for the Master of Business Administration degree in Strategic Management, hereinafter referred to as the Master of Business Administration Regulations, compliment the University General Academic Regulations for the Master’s degrees by coursework, hereinafter referred to as the General Academic Regulations.

1.2 The Faculty of Commerce offers the Master of Business Administration degree under the aegis of the NUST Graduate School of Business, hereinafter referred to as the School of Business.

1.3 In addition to the various items as defined in the General Academic Regulations the following additional terms used in these regulations may be described:

“Part” Part is a defined portion of the programme with several modules.

“Audit” An audit is a registration status, which allows a student to attend a module for a regular grade or information without receiving credit hours for the module.

“Module” A module is a systematic plan of study, which may utilize lectures, discussions, laboratory, recitations, workshops, studios, independent study, internship, or other similar teaching formats to facilitate learning for the student. A module is counted in credit hours.

“Grade” A grade is the instructor’s official estimate of the student’s achievement in a module as reflected in examinations and assignments, and class participation. At the close of the semester students receive a final grade in a module. The final grades are recorded on the student’s permanent record at the Office of the University Registrar. The grade may not be changed from the record.

“Semester” A term used to identify formally designated periods during which classes are scheduled.

“Dissertation” A major research-based project undertaken by an MBA student in his/her area of specialization/operational interest, demonstrating a comprehensive and qualitative understanding of the area of study.

“Board of Studies” Means the School of Business Board of Studies. It shall comprise the chairmen of all Departments in the Faculty of Commerce, Director of Graduate
School of Business and all its lecturers and will be chaired by the Dean of the Faculty of Commerce.

“Pronoun” The use of the pronoun “he and she” in these regulations applies to both sexes.

1.4 The Master of Business Administration may be studied on a block release basis or on a full-time basis.

2.0 DURATION OF PROGRAMME
2.1 The MBA Programme may be studied over a minimum period of 24 months and a maximum of 36 months.
2.2 The Master of Business Administration in Strategic Management may be studied on a block release or full time basis as shown below:

<table>
<thead>
<tr>
<th>STAGE</th>
<th>NO. OF MODULES</th>
<th>NO. OF CREDIT HOURS</th>
<th>CREDIT</th>
</tr>
</thead>
<tbody>
<tr>
<td>I</td>
<td>4</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>II</td>
<td>4</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>4</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>IV</td>
<td>DISSERTATION</td>
<td>94</td>
<td></td>
</tr>
</tbody>
</table>

Duration of the Programme (hrs) = 334

2.3 The minimum notional study hours and credits shall comply with the Zimbabwe Credit Accumulation and Transfer System (ZIMCATS) of 270-340 credits.

3.0 ENTRY REQUIREMENTS
3.1 To be considered for admission into the MBA Programme, a candidate should normally:
- be at least 30 years of age;
- hold a Bachelor’s degree of this University or any other approved university;
- have at least five years’ practical experience in a managerial capacity.
3.2 All applicants for admission into any MBA programme must be short-listed and interviewed before the commencement of the session.

4.0 DEFERMENT OF STUDIES
4.1 An applicant who is offered a place but is not able to take up the offer in that particular year shall apply for deferment of studies. Such application shall be made within one month from the date of offer.
4.2 Application for deferment should be made before commencement of the semester.
4.3 A student who applies for deferment after having attended some of the modules, shall forfeit the fees paid for the module attended.
4.4 Deferment of studies shall be valid for one academic year. Should a student fail to resume studies at the expiration of the deferment period, such a student shall be withdrawn from the programme.
4.5 To be readmitted into the programme after deferment, a student must apply in writing at least two months before registration.

5.0 ASSESSMENT
5.1 Examinations shall comprise a written examination and Module work (Assignments, projects).
5.2 Students must have attended at least 80% of the lectures for each of the taught modules in order to qualify to sit for the examination.
5.3 Students must pass at least 50% of the modules taken in a given part. The pass mark in each module shall be a weighted average of 50%.
5.4 Students must pass all modules in one Part before proceeding to the next. The pass mark in each module shall be 50%.
5.5 Passing coursework/continuous assessment and the written examination shall be compulsory. Weighting of module work/continuous assessment and written examination in each module shall be 40% and 60%, respectively.
5.6 The determination of the overall degree programme aggregate with a dissertation component shall be as follows:
   Taught component 80% 267 Credits
   Dissertation 20% 67 Credits

6.0 DISSERTATION
6.1 The Dissertation shall constitute the final part of the programme and must be passed with a mark of 50%. Each candidate is required to submit a dissertation of approximately 20000 words on a topic relating to his/her area of specialization and approved in writing by the supervisor.
6.2 The Dissertation proposal shall be submitted not later than 2 months before the results of the last written examination are published.
6.3 A student shall proceed to Stage IV (Dissertation) only if all the taught modules have been passed.
6.4 A student who fails the Dissertation with a mark in the range of 40-49% shall be given the option to resubmit within three months from the date of publication of results. The resubmitted dissertation shall attain a maximum of 50%.
6.5 A student who fails on resubmission shall apply to repeat the module.
6.6 A student who writes a dissertation will be required to participate in the compulsory oral examination (VIVA VOCE) and it shall constitute 20% of the final dissertation mark.
6.7 A student who fails to exercise the options of submitting within three months from the date of publication of results will repeat the Dissertation Stage.
7.0 WEIGHTING OF THE PROGRAMMES

The minimum total credits for the Programme shall be broken down as per the table below:

<table>
<thead>
<tr>
<th>Programme</th>
<th>Total Credits per stage</th>
<th>Total Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>STAGE I</td>
<td>STAGE II</td>
</tr>
<tr>
<td>General Master of Business Administration</td>
<td>100</td>
<td>100</td>
</tr>
<tr>
<td>Executive Master of Business Administration</td>
<td>80</td>
<td>80</td>
</tr>
<tr>
<td>Master of Business Administration in Strategic Management</td>
<td>80</td>
<td>80</td>
</tr>
</tbody>
</table>

In determining a candidate’s degree classification, the parts of the degree programme shall be weighted as follows:

<table>
<thead>
<tr>
<th>Programme</th>
<th>STAGE I</th>
<th>STAGE II</th>
<th>STAGE III</th>
<th>STAGE IV</th>
</tr>
</thead>
<tbody>
<tr>
<td>GMBA</td>
<td>34%</td>
<td>34%</td>
<td>32%</td>
<td>-</td>
</tr>
<tr>
<td>EMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
<tr>
<td>SMBA</td>
<td>24%</td>
<td>24%</td>
<td>24%</td>
<td>28%</td>
</tr>
</tbody>
</table>

8.0 GRADING SYSTEM

The Grading system shall be as follows:

<table>
<thead>
<tr>
<th>Marks</th>
<th>Description</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>80 – 100</td>
<td>Distinction</td>
<td>(D)</td>
</tr>
<tr>
<td>70 – 79</td>
<td>Merit</td>
<td>(M)</td>
</tr>
<tr>
<td>60 – 69</td>
<td>Credit</td>
<td>(C)</td>
</tr>
<tr>
<td>50 – 59</td>
<td>Pass</td>
<td>(P)</td>
</tr>
<tr>
<td>0 – 49</td>
<td>Fail</td>
<td>(F)</td>
</tr>
</tbody>
</table>
9.0 REPEATING OF MODULES
9.1 If a student fails the repeat module(s), such a student shall be withdrawn from the National University of Science and Technology MBA programme and can only be re-admitted after an elapse of two years.

10.0 TRANSFER OF GRADUATE WORK OR CREDITS FROM OTHER INSTITUTIONS
10.1 A student may receive exemptions for work accomplished in recognized institutions upon the recommendation of the Graduate School Board of Studies and the approval of the Academic Board and in compliance with the Zimbabwe Credit Accumulation System (ZIMCATS).
10.2 Only modules for which the student received a grade of Merit or higher maybe transferred.
10.3 Grades from other institutions may not be substituted for unsatisfactory grades already earned at the National University of Science and Technology; nor may the class grade A and / or B earned at another institution be used to offset a lower grade earned at the National University of Science and Technology.
10.4 All transfer graduate work or credits are subject to the following conditions:
10.4.1 The other Graduate School of Business must offer a graduate degree in the field in which the work has been completed.
10.4.2 The other Graduate School must be accredited for graduate study in the field in which the student is seeking transfer by an appropriate accreditation body.
10.4.3 The credit must be recommended by the NUST Graduate School of Business as specifically applicable to the MBA degree programme.
10.4.4 National University of Science and Technology Transcripts for postgraduate degree students at the Graduate School of Business may include statements as to specific modules and titles of graduate modules and grades completed at other institutions.

11.0 SYLLABI
11.1 Details of each module shall be maintained in accordance with the provisions of the General Academic Regulations Master of Business Administration.

12.0 AWARD OF THE DEGREE
The MBA degree shall be awarded in accordance with the General Regulations of the marking scheme and classification as distinction, merit, credit or pass.

13.0 PROGRAMME PROFILE

<table>
<thead>
<tr>
<th>Degree Profile for Master of Business Administration in Strategic Management</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution</td>
</tr>
<tr>
<td>Type of Degree</td>
</tr>
<tr>
<td>Credit Load</td>
</tr>
<tr>
<td>Level</td>
</tr>
<tr>
<td>----------------------------</td>
</tr>
<tr>
<td>Accrediting Authority</td>
</tr>
<tr>
<td>Period of Reference</td>
</tr>
</tbody>
</table>

### 13.1 Career Opportunities and Further Studies

<table>
<thead>
<tr>
<th>Employability</th>
<th>Managers, Leaders in both Private and Public Sector</th>
</tr>
</thead>
<tbody>
<tr>
<td>Further studies</td>
<td>PhD</td>
</tr>
</tbody>
</table>

### 13.2 Programme Delivery

<table>
<thead>
<tr>
<th>Teaching and learning methods</th>
<th>Lectures, Power Point Presentation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Assessment methods</td>
<td>Tests. Examinations, Group Presentation, Assignments</td>
</tr>
</tbody>
</table>
PROGRAMME SUMMARY

Think in other terms
MODULE SYNOPSIS

STAGE I

SMB 5101: Managerial Economics  
20 Credits

The module aims to enhance the students’ understanding of Microeconomic theory and concepts and the relation of economics reasoning to managerial decision-making as well as to business questions of public policy. The module focuses on the examination of economic principles and their applications in management. Areas covered include definition of goals, concepts of optimization, marginalisation and opportunity cost; theory of demand; production cost; market structure and the basic elements of welfare economics. Questions of wage-price guideline; pollution; and the social responsibility of firms from an economic point of view are discussed. Economic models and quantitative applications are demonstrated as aid to optimizing scarce or limited resources.

SMB 5102: Human Resources Management  
20 Credits

The module outlines the origins and development of Human Resource Management; compares alternative models and explores its relationship to strategy, assesses the role of human resource planning; examines the methods and process involved in recruitment, selection and appraisal, to study the changing nature of learning, training and development in contemporary organizations as well as examines the theoretical foundations of motivation and remuneration strategies and how organizations put these into practice. The module provides an overview of Human Resource Management and has been designed with the needs of the non-specialist in mind. The emphasis in the lectures and related activities will be on how the various activities involved in Human Resource Management - recruitment, selection, appraisal, training, development and remuneration - can deliver benefits for organizations rather than on imparting practitioners' skills.

SMB 5103: Financial and Management Accounting  
20 Credits

The module aims to provide module participants with an understanding of the theory and practical application of accounting in (a) the preparation of external financial accounts and (b) internally generated management accounting information for decision-making and control within organizations. The module attempts to develop skills in the analysis of accounting data, as well as a good understanding of the underlying assumption on which the figures are based. To this end, lectures are interspersed with exercises and case study sessions. Reading and practical exercises are provided each evening to consolidate the topics covered during the day.

SMB 5105: Marketing Management  
20 Credits

This module aims at providing module participants with a sound understanding of the main concepts and theories of marketing and helps them develop the ability to apply knowledge to practical marketing decision-making. Theoretical concepts are presented using lectures and seminars and participants are
expected to follow the recommended readings from key text books and professional journals to augment the learning process. The module includes the use of case-studies and discussion of current marketing issues to ensure its application to the business environment.

STAGE II

SMB 5202: Entrepreneurship  
20 Credits
The module aims at helping students develop an understanding of issues, possibilities and challenges in the field of entrepreneurship. The objectives are to describe the nature and significance of entrepreneurship; evaluate the paths to entrepreneurship; prepare and critique business plans; distinguish and evaluate the different sources of financing small businesses and assess the risks facing small businesses and their mitigation. The areas covered include: the role of small businesses in an economy; characteristics of entrepreneurs and the myths about entrepreneurs; entrepreneurship and traditional management; forms of business ownership; ways of going into business; business plan structure, uses and preparation; sources of finance; business growth models; causes of small business failure; risk analysis for small businesses; women and entrepreneurship.

SMB 5206: Corporate Governance And Business Ethics  
20 Credits
The main objective of this module is to provide candidates with a comprehensive knowledge of theories, principles and practice of corporate governance. It focuses on ethical issues in the conduct and regulation of business. The module equips candidates with a good knowledge of corporate governance which should enable them to develop a clear understanding of corporate structures, processes, policies, roles, and responsibilities, crucial for proper direction and control of business and organizations not only for their immediate but also greater stakeholders. The areas covered include: ethical theories and principles; corporate governance issues relating to: risk management, dealings and securities, internal audit, reporting of financial and nonfinancial information, communication with other corporate stakeholders; corporate best practices; organisation integrity/code of ethics; corporate governance systems and strategies.

SMB 5204: Strategic Management  
20 Credits
The objectives of the module are to inculcate a deep understanding of the analysis necessary to undertake strategic management decision making.; to provide an appreciation of the complex, competitive and general environment of businesses; to allow refinement of the students' analytical decision making skills in complex business situations as well as to lead to an understanding of the complex human, organizational and ethical problems often involved in strategic decision-making. The major topics covered include: the role of analysis and planning; mission, objectives, values; ethics and goals; external analysis - markets, industries, competitors and stakeholders, internal audits; capabilities, value chains, resources and portfolios; core and generic strategies; structure, culture and organisational design; strategy evaluation, implementation and control; strategic group mapping; collaborating to compete; leadership strategic procurement; market orientation and performance; commitment: the dynamics of strategy, corporate social responsibility, differentiating products with services, strategic role of brand management, strategic management: some alternative views.

Think in other terms
SMB 5208: Operations Management  
20 Credits
The objective of this module is to explore what constitutes world class operations and information management. The module will therefore cover top level issues such as developing a focused operations and information strategy that is congruent with the company's business and marketing strategies. To this will be added understanding and practice of key operational techniques to enable delivery of the strategy. The learning process is facilitated through module readings, lectures, worked exercises and contemporary case studies. The major topics covered: developing a competitive operations strategy, product and service design, facilities layout; location planning; design of work systems; strategic value of information; roles and categories of information systems; supply chain management; productivity, project management, Japanese manufacturing techniques, Operations linkages across the business.

STAGE III

SMB 5301: Competitive Strategy  
20 Credits
The module begins with the application of a few well-known tools to understand the attractiveness and evolution of industries; the extent to which a company has a sustainable competitive advantage; the creation of innovative value propositions; and corporate advantage in multi-business firms. We build up and out from these sessions in order to consider strategy from the perspective of growth (diversification, vertical integration, internationalization) and then from the view of the board and top management. At the end of the module, the student should be able to apply these ideas to profit-making and to non-profit organizations. The module covers: Origins of strategy; Analysis of attractiveness of the industry; Value-based business strategies; Competitive advantage; Sustainability; Diversification and growth strategy; Strategies for vertical integration; How emerging market companies enter; Governance and strategy from the Boardroom; Modern game theory; models of competition strategy model options; resource mobilization and action plan development. Class sessions shall be a mixture of applications (cases and other examples), lectures and group presentations.

SMB 5302: Strategy Implementation and Change Management  
20 Credits
The speed at which change is occurring is faster now than it has ever been in the entire existence of humankind and corporate history. Successful organizations are those that both create and respond positively to change and cultivate a culture of corporate entrepreneurship. The module examines reasons why so many business strategies fail and why some firms are so successful while others are slowly dying; it also looks at the systems thinking and systems dynamics modelling frameworks; in addition, the traditional strategy theoretical frameworks, technological discontinuities, new requirements of doing business, changing customers and changing faces of competition, options to anticipate and manage change, business process re-engineering, implementation failure analysis, decision modelling and tools for integrating strategy across the entire organization. The module also addresses the question of black economic empowerment, diversity policy and women’s participation in the organization as well as current debates and evidence surrounding these issues.

SMB 5303: Corporate Restructuring and Turnaround Management  
20 Credits
The primary objectives of the module are to help students to: recognize symptoms (and early warning signals) associated with distressed divisions, subsidiaries, or diversified companies (or those on the way to trouble); diagnose the root causes of business trouble; prescribe effective corrective action
appropriate to the resources available, in light of competitive intensity, general economic conditions, and other exogenous opportunities and constraints, e.g., technological, regulatory, social, demographic, political, et cetera. Turnaround management is about restructuring troubled companies. The module examines turnaround business situations, i.e., established firms experiencing operational, financial and managerial difficulties. It emphasizes the operating manager’s perspective and considers strategy issues as well as financial ones. (in some sessions the creditor’s viewpoint is of critical importance as it affects managerial autonomy.) Turnaround management integrates the functional disciplines of the core curriculum: a basic understanding of accounting and corporate finance is mandatory to do the class exercises that use cash flows and ongoing concern projections, debt restructuring and liquidation analysis. Experience in negotiations (to forge creditor relationships) is helpful. The final project requires the general manager’s perspective to suggest operating changes as well as use of qualitative and quantitative tools to effect solutions. Turnaround management addresses all aspects of managing a corporation in trouble and (with some luck, in the turnaround process). Students will learn to distinguish between troubled firms (that can be repaired) and crisis companies that are unlikely to survive. The module looks at restructuring operations, assets and liabilities, capital structures, organizational issues and strategy.

**SMB 5304: Global Corporate Strategy and Governance**

This module brings together the different aspects of global business into a seamless strategy that creates a winning organization. This module deals with issues such as: strategy analysis, market and product research information solicitation and processing, product development strategy, manufacturing strategy, competitive advantage analysis: -national advantage, industry advantages, firm specific advantages (location advantage, firm capabilities), and how to develop firm-specific global advantages, marketing strategy, sales and customer service strategy, making and implementing strategy, balancing global coordination requirements with local responsiveness needs, global risk management, global business corporate governance issues. In general, it deals with an organization-wide strategy for global market engagement.

**STAGE IV**

**SMB 5400: Dissertation**

This is a final component of the programme which requires the student to undertake a research-based project in his/her area of specialisation. Students are required to undergo a one-week research methods module before commencement of the project. The major topics covered include statistical data sources and collection; data presentation; exploratory data analysis; mathematics for business statistics; counting techniques; fundamental principles of counting; permutation and combination; probability theory; random variables and some special distributions of random variables; sampling distributions and estimations; business applications; hypothesis testing; time series analysis and forecasting, regression; correlation and linear programming.
Think in other terms
Think in other terms

INSTITUTE OF DEVELOPMENT STUDIES

Director
C. Mabhena, PhD Development Studies (UFH RSA), MEd. Adult Education (UZ), BA Hon Adult Education (UZ)

Administrative Assistant
T. Moyo, MSc Marketing (NUST), BComm Business Management (MSU), PGDPR (NUST).

Chief Secretaries
N. Ngwenya, ND in Personnel Management (IPMZ), National Intermediate in Secretarial Studies (Bulawayo Polytechnic College)
Q. Ndlovu, B. Com (Hons) Human Resources Management (LSU), HND in Office Management (Bulawayo Polytechnic College)

Secretary
S. Maphosa, HND in Office Management (Bulawayo Polytechnic College)

Technician
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Lecturers
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Busisiwe Sibanda, MSc Agricultural Economics (Ohio State USA), BA Economics (Columbia USA)

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T. Ndlovu, PhD Disaster Management (RSA), MSc Disaster Management (UFS, RSA), EMBA (NUST), BSc AGM, (ZOU), Diploma in Development and Disaster Management (NUST), Diploma in Agriculture (Esigodini Agricultural College)

Buhle Francis, MPhil Environmental Management (Stellenbosch RSA), BSc (Hon) Forest & Wildlife (NUST) Diploma in Forestry (Forestry Commission)

F. Moyo, MSc Development Studies (NUST), MEd. Management (ZOU), BEd. (UZ), BA Hon HIV & AIDS Behavioural Studies (UNISA RSA)

T. Murai, MSc Development Studies (NUST), BSc (Hons) Sociology (UZ), Post Graduate Diploma in Governance Democratization and Public Policy (IISS, Netherlands)

Research Fellows

L. Nare, PhD Environmental Sciences (University of Venda, RSA), MSc. Integrated Water Resources Management (UZ), BTech Environmental Health (TUT, RSA), Diploma in Public Health Eng. (University of Mauritius), Diploma in Environmental Health, (Bulawayo Polytechnic)

Z. L. Dube, PhD in Organisational Dynamics (Glamorgan Wales, UK), MA, Corporate Administration (Anglia Ruskin Univ. England)

Grascious Maviza, MA Development Studies (Erasmus Rotterdam, Netherlands), BSc Hons Sociology (UZ)

N. Ndlovu, MComm in Development Economics (UCT, RSA), BComm (Hons) Economics (MSU).

Think in other terms
MASTER OF SCIENCE IN DEVELOPMENT STUDIES
SPECIAL REGULATIONS

1.0 PREAMBLE
1.1 The regulations for the Master of Science Degree hereinafter referred to as the Master of Science in Development Studies (MScDS) complement but are subordinate to the University General Academic Regulations for Master’s Degree by Coursework, hereinafter referred to as the General Academic Regulations.

2.0 ENTRY REGULATIONS
2.1 Applicants should normally hold an Honours Degree in Development Studies or equivalent from a recognised university.

OR

2.2 A relevant Bachelor’s degree in Social Science or any other discipline from a recognised university.
2.3 Relevant work experience in the field of development or equivalent will be an added advantage.
2.4 Shortlisted candidates for admission may be interviewed as part of the selection process.

3.0 STRUCTURE OF DEGREE PROGRAMME AND SELECTION OF MODULES
3.1 The Programme consisting of coursework shall normally be completed over a maximum period of 24 months on a part-time block-release basis. The academic year shall normally begin in July/August.
3.2 On a block release basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>4 Modules</td>
</tr>
<tr>
<td>II</td>
<td>4 Modules</td>
</tr>
<tr>
<td>Second Year</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>4 Modules</td>
</tr>
<tr>
<td>IV</td>
<td>Dissertation (after passing Part I and II)</td>
</tr>
<tr>
<td>Total Number of Modules</td>
<td>Twelve (12 Modules + Dissertation)</td>
</tr>
</tbody>
</table>

3.3 Module delivery will be divided into two components:
   a. The taught component (Stage I, II and III) comprises of 12 core modules.
   b. The research component, in Stage IV, leading to a dissertation of approximately 20,000 words excluding appendices.

3.4 The weighting of modules will be based on the Notional Study Hours (NSH) credit system which all learning activities of a student of average ability, taking place in and outside scheduled contact sessions, are taken into consideration (1 credit = 10 notional hours). A student must attain a prescribed minimum number of credits to qualify for the award of a degree or diploma.
3.5 Each module shall be taught for a total of 48 contact hours.

Think in other terms
4.0 ASSESSMENT OF CANDIDATES

4.1 A candidate will be expected to sit for formal written examination at the end of each Stage of the Programme. However, oral examinations may be provided under special circumstances.

4.2 For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.

4.3 The taught component shall be examined by both coursework and a formal written examination. Coursework shall account for 40% of the overall assessment while the formal written examination shall account for 60% of the overall assessment.

4.4 For the taught component, the pass mark shall be 50% based on the aggregate of the module work and the examination while for the research component the pass mark shall be 50%, based on the aggregate of the viva voce defence and the dissertation marks. The viva voce defence is compulsory and shall constitute 20% of the final dissertation mark.

4.5 The determination of the overall degree programme aggregate with a dissertation component will be:

<table>
<thead>
<tr>
<th>Taught component</th>
<th>75%</th>
<th>216 credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research component (Dissertation)</td>
<td>25%</td>
<td>72 credits</td>
</tr>
</tbody>
</table>

4.6 A candidate shall not be allowed to proceed to the research component of the Programme before passing all modules in the taught component.

4.7 A student who fails to participate in the oral examination (viva voce) shall be considered to have failed the module.

5.0 DETERMINATION OF RESULTS OF MODULES

5.1 In cases where the Programme is not fully semesterised, a candidate who fails a module or modules taken in a particular block may, on the recommendations of the Senate, be granted permission to repeat the failed modules when next offered.

5.2 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.

5.3 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.

5.4 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.

5.5 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.

5.6 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.

6.0 AWARDDING OF A DEGREE CLASSIFICATION

Think in other terms
6.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.
6.2 For the degree to be awarded, the minimum number of credits of 288 credits must be satisfied.
6.3 A candidate who is withdrawn after failing Part II, the dissertation stage, but had passed the taught components may be awarded a Postgraduate Diploma in Development Studies.
6.4 The classification of the degree will be as in the General Academic Regulations.
# PROGRAMME SUMMARY

## STAGE I

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDS 5101</td>
<td>Development Theory, Policy and Practice</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5102</td>
<td>Development Economics</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5103</td>
<td>Governance and Development</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5104</td>
<td>The Natural Environment and Development</td>
<td>18</td>
</tr>
</tbody>
</table>

## STAGE II

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDS 5201</td>
<td>Development Planning, Monitoring and Evaluation</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5202</td>
<td>Rights Based Programming</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5203</td>
<td>International Development Issues and Trends</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5204</td>
<td>Research Methods</td>
<td>18</td>
</tr>
</tbody>
</table>

## STAGE III

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDS 5301</td>
<td>Management of Development Institutions and Programme</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5302</td>
<td>Dimensions of Poverty Reduction</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5303</td>
<td>Civil Society and Development</td>
<td>18</td>
</tr>
<tr>
<td>MDS 5304</td>
<td>Social and Political Change in Developing Countries</td>
<td>18</td>
</tr>
</tbody>
</table>

## STAGE IV

<table>
<thead>
<tr>
<th>Module Code</th>
<th>Module Description</th>
<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDS 5400</td>
<td>Dissertation</td>
<td>72</td>
</tr>
</tbody>
</table>

## TOTAL CREDITS FOR THE PROGRAMME

<table>
<thead>
<tr>
<th>Stage</th>
<th>Credits</th>
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</thead>
<tbody>
<tr>
<td>STAGE I</td>
<td>72</td>
</tr>
<tr>
<td>STAGE II</td>
<td>72</td>
</tr>
<tr>
<td>STAGE III</td>
<td>72</td>
</tr>
<tr>
<td>STAGE IV</td>
<td>72</td>
</tr>
<tr>
<td>Total minimum credits:</td>
<td>288</td>
</tr>
</tbody>
</table>
MODULE SYNOPSES

MDS 5101 Development Theory, Policy and Practice 18 Credits
This module provides grounding in the sociology and politics of development. It focuses on the concept of development, development theories and aspects of practices in the real world. The interplay between theory and practice and the outcome of this relationship will be explored together with development policy issues. The module provides a comprehensive survey of development thinking from “classical” development ideas to alternative and post-development theories. It then attempts to critically review contemporary debates about development, including the link between modernity and development, participation, empowerment, gender, trade, food sovereignty, corporate social responsibility and the role of the development practitioner.

MDS 5102 Development Economics 18 Credits
The module will offer students an appreciation of how economics affects development, exploring the various strategies used to bring about economic growth and hence development. It provides insights for setting development programmes/initiatives with an appreciation of the economic fundamentals affecting the factors of production upon which the results of development are dependent. It also provides the student with enhanced knowledge on measures of development i.e. purely economic growth measures such as GNP, GDP, Gini co-efficient versus development indicators that also include a people’s living standards, health, education, rights i.e. human development index, which are important in assessing programme impact. It will also look at the justifications for having development banks such as IMF, World Bank etc. This module is strongly linked to other modules on the programme such as Development Theory, Policy and Practice and Governance and Development.

MDS 5103 Governance and Development 18 Credits
This module explores the relationship between governance and development. It sensitizes candidates to the importance of the political – legal framework in complying with the ideals of good governance. The module looks at issues, concepts, and trends in the field of political development; the dynamics of the political environment; constitutional provisions for governance and development; local governance and community- based development; public management and aspects of international relations.

MDS 5104 The Natural Environment And Development 18 Credits
The module looks at the effects of the environment on human and economic development. It aims to equip candidates with skills of articulating how development activities can lead to environmental degradation and the strategies for mitigating degradation. It will examine the effect of the human-environment interaction such as land degradation, pollution, natural resource depletion, population settlements, and food security, environmental protection and issues around global climatic change, among others.

MDS 5201 Development Planning, Monitoring and Evaluation 18 Credits
The module focuses on the concepts and skills for planning development initiatives i.e. problem analysis and needs assessment, setting objectives, selecting among alternative methods, etc. It then looks at skills...
for monitoring and evaluating project/programme implementation. Standard planning and evaluation procedures are contrasted with the realities and needs of programs development at the grassroots level, exploring issues of participation, ownership, and accountability. The module will also explore aspects of Programme Accountability and Learning Systems (PALS).

**MDS 5202 Rights Based Programming**

This module enables students to gain an insight into current development paradigms and policies including, but not limited to The Human Rights Framework, from Needs Based to Rights Based Approaches, The Principles and Practice of Rights Based Programming, Debates and Dilemmas in Rights Based Programming, the UN convention on the Rights of the Child and other conventions. Students will deepen their knowledge about project and programme development from a human rights perspective and learn how to apply the principles of equity, empowerment, participation and accountability to various phases of project planning and implementation. They will also gain sensitivity to how programs can integrate non-discriminatory practice and give attention to vulnerable groups. The module will focus on practical tools for human rights situation assessment, programme planning, implementation and monitoring and evaluation within the rights based conceptual framework.

**MDS 5203 International Development Issues and Trends**

The module explores international issues and trends in the field of development. It introduces candidates to the larger context of international economics, politics, and policies so as to better understand the way these impact on grassroots reality and initiatives. Candidates will examine the requirements placed on national governments and analyze the impact of donor nation decisions about how much and what kinds of international aid will be made available in which regions of the south. The module will also examine contemporary issues to do with African Diaspora and international migration and their impact on development.

**MDS 5204 Research Methods**

This module covers how to undertake the typical research process, with particular emphasis on development issues. It includes an analysis of the application of key research tools and methods in attempting to seek practical answers/explanations to development scenarios. Both quantitative and qualitative methods are covered. This should guide students in preparing for their fieldwork for dissertations.

**MDS 5301 Management of Development Institutions and Programme**

This module is designed to offer candidates specific and unique skills required to manage in an NGO/not-for-profit context. The module covers: creating a vision for the development organization, strategic leadership and board composition, organizational structure and operation, marketing and fundraising, development partner expansion, financial management, financial analysis and reporting, training and motivation of volunteers, assessment of stakeholders satisfaction and overall operating effectiveness, sustainability strategy planning and design, capacity mapping, program objective setting, program implementation and program evaluation.

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*Think in other terms*
MDS 5302 Dimensions of Poverty Reduction 18 Credits
This module seeks to address issues of poverty reduction strategies which have to deal with many difficult and complex challenges. Theories of poverty and poverty cycle will be interrogated and ways to integrate poverty reduction strategies will be examined. The module would examine prominent views on the linkages between economic growth, inequality, and poverty reduction suggesting the proper definition and measurement of pro-poor growth. The module will also analyse pro-poor policies and legislative provisions which are focused on poverty reduction in Africa and the world. The module would explore different dimensions that are related to poverty reductions.

MDS 5303 Civil Society and Development 18 Credits
The module seeks to equip candidates with skills to critique the roles of civil society organizations. The module is expected to cover topical issues such as; the contemporary issues of civil society, the emergence of common challenges of civil society, the impact of globalization on development. The module will examine the roles of civil society organizations and their challenges and critique the value of civil society as a balance to the private sector and the state.

MDS 5304 Social and Political Change in Developing Countries 18 Credits
The module seeks to create an understanding on the dynamics that drive the developing countries. Candidates will examine the social and political changes and link these to development in this module. Issues such as political development, the economies of ideology in developing countries, anthropology and political development as well as issues related to World Trade Organization operations will also be discussed. Candidates will analyze the theories of change in international development, within the social, political and environmental realities of their particular context. The module also seeks to interrogate the roles of social, economic and environmental movements in their attempts to achieve desired social changes and harness the linkages in Peace, Conflict management and resolution.

MDS 5400 Dissertation 72 Credits
The final module on the MSc in Development Studies programme is the dissertation, researched and written over at least six months. In preparation for this research study, candidates are required to present a proposal for approval. This will equip the candidates with research techniques and analytical tools they will need for their dissertation. The dissertation shall, on its own, constitute the final part of the programme. A candidate is required to submit a dissertation of approximately 20,000 words on a topic relating to his/her area of development interest and approved in writing by the dissertation supervisor. A candidate is required to participate in the final oral examination (viva voce) normally held after the submission of the dissertation. The oral defence contributes 20% towards the final dissertation mark. Two typed copies of the dissertation shall be submitted to the Institute. The format for the dissertation shall be as provided for the thesis of MPhil and PhD in the General Regulation.

Think in other terms
MASTER OF SCIENCE IN DISASTER MANAGEMENT

1.0 PREAMBLE
1.1 The regulations for the Master of Science Degree hereinafter referred to as the Master of Science in Disaster Management (MScDM) complement but are subordinate to the University General Academic Regulations for Master’s Degree by Coursework, hereinafter referred to as the General Academic Regulations.

2.0 ENTRY REGULATIONS
2.1 Applicants should normally hold an Honours Degree in Disaster Management or equivalent from a recognised university.

OR

2.2 A relevant Bachelor’s degree in Social Science or any other discipline from a recognised university.
2.3 Relevant work experience in the field of disaster risk reduction or equivalent will be an added advantage.
2.4 Shortlisted candidates for admission may be interviewed as part of the selection process.

3.0 STRUCTURE OF DEGREE PROGRAMME AND SELECTION OF MODULES
3.1 The Programme consisting of coursework shall normally be completed over a maximum period of 24 months on a part-time block-release basis. The academic year shall normally begin in July/August.
3.2 On a block release basis, delivery shall be allocated as follows:

<table>
<thead>
<tr>
<th>Stage</th>
<th>Number of Modules</th>
</tr>
</thead>
<tbody>
<tr>
<td>First Year</td>
<td></td>
</tr>
<tr>
<td>I</td>
<td>4 Modules</td>
</tr>
<tr>
<td>II</td>
<td>4 Modules</td>
</tr>
<tr>
<td>Second Year</td>
<td></td>
</tr>
<tr>
<td>III</td>
<td>4 Modules</td>
</tr>
<tr>
<td>IV</td>
<td>Dissertation (after passing Part I and II)</td>
</tr>
</tbody>
</table>

Total Number of Modules: Twelve (12 Modules + Dissertation)

3.3 Module delivery will be divided into two components:
- The taught component (Stage I, II and III) comprises of 12 core modules.
- The research component, in Stage IV, leading to a dissertation of approximately 20,000 words excluding appendices.
3.4 The weighting of modules will be based on the Notional Study Hours (NSH) credit system which all learning activities of a student of average ability, taking place in and outside scheduled contact sessions, are taken into consideration (1 credit = 10 notional hours). A student must attain a prescribed minimum number of credits to qualify for the award of a degree or diploma.
3.5 Each module shall be taught for a total of 48 contact hours.
4.0 ASSESSMENT OF CANDIDATES
4.1 A candidate will be expected to sit for formal written examination at the end of each Stage of the Programme. However, oral examinations may be provided under special circumstances.
4.2 For a candidate to be admitted to the examination, they must have satisfactorily completed all assignments for continuous assessments. In addition, they are expected to have attended a minimum of 80% of the lectures in each module.
4.3 The taught component shall be examined by both coursework and a formal written examination.
4.4 Coursework shall account for 40% of the overall assessment while the formal written examination shall account for 60% of the overall assessment.
4.5 For the taught component, the pass mark shall be 50% based on the aggregate of the module work and the examination while for the research component the pass mark shall be 50%, based on the aggregate of the viva voce defence and the dissertation marks. The viva voce defence is compulsory and shall constitute 20% of the final dissertation mark.
4.6 The determination of the overall degree programme aggregate with a dissertation component will be:

<table>
<thead>
<tr>
<th>Taught component</th>
<th>75%</th>
<th>216 credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research component (Dissertation)</td>
<td>25%</td>
<td>72 credits</td>
</tr>
</tbody>
</table>

4.7 A candidate shall not be allowed to proceed to the research component of the Programme before passing all modules in the taught component.
4.8 A student who fails to participate in the oral examination (viva voce) shall be considered to have failed the module.

5.0 DETERMINATION OF RESULTS OF MODULES
5.1 In cases where the Programme is not fully semesterised, a candidate who fails a module or modules taken in a particular block may, on the recommendations of the Senate, be granted permission to repeat the failed modules when next offered.
5.2 A candidate who fails more than 50% of the modules taken in a particular part may, on the recommendations of the Senate, be granted permission to repeat the failed modules. Nevertheless, a repeat candidate may be exempted from re-attendance and re-examination in any modules in which he/she previously passed.
5.3 A candidate who is not allowed to proceed to the subsequent Stage of the Programme and has failed the same Stage of the Programme twice will be required to withdraw from the Programme.
5.4 A candidate who fails the dissertation stage with a mark in the range of 40-49% shall be given the option to re-submit within three months from the date of publication of results. The dissertation will only attain a maximum of 50%.
5.5 A candidate who fails the Dissertation Stage with a mark below 40% shall be expected to apply to repeat the module.
5.6 A candidate who fails to complete the Dissertation Stage and does not submit the dissertation within the prescribed period shall be given the option to submit within three months from the date of publication of results. However, such a dissertation will be awarded a maximum of a Pass grade.

6.0 AWARDING OF A DEGREE CLASSIFICATION

Think in other terms
6.1 Candidates must satisfy the examiners in all the prescribed modules and in all requirements for the programmes in which they seek to be awarded the degree.

6.2 For the degree to be awarded, the minimum number of credits of 288 credits must be satisfied.

6.3 A candidate who is withdrawn after failing Part II, the dissertation stage, but had passed the taught components may be awarded a Postgraduate Diploma in Development Studies.

6.4 The classification of the degree will be as in the General Academic Regulations.
## PROGRAMME SUMMARY

### STAGE I

<table>
<thead>
<tr>
<th>Module Code</th>
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<th>Credits</th>
</tr>
</thead>
<tbody>
<tr>
<td>MDM 5101</td>
<td>Hazards, Disasters &amp; the Zimbabwe Emergency Management System</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5102</td>
<td>Disaster Vulnerability and Risk Management</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5103</td>
<td>Disaster Education</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5104</td>
<td>Media Management and Disaster Risk Communication</td>
<td>18</td>
</tr>
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### STAGE II

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<tr>
<th>Module Code</th>
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<tbody>
<tr>
<td>MDM 5201</td>
<td>Earth Sciences and Natural Disasters</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5202</td>
<td>Technological Disasters</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5203</td>
<td>Business Continuity Management</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5204</td>
<td>Research Methods</td>
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<tbody>
<tr>
<td>MDM 5301</td>
<td>Geographical Information Systems for Disaster Risk Management</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5302</td>
<td>Emergency Planning, Exercise Design &amp; Evaluation</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5303</td>
<td>Public Health Issues in Disaster Management</td>
<td>18</td>
</tr>
<tr>
<td>MDM 5304</td>
<td>Disaster Risk and Emergency Management Regulation</td>
<td>18</td>
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</table>

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<tr>
<td>MDM 5400</td>
<td>Dissertation</td>
<td>72</td>
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### TOTAL CREDITS FOR THE PROGRAMME

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<td>STAGE II</td>
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<td>STAGE III</td>
<td>72</td>
</tr>
<tr>
<td>STAGE IV</td>
<td>72</td>
</tr>
<tr>
<td><strong>Total minimum credits:</strong></td>
<td><strong>288</strong></td>
</tr>
</tbody>
</table>

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*Think in other terms*
MODULE SYNOPSIS

MDM 5101 Hazards, Disasters and the Zimbabwe Emergency Management System 18 Credits
This module provides an introduction to the phenomenon of hazards, disasters and the Zimbabwe Emergency Management system. The theories, principles, and practices underpinning disaster risk management will be explored. The module covers topics such as distinction between emergency and disaster, types of disasters and disaster management cycle, disaster policy and legislation. Major disasters locally and internationally and how these were dealt with and their overall impact on the populations involved will be discussed.

MDM 5102 Disaster Vulnerability and Risk Management 18 Credits
This module introduces and explains the concept of vulnerability assessment as the foundation for effective hazard mitigation. The module explains various methodologies to carry out the process of hazard and vulnerability assessment. Various risk management concepts, tools, and techniques in the global context will be discussed. The module emphasizes discussion on the design and implementation of risk management practices.

MDM 5103 Disaster Education 18 Credits
This module focuses on the need for and how to disseminate disaster awareness using various methods. Critical to all this is the need for use of local symbols and negotiated meanings of terms for optimal understanding of key concepts being taught. It also looks at how children can also take part in disseminating DRR education through various means in schools, e.g. drama, poetry, sport, art, etc. This should foster a high level of hazard/disaster awareness that will motivate people to take action to protect lives, livelihoods and infrastructure from the impact of hazard events.

MDM 5104 Media Management and Disaster Risk Communication 18 Credits
Emergency management personnel inevitably face situations in which they are called upon to help individuals and communities understand physical hazards, risks and/or crises and appropriate responses. This module is designed to familiarize candidates with the array of scholarship in crisis and risk communication and to help candidates gain skill in devising risk communication strategies that are supported by research findings. Candidates will examine challenges encountered by emergency, crisis and risk communicators, such as public information officers and first responders.

MDM 5201 Earth Sciences and Natural Disasters 18 Credits
This module focuses on the geological, hydrological and atmospheric processes that impact the human environment in catastrophic ways. The natural disasters section will focus on how normal earth processes can concentrate energy that can have devastating blows to humans and their structures. Topics covered include, energy cycles, plate tectonics, and focused studies on hazards such as: earthquakes, volcanic eruptions, tornadoes, hurricanes, tsunamis, wildfires, flooding, landslides, climate change and mass extinctions. Disaster mitigation and preparedness and prediction and forecasting will also be covered.

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<td>MDM 5202</td>
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<td>Business Continuity Management</td>
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<tr>
<td>MDM 5302</td>
<td>Emergency Planning, Exercise Design and Evaluation</td>
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**MDM 5202 Technological Disasters**
This module introduces candidates to the scope and variety of technological (man-made) hazards that face today’s society. The module covers concepts and mechanics of technological hazard threat and risk analysis, and the issues of readiness, response, and recovery from technological hazard event. The role of population’s growth, demographics, and geography in exacerbating technological hazards will also be discussed.

**MDM 5203 Business Continuity Management**
The module provides an understanding of the nature of business and the value of BCM to organisations. The module offers insights into how organisations manage disaster risk and operate business continuity strategies in order to operate effectively and efficiently in an increasingly competitive and disastrous environment. Topics that will be studied include: Business Impact Analysis, Organisational Culture & Organisational Learning, Models of crisis generation, Drivers for BCM, BCM Exercise and BS25999. Candidates will have the opportunity to produce working plans that provide preventive measures to minimize the impact of disaster and provide an organized response and ensure business continuity during recovery.

**MDM 5204 Research Methods**
This module covers aspects on how to undertake research, with particular emphasis on hazard/disaster issues. It includes an analysis of the application of key research tools and methods in attempting to seek practical answers/explanations to disaster problems. Both quantitative and qualitative methods are covered. This should guide candidates in preparing them for their dissertations.

**MDM 5301 Geographical Information Systems for Disaster Risk Management**
This module covers the principles and applications of geographic information systems (GIS). The module explores how geographic reality is modelled in a GIS and what kinds of data are already defined, collected and available. Principles covered include those underlying the capturing, editing, manipulating, searching, analysing and integrating spatial data along with the presentation and understanding of spatial data for decision support.

**MDM 5302 Emergency Planning, Exercise Design and Evaluation**
This module provides an introduction to the multiple facets of emergency planning and the fundamentals of emergency exercise design, development and implementation. The fundamentals of planning as they apply to the four phases of emergency management and how these phases overlap, interrelate, and complement each other, as well as other disciplines, will be discussed. Candidates will be given a plan, what it should contain, who should participate in its construction and implementation, and discover the fundamental importance of the emergency operations plan as a basis for effective emergency preparedness. Furthermore, the module focuses on different types of emergency exercises, how they are used, and how they are conducted. It provides candidates with the knowledge and skills necessary to develop and conduct disaster exercises that test a community’s emergency response plan and capabilities.
MDM 5303 Public Health Issues In Disaster Management 18 Credits
This module examines the role and capability of public health and health care systems. It addresses the expectations of public health in disaster preparedness and response to all types of disasters. The module examines the growing threat and potential public health consequences of disasters. The module covers theory and practice of various public health issues in emergency preparedness and considers the implications for policy makers.

MDM 5304 Disaster Risk and Emergency Management Regulation 18 Credits
This module aims to present and analyse, in a comparative and international perspective, the role of Zimbabwe’s legislation and institutions in the context of disaster risk prevention, mitigation, response and recovery. Topics to be covered include: identification of the main institutional actors; the impact of law on catastrophic risk management in Zimbabwe and across the world; international principles, standards, directives and guidelines developed in the recent years; legal and policy implications of disaster risk financing for governments; public-private initiatives to cover the cost of extreme risks and catastrophe insurance schemes implemented in different jurisdictions.

MDM 5400 Dissertation 18 Credits
The dissertation shall, on its own, constitute the final part of the programme researched and written over at least six months. In preparation for this research study, candidates are required to present a proposal for approval. Each candidate is required to submit a dissertation of approximately 20 000 words on a topic relating to his/her area of disaster management interest and approved in writing by the dissertation supervisor. Two typed copies of the dissertation shall be submitted to the Institute. A candidate is required to participate in the final oral examination (viva voce) normally held after the submission of the dissertation. The oral defence contributes 20% towards the final dissertation mark. The format for the dissertation shall be as provided for the thesis of MPhil and PhD in the General Regulation.