



**EXAMINATION**  
**SYLLABUS**  
**AND REGULATIONS**

# OUR VISION AND MISSION



## VISION

To be the Institute of Choice for People Management

## MISSION

To promote Excellence in People Management through Value Creation,  
Optimisation of Human Potential, Standardisation and Regulation of Human  
Resource Management

# OUR CORE VALUES - SCRIPT



## **S - SERVICE:**

We understand the needs of our stakeholders and are committed to their satisfaction.



## **C - CREATIVITY:**

We innovate to create value and drive the advancement of new frontiers.



## **R - RESPECT:**

We recognise that every individual holds a special value and as such we ensure their dignity in all our interactions.



## **I - INTEGRITY:**

We commit to being honest in all our dealings.



## **P - PROFESSIONALISM:**

We are committed to continuous learning and uphold the best practice in our field.



## **T - TEAMWORK:**

We collaborate to deliver results.

# CONTACT US

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Chartered Institute of Personnel Management of Nigeria

# FOREWORD

It is my delight to write the foreword to this Professional Examinations Syllabus as the President/Chairman, Governing Council of the Chartered Institute of Personnel Management of Nigeria. When I assumed office, one of the cardinal objectives was to ensure a great depth of professionalism in the practice of Human Resource Management in the country and globally.

To ensure this, there is a need to develop a syllabus that will not only conform to the Institute's Body of Knowledge (BoK) but also become a global reference point for the learning and the practice of Human Resource Management. This syllabus is specifically designed to train and certify competent professionals who can add value in their various endeavours.

The development of the syllabus took into consideration, the global competency needs which have been built into each of the twenty-four subjects. The syllabus takes into consideration the new normal in the practice of human resource management. To undertake this onerous task, we went through the route of stakeholder's engagement at various levels. Inputs were made by diverse stakeholders and subject matter experts across age, gender, practice areas and industry dimensions. The syllabus, therefore, serves as a benchmark for academic and professional practice in the HR world.

A note of appreciation to the Education Committee and the Syllabus Review Sub-committee for their dedication and commitment to developing this real, relevant and applicable syllabus.

Thanks to the Management, Leadership team and the Governing Council of the Institute for providing the enabling environment for the production of the new syllabus.

I, therefore, recommend this syllabus for global usage.

**Mr. Olusegun Mojeed, FCIPM, fnli**

President and Chairman, Governing Council

# PREFACE

The chief goal of the Institute has always been to produce HR professionals that can contribute meaningfully and add value in their spheres of influence in accordance with global best practices. In developing the syllabus, various stakeholders in the HR ecosystem were consulted and their inputs were accommodated to develop the skill and competencies required of HR professionals.

The syllabus adopts various changes required in the structure of the stages, subjects and mode of examination including introducing new subjects and updating some subjects to meet the new trend and requirements for the practice of HR.

The various innovations introduced into the syllabus are designed to identify the skill gap, and provide students with an avenue to learn the new dimensions in both local and global HR practices. The syllabus has been restructured into five (5) stages: Foundation, Intermediate 1, Intermediate 2, Professional 1 and Professional 2.

The key highlight of the syllabus is the introduction of HR Metrics and Analytics; a new innovation in the practice of HR. In addition, the old Foundation 1 & 2 have given way to a single Foundation stage. Also, it is now a requirement that only graduates and undergraduates of recognised tertiary institutions can be admitted as student members of the Institute.

It is expected that the new syllabus will be student-friendly and contain topics that meet the needs, aspirations, skills and competencies required to function optimally in any engagement in the HR community. The syllabus in its entirety ensures that the foundation of professionalism is adequately built via the Institute's professional examinations.

The transition period for the syllabus is from March 2024 to June 2024. This syllabus will be the only basis for examination from the September 2024 diet.

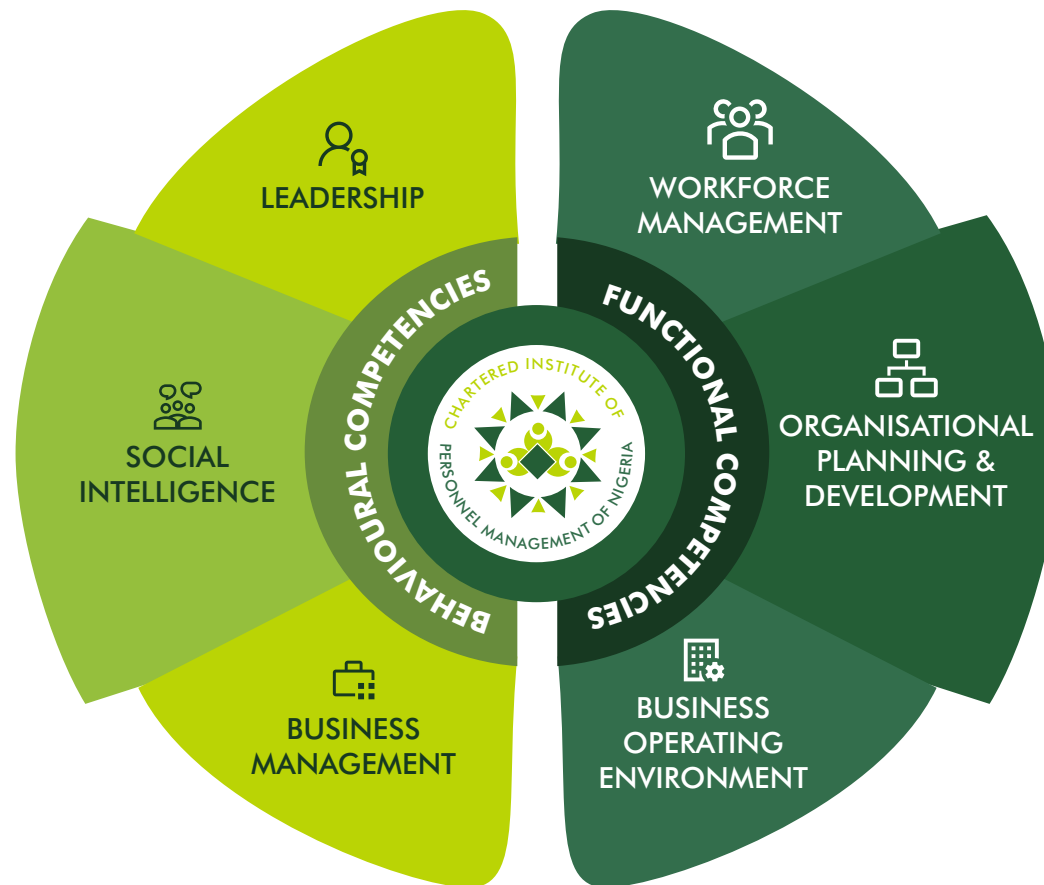
My appreciation goes to the Education Committee, led by the Chairman, Mr. Henry Onukwuba, MCIPM, and the Syllabus Review Sub-Committee, led by Vice Chairman, Dr. Segun Oshadare, ACIPM.

My special appreciation goes to the Director, Professional Standards and Development, Mr. Gbenga Samuel Odetunde, ACIPM, the Technical Assistant to the Syllabus Review Sub-Committee, Mr. Samuel Eviewho, ACIPM, and the Technical Assistant to the Education Committee, Mr. Yinka Oyedere, MCIPM, for their significant roles in coordinating and integrating all inputs that birthed the new syllabus.

Thanks to the Institute's Leadership team and the Governing Council led by the President & Chairman of the Governing Council, Mr. Olusegun Mojeed, FCIPM for providing the enabling environment during the syllabus development process.

**Oluwatoyin Naiwo, FCIPM**  
Registrar/Chief Executive

# KEY COMPETENCIES FOR HR PRACTICE





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# 1. ABOUT THE INSTITUTE

The Chartered Institute of Personnel Management of Nigeria (CIPM) is the Nigeria's regulatory HR body empowered by legislation (Act 58 of 1992) to determine the standard of knowledge and skills to be attained by persons seeking to become registered as HR professionals/practitioners, reviewing the standard from time to time, and through our efforts, enable effective and impactful people management and organisational development in the associated areas. Another key element of the Institute's mandate is the regulation of the practice of human resource management in all its aspects and ramifications, in Nigeria.

## OUR MANDATE

The Institute is a corporate body charged with the general duties of:

- Determining what standard of knowledge and skills are to be attained by persons seeking to become registered as Personnel Managers/HR Practitioners and reviewing the standard from time to time as circumstances may permit.
- Securing in accordance with the provisions of the Act, the establishment and maintenance of a data base of members and its publication from time to time.
- Regulating and controlling the profession in all aspects and ramifications; performing through the Council under the Act, the functions conferred on it by the Act.
- Developing and maintaining a high standard of professional competence and ensuring that the Management of Human Resources in Nigeria, both in the public and private sectors, conforms to the best professional standards.
- Conducting research in HR and publishing materials relating to the discipline.

## THE CIPM PROMISE

- Harnessing key drivers for business and organisational capability
- Excellent networking opportunities
- Crafting and advocating "Glocal" HR best practice
- Driving professional development and growth
- Providing resources and practical solutions to HR challenges

## OUR STRENGTHS

- A trusted brand with 55 years of credibility and impact
- Visible presence in Africa, United Kingdom and Canada
- Over 20,000 members spread across various levels in the public and private sectors
- Bespoke and contemporary HR learning intervention programmes
- 28 State Branch locations (across the six geo-political zones in Nigeria, the UK and Canada)
- 5 Zonal Offices (Abuja, Kaduna, Enugu, Ibadan, Port-Harcourt) and Headquarter in Lagos

## PROFESSIONAL ASSOCIATIONS



## 2. SYLLABUS STRUCTURE

In pursuance of the Institute’s objectives, the Institute established five (5) stages of examinations leading to the award of Associate Membership and Professional Certificate in Human Resource Management. The five (5) stages are as follows:

### 2.1. STAGES

#### FOUNDATION

	CODE	ABV
Principles of Management and Business Development	- FD/001	PMBD
Introduction to Financial and Management Accounting	- FD/002	IFMA
Fundamentals of Psychology, Sociology and Politics	- FD/003	FPSP
Introduction to Human Resource Management	- FD/004	IHRM
Elements of Nigeria’s Business Law and Legal System	- FD/005	ENBL
Digital and Management Information System	- FD/006	DMIS

#### INTERMEDIATE I

Business Administration and Practices	- INT1/001	BAP
Fundamentals of Economics	- INT1/002	FE
Finance for Human Resource Managers	- INT1/003	FHRM
Business Statistics and Social Research Methods	- INT1/004	BSSR
Communication Process, Management and Development	- INT1/005	CPMD

#### INTERMEDIATE II

Learning and Development	- INT2/001	LD
Public Administration and Leadership	- INT2/002	PAL
Workforce Planning and Strategies	- INT2/003	WPS
Comparative HR Management	- INT2/004	CHRM

## PROFESSIONAL EXAMINATION I

HR Metrics and Analytics	-	PE1/001	HRMA
Organisational Behaviour and Performance	-	PE1/002	OBP
Insurance, Pensions and Risk Management	-	PE1/003	IPRM
Advanced Human Resource Management 1	-	PE1/004	AHRM 1
Presentation Skills	-	PE1/005	PS

## PROFESSIONAL EXAMINATION II

Nigerian Labour Law	-	PE2/001	NLL
Employment Relations	-	PE2/002	ER
Advanced Human Resource Management II	-	PE2/003	AHRM 2
Labour Market Analysis	-	PE2/004	LMA

## FINAL PROFESSIONAL REQUIREMENTS

Induction

## 3. GENERAL INFORMATION

### 3.1 APPLICATION/ADMISSION PROCESS

The Institute admits applicants into its membership upon meeting all understated terms and conditions. However, admission through examination route are as follows:

#### **Professional Examination Route**

The minimum educational requirement for student admission is a degree (HND/Bachelor's Degree) with a minimum of credit in five subjects at the Secondary School Certificate Examination (SSCE) level, which must include English Language and Mathematics. In addition, undergraduates of recognised tertiary institutions (with or without MoU) may be considered for admission, but will ONLY qualify for the Institute's Induction into the Associate membership grade after graduating from the tertiary institutions. In addition to the SSCE qualification mentioned above, the undergraduates shall provide admission letters from their institutions to qualify for enrolment as student members of the Institute.

At the end of the programme, applicants admitted through this route shall be awarded an Associate membership certificate of the Chartered Institute of Personnel Management (ACIPM) and a Professional Certificate in Human Resource Management.

The application/admission process is as follows:

- a. Applicants apply online and admission letter is issued online to successful applicants within 48 hours, except on weekends and public holidays.
- b. Admission levels differ based on the academic credentials approved by the Senate of recognised institutions as uploaded alongside the application form.

### 3.2 EXAMINATION STAGES, REQUIRED QUALIFICATIONS AND EXEMPTIONS

- i. **Foundation** - Degree (HND/Bachelor) in Engineering, Environmental Sciences, Pure & Applied Sciences, and other science-related disciplines.
- ii. **Intermediate I** – Degree (HND/Bachelor) in Management and Social Sciences, Humanities, Arts and Law.
- iii. **Intermediate II** – Degree (HND/Bachelor) in Human Resources Management, Industrial Relations and Personnel

Management, M.Sc/MBA in Management and Social Sciences, M.Phil, LLM, Associate certificate (by Examination only) of other relevant and recognised Institutes.

- iv. Professional Examination I** – M.Sc/MBA/PHD in Human Resources Management, Industrial Relations and Personnel Management.
- v. Professional Examination II** (No Exemption)

Admission letters shall be issued to all successful applicants, and those that are unsuccessful shall receive communications on possible next steps.

### **3.3 PASS MARK**

The pass mark for each paper of the Institute’s examination is 50%.

### **3.4 EXAMINATION PERIODS AND MODE OF WRITING**

The Institute’s examinations are written online and held four times a year (March, June, September and December)



## 4. CERTIFICATION

The Institute shall award certification to candidates who have completed the final stage of the Professional Examinations. Candidates admitted through Professional Examination Membership Route shall be awarded:

- i. Associate Membership Certificate (ACIPM)
- ii. Professional Certificate in Human Resource Management (PCHRM)
- iii. Human Resource Practitioners' Licence (HRPL)

## 5. APPLICATION AND REGISTRATION AS A STUDENT MEMBER

The application form can be completed online via the CIPM website

– [www.cipmnigeria.org](http://www.cipmnigeria.org).

Applicants must possess the requisite admission requirements listed in 3.2. above. The Institute's examinations can only be taken by registered student members of the Institute. Each candidate must have been admitted as a student member before the examination date. Registered Students will be required to pay annual membership subscriptions to the Institute (Whether or not exams are taken in that year).

## 6. TIME LIMIT FOR CERTIFICATION THROUGH EXAMINATION

- Candidates shall be given a window of **Seven (7) years** to complete the Institute's Certification Process.
- Candidates who do not complete their Certification Process within **Seven (7) years** shall forfeit their Admission with the Institute and will need to reapply for Student Membership. All Applications and Administrative Fees shall apply afresh.
- Candidate shall register and pay applicable resit fees in order to be eligible for Resit Examinations.
- The Institute shall run a minimum of four (4) Examination Diets annually.
- All Students that meet the Institute's Registration Requirements shall be deemed to have fulfilled the pre-requisites for writing the Institute's Examinations.

## 7. NOTIFICATION OF RESULTS

Result access details should be sent to candidates through their registered email addresses. The result shall also be uploaded on the candidates' student member portal.

## 8. REFERENCES

- Candidates writing the examination may register for any number of papers at a level and shall be credited with each paper passed.
- A Candidate who fails one (1) subject only shall have the opportunity to either write the resit as a stand-alone paper, or alongside other subjects at the next stage, if so desired.
- Each subject passed by the candidates shall be credited to them

## 9. PREPARATION FOR THE INSTITUTE'S EXAMINATIONS

- The Institute does not prepare its students directly for its Examinations. Rather, it accredits and publishes the list of accredited Study Centres through which Students can adequately prepare for the examinations. This can be found on the institute's website.
- As part of the preparatory materials for the examinations, candidates are provided with study materials (e.g. Study Packs). **These study packs are guides and by no means exhaustive of the requirements for success in the examinations. Additional readings across other study materials are recommended and can be found in the examination syllabus.**
- Students are also encouraged to attend the Institute's national programmes such as Annual Public lectures, Annual Conference and Exhibition, CIPM's Branches and Chapters' meetings, Human Resource Forum, etc.

## **10. SUPPORT SERVICES TO STUDENT MEMBERS**

These include:

- Use of the Institute's Library and Information Services
- Attendance of Branch and Chapters Meetings and Conferences
- Career Advisory Services

## **11. CORRESPONDENCE**

Student members should always quote their registration numbers in all their correspondence to the Institute.

## **12. WITHDRAWAL OF REGISTRATION**

The Institute shall withdraw the registration of any student if He/She:

- resigns by giving written notice to the Institute;
- is imprisoned for any criminal offence;
- neglects for 24 months from the due date, payment of his/her annual subscription;
- was discovered to have given false information to facilitate his/her registration; and/or
- was caught cheating in the Institute's examinations.

## 13. CANCELLATION OF PREVIOUS RESULTS

The results of any student who fails to sit for the next examination **three (3) years after** he might have passed the previous stages would be regarded as no longer valid. He/She has to start the programme afresh by re-applying for new admission.

## 14. SUSPENSION AND WITHDRAWAL OF CERTIFICATION

- The Institute shall withdraw, suspend or revoke its certificate where violation of the Institute Professional Code of Conduct and Ethics warrants so.
- Certification under withdrawal, suspension or revocation shall remain in effect until a decision to restore them is taken by the Governing Council.
- The conditions that may lead to withdrawal or suspension of the certificate shall include but not be limited to the following:
  - ✓ Involving in, aiding and abetting fraud, theft, embezzlement and other corrupt practices.
  - ✓ Working under the influence of alcohol, hard drugs and narcotics.
  - ✓ Being involved in unethical practices such as unduly influencing the outcome of Human Resource processes and procedures.
  - ✓ Condoning or involvement in sexual harassment in the workplace.
  - ✓ Breaching the confidentiality and security of entrusted information by virtue of the job whether in or out of employment, or disclosing official confidential information without judicial order.
  - ✓ Circumventing company/organisational policies for personal gain.
  - ✓ Failure to promote employment practices that mitigate discrimination against including, but not limited to gender, age, race/tribe, religion, disabilities and HIV/AIDS.
  - ✓ Conflict of interest and divided loyalty.
  - ✓ Failure to provide professional knowledge, advice and demonstrate competence in the management and development of people.
  - ✓ Encouraging or assisting unlawful and irresponsible conduct by either employer or employee policy and practices.
  - ✓ Failure to exercise due diligence and provide timely and accurate information for the benefit of employees and employers.
  - ✓ Declaration of false and deceitful information for certification or recertification.

## 15. EXAMINATION INSTRUCTIONS

- i. The test will be administered via the Internet and will require the following: A good Internet connection, A computer with a functional Webcam and the Exam photo card.
- ii. The Institute will reject any registration form that is not properly completed.
- iii. Select **ONLINE EXAM** as the Examination Centre.
- iv. Examination fees once paid are non-refundable.
- v. Make sure information loaded by the system e.g., exam category, resit subject (if any) is correct before proceeding to payment.
- vi. Annual dues must be paid up to date.
- vii. Download the PDF copy of your photocard (examination card), which contains the exam timetable, and save it on the laptop that you would use for the online exam.
- viii. Submitted examination applications cannot be edited or modified.
- ix. Candidates will only be allowed to sit for the course(s) registered for.
- x. Deferment of any examination will not be granted except on medical grounds, supported by a medical certificate/report and a letter from the candidate's Manager or Head of Department (if applicable).
- xi. Ensure your laptop network and battery are in good condition before starting the test.
- xii. Ensure no materials or books/persons, phones, other gadgets/smart devices, or anything that gives off as malpractice is found within 360-degree scanning of your environment.
- xiii. Please perform all guided pre-test activities. Ensure there is sufficient light in the room.
- xiv. Ensure your environment is quiet, kindly put all devices away, including calculators. Where a calculator is required, use the one on your device.
- xv. The test is automatically monitored hence any violation will be recorded against you.
- xvi. Your examination Username and Password are required to access the test.
- xvii. Kindly go to [tsb://dragnet.ng/practice\\_test/](https://tsb://dragnet.ng/practice_test/) using your Username or Password to access your test at the test start date and time. The notification below will be displayed if you fail to log in at the test date and start time stated: "You are not currently scheduled for an assessment."

- xviii.** Your Username is not case-sensitive; however, your password is case-sensitive. Once successfully logged in, click on the “Take Test” button to commence your test.
- xix.** Upon logging in, read the instructions and click on the link specified on the testing platform to launch your assessment and insert your password a second time. Please note that once launched, access will be restricted to all other applications on your computer system so, ensure you have your password ready.
- xx.** All applications that use a webcam such as Skype, Ms. Teams, and Zoom, etc should be closed before launching the test.
- xxi.** Once your test has commenced, a timer will pop up at the top-right corner of the screen which would indicate the total time left to complete the test.
- xxii.** DO NOT at any time leave or move your face away from your computer.
- xxiii.** A preview of your video feed will be shown at the bottom right. Always ensure your face is properly aligned with your camera.
- xxiv.** For the multiple-choice assessments, there would be question numbers at the bottom of your screen which would change colour as you progress through the test.
- xxv.** A red-coloured number indicates a question that has not been answered, while green indicates a question that has been answered.
- xxvi.** At the end of your test, the display on the screen would read “Test Submitted Successfully”. “Error in submission” notification at the end of the test would be due to poor internet connection. Do not close the test window. Try to submit again while ensuring that your network is stable. Also, ensure all uploads at the end get to 100%.
- xxvii.** Please ensure that you are using a stable internet connection throughout the duration of the test. In the event of an internet disruption during the test, do not close the test window as this will prematurely end the test without submission of your activity and you may be unable to log in again. Instead, check your internet source and try to ensure that it is stable.
- xxviii.** Contact CIPM for any clarification on your result or information on your examination application.
- xxix.** By proceeding with payment, you agree with the above terms and conditions of the Institute’s Online Examination.

## 16. EXAMINATION MALPRACTICE AND PENALTY

- i.** Impersonation: - Students shall be barred for life from writing further CIPM exams. The impersonator shall be handed over to the police for prosecution.
- ii.** Coming into the examination room with prepared answer scripts or another computer system apart from the one to be used for the exam: - Student shall be barred from writing further examinations in that diet and suspended for five (5) years.
- iii.** If found in the examination room with jotted notes (scripts), and/or any material related to the examination.: - Student shall be barred from writing further examinations in that diet and suspended for two years.
- iv.** If found to make use of a phone while writing the exam (unless for the purpose of reporting exam technical issues to authorised officials): - Student shall repeat the whole paper for the day at their own cost.
- v.** Co-operating or conniving with any other person while the exam is on.: - Student shall be barred from writing further examinations in that diet, and shall be suspended for three years.
- vi.** Communicating or chatting/leaving your computer and test environment during the exam period beyond the allowed time of five (5) minutes and coming back to continue with the test: Students shall repeat the entire paper for that day at their own cost.
- vii.** Non-visibility of the candidate's full face at all times during the test: - Students shall repeat the particular paper at their own cost.
- viii.** Reading aloud/talking to someone during the test: - Students shall repeat the paper at their own cost.
- ix.** Sitting in a dark environment/room with poor lighting system: Students shall repeat the particular paper at their own cost.
- x.** For any other activities/actions viewed as misconduct or malpractice, captured by the proctoring system: - Depending on the nature of the misconduct or malpractice, penalties shall be applied as contained in the CIPM malpractice policy.

## 17. IMPARTIALITY STATEMENT

- The Institute commits to acting impartially in relation to its Applicants, Candidates, and Certified Persons.
- Certification decisions shall be made in accordance with Policies and Procedures. Policies and Procedures affecting Applicants, Candidates, and Certified Persons shall be made public and shall fairly and accurately convey information about the Certification Programme.
- The Institute, and every member of its Certification Team (Employees, Volunteers, and Contractors) commit to:
  - ✓ impartiality in its testing activities, which shall not be compromised in any form through its various activities.
  - ✓ equal opportunities to all persons – e.g., Employees Applicants, Candidates, Volunteers, etc., who indicate interest in any of the programmes and activities of the Institute. The Institute shall not restrict Certification on the grounds of undue financial or other limiting conditions, such as Membership of an association or group.
  - ✓ identifying the risks of impartiality in its process. This includes those risks that arise from the Institute’s activities, its relationship with the public and any risk that emanate from its relationship with Staff and other Stakeholders.
  - ✓ maintaining impartiality and competence through clearly defined responsibilities, being responsive to complaints and also preserving the Confidentiality of information obtained and created during the performance of its services. The Governing Council, all Staff, Contractors, Committee Members and other Volunteers shall act impartially.
- All staff shall sign an Impartiality and Confidentiality Commitment form on an annual basis.



## 18. NON-DISCRIMINATION POLICY

- The constitution of Nigeria prohibits discrimination. Therefore, citizens of Nigeria shall not be subjected to any form of deprivation on discriminatory grounds. All relationships amongst Employees, Volunteers, Applicants, Candidates and Certified Personnel are business wise and free of all forms of bias or prejudicial treatment.
- The Institute does not discriminate against its Applicants, Candidates, certified Persons, Employees, and Volunteers on the basis of race, colour, national origin, ethnicity, age, disability, sex, gender identity, religion, political beliefs, marital status, or sexual orientation.
- The Institute is committed to providing equal opportunity for employment, and an environment devoid of discrimination, where everyone is treated with fairness, respect and dignity.
- The Institute is committed to maintaining a workplace that is free of all forms of prejudice and discrimination.

## 19. EXAMINATION APPEAL PROCESSES

The Global Standard (ISO: 17024) guiding the Institute's certification process allows candidates to challenge results if they wish to do so. The process is as follows:

- Send an email to [exams@cipmnigeria.org](mailto:exams@cipmnigeria.org) stating your intention to challenge your results
- All appeals must be substantiated with evidence.
- Written appeals/petitions submitted by anonymous persons shall not be considered.
- Candidates who have been successful in the Institute's Examination shall not be allowed to challenge their Examination Results, or to retest in order to improve their scores.
- Candidates making an appeal will be required to pay a fee as may be prescribed by the Institute from time to time. The fee is an Administrative Charge and is currently **N25,000 (Twenty-five thousand naira only)** per paper.

- Candidates with valid complaints shall be invited to a meeting at which the Examination Questions and their Answers shall be reviewed with them.
- Where the candidates' position is upheld as an outcome of the review, the Administrative Fee earlier paid shall be refunded to the candidate.
- The Institute shall not reimburse the candidate any additional cost incurred by them in the process of the appeal.
- The Institute shall treat all petitions on Examination Results and communicate the outcome to the Petitioner within fifteen (15) calendar days of the receipt of evidence of payment of the relevant administrative charges.

## **20. POLICY ON THE USE OF THE INSTITUTE'S LOGO OR MARK**

- CIPM certification mark and logo are intellectual property of the Institute.
- Permission to use the Institute's certification mark or logo shall be granted to only certified persons who are in full compliance with the conditions for using such property.
- The permission granted to certified persons to use the Institute's logo and marks shall not be transferable to a third party and shall be used for only permissible purposes as guided by the Institute's Policies/Professional Code of Conduct and Ethics.
- Persons granted permission to use the certification mark and logo must familiarise themselves with the Institute's Professional Code of Conduct and Ethics which is clearly taught and read at the induction of new members.
- The Institute shall monitor and enforce compliance from time to time and shall prosecute a violator upon expiration of the adjustment notice issued, using relevant policies and the Institute's Professional Code of Conduct and Ethics as a guide.
- Corporate and Marketing Communication together with the Risk Management and Internal Audit Departments shall be in charge of compliance monitoring and evaluation of the use of the Institute's logo and marks.
- Persons authorised to use the Institute's logo and symbol must do so with all consciousness of maintaining the originality of their shapes and forms.
- Where a violation of the conditions for the use of the Institute's logo and symbol is established, the Institute reserves the right to revoke the right previously granted to the user upon one month's notice (in writing) to the assignee.

- Where there is a new condition for the use of the Institute's logo and symbol, all assignees shall be notified and educated on the new development and shall be given a timeline of two months to adjust to the new conditions.
- Only members who have been inducted to the Membership grades of an Associate, a Full Member or a Fellow shall be allowed to use the designations ACIPM, MCIPM and FCIPM respectively.

## **21. SPECIAL NEEDS ACCOMMODATION**

- The Institute shall ensure total compliance with the Persons with Disabilities (Prohibition) Act 2018 and shall make all efforts to accommodate Candidates who, because of a disability, require special arrangements to enable them to undergo the Institute's Certification Process, Examinations, Learning Events, etc.
- In its Application Forms, Applicants shall have the option to indicate any needs for special attention.
- Persons applying for special needs shall be required to supply proof/evidence issued to him/her by a relevant Licensed Practitioner in order to support his/her Application. The proof of evidence should contain information about diagnosis and medical follow-up records.
- Where the cost of provision of the Special Need arrangement exceeds the average cost per unit of the activity being addressed, the extra cost shall be paid by the Applicant with the special need(s).
- Where Applications for special needs are denied, the Applicant shall be given the opportunity to appeal the decision.
- All Applications for special need accommodation shall be addressed to the Registrar/CE.

## 22. EXAMINATION FEES

Candidates shall be charged appropriate fees for each level of the Examinations. Details are available online on the CIPM website and the students examination registration portal.

Examination Stages	Exam Fees (N)	1 Resit (N)	2 Resits (N)	3 Resits (N)	4 Resits (N)	5 Resits (N)	Exemption Fee (N)
<b>FOUNDATION</b>	44,350.00	10,150.00	18,300.00	29,450.00	35,600.00	40,700.00	N/A
<b>INTERMEDIATE I</b>	45,750.00	10,340.00	19,680.00	30,150.00	37,350.00	N/A	16,200.00
<b>INTERMEDIATE II</b>	46,560.00	10,440.00	20,880.00	31,320.00	N/A	N/A	17,880.00
<b>PROFESSIONAL Exam I</b>	51,240.00	11,520.00	23,040.00	34,560.00	46,080.00	N/A	19,440.00
<b>PROFESSIONAL Exam II</b>	56,040.00	12,720.00	25,440.00	38,160.00	N/A	N/A	N/A

## 23. EXAMINATION CURRICULUM

### FOUNDATION

#### PRINCIPLE OF MANAGEMENT AND BUSINESS DEVELOPMENT (F/001)

**AIM:** The course provides an overview of management and its evolution. It examines management functions of planning, organising, leading, and controlling as well as their impact on the business organisation. It discusses the necessary skills and functions required for efficient managers in a contemporary business environment. Overall, it will enable students to analyse and understand changing business environment, and the role of ethics, social responsibility, and environmental issues in a contemporary business environment.

#### CONTENTS

##### 1. INTRODUCTION TO THE PRINCIPLE OF MANAGEMENT AND BUSINESS DEVELOPMENT

###### A. Conceptual underpinnings of Management:

- Principles of Management defined. Identification and nature of Management
- Definitions of Management
- Concept of Management
- The Importance of Management
- The Challenges of Management
- The Management Process

###### B. Management as a Profession

- The various levels of Management
- Management as an Art and Science
- Management and Administration Differences
- Change Elements/ Resistance to change

**C. Qualities and Characteristics of a good manager:**

- Personal and business characteristics
- Who is a Manager?
- What Managers do
- Traits of a manager
- Managerial Roles by Mintzberg
- Types of Managers
- Types of Managerial Skills
- Communication and relationship qualities

**D. Introduction to Business Development (BD):**

- BD definition and benefits
- Development of BD
- BD - Process and Methods
- BD - Techniques and Strategies
- BD position in the organization
- Introduction to Sales and Marketing process.
- Functional Roles distribution – Teamwork
- Business Analysis
- Business Development
- Business framework
- Business analysis tools.
- Business Models, definition and analysis
- Sales Ecosystem
- Application of Business Development

**E. Business Development Structures**

- Collaborations
- Strategic Alliances
- Joint Ventures
- Subsidiaries
- Mergers and Acquisitions

**F. Business Development Competencies**

- Value Chain Competencies
- Functional Competencies
- Negotiation Skills
- Cultural Skills
- Leadership Attributes

**2. MANAGEMENT THEORIES AND SCHOOLS OF THOUGHT PERSPECTIVES**

**A. Evolution of Management Thoughts:**

- Early Management thoughts and practices
- Universality of Management
- Why study management theories?

**B. Classification of Theories of Management:**

**i. Pre-Scientific Management Theory:**

- Contributions of some management thinkers

**ii. Classical Theory:**

- Taylor’s Scientific Management Theory
- Fayol’s Classical Organisation Theory (Principle of Mgt)
- Weber’s Bureaucracy Theory

**iii. Behavioural Theory:**

- Human Relations Theory
- Behavioural Science Theory

**iv. Modern Management Theory:**

- Quantitative Theory
- Systems Theory
- Contingency theory
- Operational theory

**C. Contributions and Limitations of Management Theories to the Mgt of Organisations**

**3. PRINCIPLES AND FUNCTIONS OF MANAGEMENT**

**A. Henry Fayol’s 14 Principles of Management:**

- History of the 14 Principles of Management
- The Importance of the 14 Principles of Management
- Relevance of the Management Principles today
- Linkage between Principles of Management and Organisations



## **B. The Functions of Management:**

### **PLANNING:**

- Planning (Importance of Planning,
- Advantages and Limitations of Planning, Approaches to Planning,
- Levels of Planning,
- Types of Planning-Strategic, Tactical and Operational),
- The Planning Process,
- Classifications of Plans,
- Barriers to effective planning,
- Management by Objective (MBO)
- Management by Exception (MBE)

### **DECISION MAKING:**

- Nature of Decision Making
- Types of Decisions
- Decision-Making Process,
- Individual and Group Decision Making,
- Decision-Making Techniques – Delphi Technique, Nominal Group Technique, Marginal Analysis Technique, Cost Benefit Analysis Technique and Decision Trees,
- Challenges / Constraints to Effective Decision Making)

### **ORGANISING:**

- Organising (Purpose and Importance of Organising)
- Types of Organisation – Formal and Informa
- Advantages and Disadvantages of Formal Organisation
- Advantages and Disadvantages of Informal Organisation
- Organisational Structures and its Types
- Departmentalisation and its Types
- The Matrix Organisation
- Effective Delegation and Span of Control)
- Staffing (Usefulness, Purpose of Staffing, The Staffing Process and Staffing Techniques)

### **LEADING:**

- Directing and Leading (Nature, Usefulness,
- Purpose of Directing and Leading,
- Supervising, Motivation and Communication
- Leadership Process
- Leadership Styles
- Coordinating (Nature, Usefulness, Purpose of Coordinating, the Coordinating Process and Coordinating Techniques)

### **CONTROLLING:**

- Controlling: Meaning, Usefulness,
- Purpose of Controlling, Types of Control,
- The Control Process and Control Techniques
- Evaluation of the Plan Execution and Adjustment Making (budget, staffing etc.)

## The Different Functional Areas of Management

- a. Human Resource Management
- b. Marketing Management
- c. Operations Management
- d. Financial Management
- e. Information and Communication Technology Management

## 4. UNDERSTANDING INDIVIDUALS AT WORK

### A. Understanding Motivation:

- Motivation: What is it?
- Types of motivation (Reward-based, Power, Achievement, Attitude & Competence etc.)
- Role/Importance of Motivation
- Features/Characteristics of motivation
- Theories of Motivation (Content Theory, Process Theory, Reinforcement Theory, Motivation Techniques)
- Process of Motivation
- The 4 Cs of motivation (choice, challenge, collaboration, and control)
- Advantages of Motivation to Organisation/Staff
- Ways to improve Motivation

### B. Understanding People at Work:

#### Individual Differences and Perception:

- The Interactionist Perspective: The Role of Fit:
  - State the relationship between person–organisation and person–job fit
  - The relationship between person–job fit and work behaviors
  - The relationship between person–organisation fit and work behaviors

### **Individual Differences: Values and Personality:**

- Define what values are
- The link between values and individual behavior
- Major personality traits that are relevant to organisational behavior
- The link between personality, work behavior, and work attitudes
- The potential pitfalls of personality testing

### **Perception:**

- What is the influence of self in the process of perception?
- Perception of visual objects and how these tendencies may affect our behaviour
- The biases of self-perception and the biases inherent in perception of other people
- Meaning of attributions, how to form attributions, and their consequences for organisational behaviour

### **C. Effective Management of Time:**

- Define Time Management
- Foundational Principles of Time Management
- Systematic Approach to Priority Management
- Stumbling Blocks to Time-Management
- Eisenhower Decision Matrix
- Time Management Tools and Techniques
- Steps of Time Management
- Keys for Managing Time Effectively

## **5. LEADING AND INTERPERSONAL RELATIONS**

### **A. Understanding Leadership**

- What is leadership?
- Key Concepts of Leadership
- Importance of Leadership
- Various Approaches to the Study of Leadership
- Leadership Effectiveness
- Leadership and Management Styles
- Differences between Leader and Manager

### **B. Understanding Interpersonal Relationships**

- What is Interpersonal Relations?
- Types of Interpersonal Relationships
- Stages in Interpersonal Relationships
- Factors affecting Relationship
- Role of Communication in Relationship
- Interpersonal Relationship at Workplace
- Importance of Interpersonal Relationship
- Tips to Improve Interpersonal Relations
- Managing Conflict in Relationships

## **6. EFFECTIVE COMMUNICATION**

- Communication Defined
- Meaning and Importance of Communication
- Forms/Types of Communication in an Organization
- The Process of Communication
- Group Communication – Principle and How to Communicate in a Group
- Barriers to Effective Communication
- Skill Acquisition and Guidelines for Effective Communication
- Developing Communication Skills for Organisation Effectiveness
- Communication and Conflict
- Cultural Aspects of Communication
- Communications and Technology

## **7. CONFLICT MANAGEMENT IN ORGANISATION**

- What is Conflict?
- Nature of Conflicts in an Organisation
- Sources of Conflicts in an Organisation
- Types of Conflicts
- Effects of Conflicts in a Group/Team
- Management of Organizational Conflict
- Conflict Resolution or Conflict Management? The differences.
- Handling Disagreement and Criticism
- Conflict Resolution Techniques

## 8. INTRODUCTION TO TOTAL QUALITY MANAGEMENT (TQM)

- Meaning of Total Quality Management (TQM)
- Origin/Evolution of TQM
- Concepts of TQM
- Principles of TQM
- Universal TQM Beliefs
- Goals of TQM
- The 4 Stage/Components of TQM
- Requirements of TQM
- Benefits of TQM
- The Critical Success Factors of TQM
- The 4 Elements of TQM
- Implementation Steps for Successful TQM Policy

## 9. OFFICE MANAGEMENT PRACTICE AND PROCEDURES

### A. Office:

- What is a Business Enterprise?
- What is an Office?
- Who are Office Staff?
- What are the most Common Forms of Business Organisation?
- What are the Advantages of Office Work?
- What is office Mgt Practice and Procedures?
- Importance of Office Procedures
- Office Mgt Functions
- The Basic Office Policies and Procedures.

- What are the Categories of Office Career and Job Classifications under Each Category?
- What are the Specific Skill Requirements for Office Jobs?
- Duties and Responsibilities of Office Staff
- Forms and Control of Documents in the Office?
- Creating Organizational Control Systems (Objective, Advantages, 3 Forms of Control, Necessity of File/Document control in the office etc.)
- Functions of an Office
- The benefits of Office Procedure?
- Types of Workplace Procedures
- The 7 Process of Office Management (POSCCCOM)
- The Steps of a Procedure
- The Office Layout
- Planning an Office Layout
- Types of Office Machines and Equipment
- Filing, Storage and Retrieval of Records
- Organisation and Methods (O & M) (Importance and Steps / Procedures of O & M)

**B. Records Management:**

- Objectives of Record Keeping: What is Filing?
- What are the Different Kinds of Filing System?
- Steps in Filing: Indexing
- Selecting the Appropriate Filing System
- How to handle Incoming and Outgoing Mails



**C. Document/Report Writing**

- Key Points in Writing a Document
- The 5w-h plan for Writing
- Steps in Writing Workplace Documents
- Important Things to Remember when Editing the Seven Layout Mistakes to Avoid
- Quick Tips for Report Writing
- Basics of Meetings

**D. Leadership and Motivation**

- Meaning and Concept
- Importance of Leadership
- Qualities of a Leader
- Relationship and Differences between Leadership and Motivation
- Organisational Leadership
- Leadership Ethics - Traits of an Ethical Leader
- Leadership Styles - Important Leadership Styles- Situational Leadership –
- Emotional Intelligence of Leader
- Which Leadership Style to Follow?
- Influence of Situational Leadership Styles on Subordinate Development etc.

**10. HEALTH AND SAFETY IN WORKPLACE**

- Introduction to Workplace Safety and Health
- Definitions of Health and Safety in the Workplace
- Importance of Health and Safety at the Workplace
- Health and Safety Regulations and Legislation
- Workplace Health and Office Safety
- Workplace Hazard: Sources of Danger to Health and Safety in the Workplace

- Prevention and Protective Measures for Safety
- Health and Safety Training
- Health and Wellness Initiatives
- Routine Inspection Practices

## **11. NIGERIAN BUSINESS ENVIRONMENT**

- Introduction to Business Environment: Nature and Dynamics of Business Organisations (Origin, Definition and Concept etc)
- The Concept of Business Organisations and Nature in Nigeria (Forms/Structure of Business Ownership, Procedure for Establishment etc.)
- Nigeria Business Environment – A Broad Overview (Definition, Importance, Stakeholders, etc.)
- Firms’ Internal & External Environment and Impact
- Models of Relationships between Organisations and the Business Environment
- The Nigerian Government and Business Environment: Economic Roles and Strategy
- Regional Economic BLOCS, International Organisations and Business Enterprises
- Public Sector and Private Sector Environment
- The Impact of NGOs and Multinational Companies (MNCs) on the Nigerian Business Environment/A Review of New Policies.

## **12. INTERDEPENDENT BUSINESS ORGANIC FUNCTIONS**

### **A. Introduction:**

- The Four Interdependent Functions of Business – Definition and Overview
- The Role of Government in Business (Planning, Policies, Regulatory, Promotional etc.)
- Nigerian New Business Policies
- Entrepreneurial Skills Development and Practice
- Challenges of Managing a Business in Nigeria

**B. Interdependent Nature of Business**

- The Interdependent Nature of Business Operations, Finance, Marketing and Human Resources within a Business Context
- How these Interdependencies Underpin Business Decision Making
- The Impact of Risk and Reward on Business Activity
- The Use of Financial Information in Measuring and Understanding Business Performance and Decision Making

**C. Globalisation**

- The Concept of Globalization.
- The Impact of Globalisation on Businesses
- International Business - An Overview
- The Effects of Globalization on the Nigerian Business Environment

## CASE STUDIES AND PRACTICE QUESTIONS

### ONLINE RESOURCES:

#### Introduction to Principle of Management and Business Development

1. <https://2012books.lardbucket.org/books/management-principles-v1.0/s05-introduction-to-principles-of-.html>
2. <https://scholar.flatworldknowledge.com/books/11627/preview>
3. <https://www.simplilearn.com/principles-of-management-by-henri-fayol-article>
4. [https://www.tutorialspoint.com/management\\_principles/management\\_principles\\_overview.htm](https://www.tutorialspoint.com/management_principles/management_principles_overview.htm)
5. <https://byjus.com/commerce/principles-of-management/>
6. [https://www.academia.edu/22697554/PRINCIPLES\\_OF\\_MANAGEMENT\\_QUESTION\\_AND\\_ANSWERS\\_Management\\_Question\\_and\\_Answers\\_Phib\\_INTRODUCTION\\_TO\\_MANAGEMENT](https://www.academia.edu/22697554/PRINCIPLES_OF_MANAGEMENT_QUESTION_AND_ANSWERS_Management_Question_and_Answers_Phib_INTRODUCTION_TO_MANAGEMENT)
7. [https://www.managementstudyguide.com/what\\_is\\_management.htm](https://www.managementstudyguide.com/what_is_management.htm)
8. <https://courses.lumenlearning.com/suny-principlesmanagement/>

#### Management Theories and Schools of thoughts:

1. <https://www.villanovau.com/resources/leadership/an-overview-of-management-theories/#:~:text=Modern%20management%20theory%20adopts%20an,streamline%20operations%20and%20quantify%20performance>
2. <https://corporatefinanceinstitute.com/resources/management/management-theories/>
3. <https://www.businessnewsdaily.com/10626-management-theories-for-smbs.html>
4. <https://www.business.com/articles/popular-management-theories-decoded/>
5. <https://hbr.org/2020/06/are-our-management-theories-outdated#:~:text=Take%20scientific%20management%20%E2%80%94%20best%20known,efficiency%20in%20a%20production%20system>
6. <https://getsling.com/blog/management-theories/>
7. <https://www.technofunc.com/index.php/leadership-skills-2/leadership-a-management/item/management-theories>

## Principles and Functions of Management

1. <https://www.uagc.edu/blog/5-principles-of-great-management#:~:text=At%20the%20most%20fundamental%20level,to%20be%20a%20successful%20manager>
2. <https://www.mygreatlearning.com/blog/what-is-management-definitions-and-functions/>
3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://egyankosh.ac.in/bitstream/123456789/35874/5/Unit-1.pdf
4. <https://study.com/learn/lesson/organizational-management-principles-examples.html>
5. [https://thebusinessprofessor.com/en\\_US/management-leadership-organizational-behavior/administrative-theory-of-management](https://thebusinessprofessor.com/en_US/management-leadership-organizational-behavior/administrative-theory-of-management)
6. <http://www.kazitz.com/kazitz/mod/book/view.php?id=135>
7. <https://minnesotanorth.libguides.com/c.php?g=1144653&p=835373>

## Understanding Individuals at Work

1. [https://saylordotorg.github.io/text\\_organizational-behavior-v1.1/s07-understanding-people-at-work-i.html](https://saylordotorg.github.io/text_organizational-behavior-v1.1/s07-understanding-people-at-work-i.html)
2. <https://pressbooks.senecacollege.ca/organizationalbehaviour/chapter/chapter-3/>
3. <https://scholar.flatworldknowledge.com/books/2804/preview>
4. [https://biz.libretexts.org/Bookshelves/Management/Book%3A\\_Organizational\\_Behavior/03%3A\\_Understanding\\_People\\_at\\_Work%3A\\_Individual\\_Differences\\_and\\_Perception](https://biz.libretexts.org/Bookshelves/Management/Book%3A_Organizational_Behavior/03%3A_Understanding_People_at_Work%3A_Individual_Differences_and_Perception)
5. <https://opentext.wsu.edu/organizational-behavior/part/chapter-3-understanding-people-at-work-individual-differences-and-perception/>
6. <https://online.keele.ac.uk/the-keys-to-understanding-people-work-and-organisations/>

### **Leading and Interpersonal Relations**

1. <https://thunderbird.asu.edu/thought-leadership/insights/interpersonal-leadership-skills-are-essential-successful-leaders>
2. <https://www.michaelpage.com.au/advice/management-advice/leadership/how-interpersonal-skills-affect-your-leadership-style>
3. [https://www.researchgate.net/publication/273490461\\_THE\\_ROLE\\_OF\\_LEADERSHIP\\_IN\\_SHAPING\\_INTERPERSONAL\\_RELATIONSHIPS\\_IN\\_THE\\_CONTEXT\\_OF\\_POSITIVE\\_ORGANIZATIONAL\\_POTENTIAL](https://www.researchgate.net/publication/273490461_THE_ROLE_OF_LEADERSHIP_IN_SHAPING_INTERPERSONAL_RELATIONSHIPS_IN_THE_CONTEXT_OF_POSITIVE_ORGANIZATIONAL_POTENTIAL)
4. <https://www.bizjournals.com/phoenix/news/2017/10/20/leadership-lesson-interpersonal-relationships-and.html>
5. <https://onpace.osu.edu/modules/transitioning-to-the-workplace/building-interpersonal-relationships/why-are-interpersonal-relationships-important>
6. <https://www.managementstudyguide.com/interpersonal-relationship.htm>

### **Effective Communication**

1. [https://www.managementstudyguide.com/business\\_communication.htm](https://www.managementstudyguide.com/business_communication.htm)
2. <https://www.managementstudyguide.com/understanding-communication.htm>
3. <https://corporatefinanceinstitute.com/resources/management/interpersonal-skills/>

### **Conflict Management in Organisation**

1. <https://open.lib.umn.edu/organizationalbehavior/chapter/10-4-conflict-management/#:~:text=Conflict%20management%20techniques%20include%20changing,collaborating%2C%20competing%2C%20and%20compromising>
2. [https://www.researchgate.net/publication/23535846\\_Conflict\\_Management\\_in\\_Organization](https://www.researchgate.net/publication/23535846_Conflict_Management_in_Organization)
3. <https://granite.pressbooks.pub/mgmt805/chapter/conflict-management-2/>
4. <https://www.managementstudyguide.com/understanding-conflict.htm>
5. <https://www.yourarticlelibrary.com/organization/conflict-management/conflict-management-in-an-organization/63977>
6. <https://study.com/academy/lesson/what-is-conflict-management-definition-styles-strategies.html>

7. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.arabianjbm.com/pdfs/KD\_VOL\_3\_6/3.pdf
8. [https://www.academia.edu/19667125/Conflict\\_Management\\_and\\_Organisational\\_Productivity](https://www.academia.edu/19667125/Conflict_Management_and_Organisational_Productivity)
9. <https://businessjargons.com/organizational-conflict.html>

### **Introduction to TQM**

1. <https://www.businessmanagementideas.com/business-management/total-quality-management/12083>
2. <https://asq.org/quality-resources/total-quality-management#:~:text=A%20core%20definition%20of%20total,culture%20in%20which%20they%20work>
3. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://www.globalnapi.com/Vision/e-Learning/Files/Introduction%20to%20Total%20Quality%20Management.pdf
4. <https://www.presentationeze.com/presentations/tqm-tools-and-techniques/tqm-tools-and-techniques-full-details/introduction-tqm-total-quality-management/>
5. <https://www.businessmanagementideas.com/business-management/total-quality-management/12083>
6. <https://www.isixsigma.com/total-quality-management-tqm/introduction-and-implementation-total-quality-management-tqm/>

### **Office Management Practices and Procedures**

1. <https://bookauthority.org/books/best-office-management-books>
2. <https://www.indeed.com/career-advice/career-development/office-management-tips>
3. <https://resources.owllabs.com/blog/office-management>
4. <https://www.travelperk.com/guides/office-management/>
5. <https://www.yourarticlelibrary.com/office-management/office-management-procedures-and-methods/48537>
6. <https://www.londonffe.com/blog/Concept-and-importance-of-office-management>
7. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://nmcdn.io/e186d21f8c7946a19faed23c3da2f0da/556712d9bf0f4cb2a916cc810687d52b/files/risk-management-resources/practice-guides/Office\_Procedures\_Manual.pdf

8. <https://digest.myhq.in/what-are-the-process-of-office-management/>
9. <https://accountlearning.com/important-functions-or-role-of-an-office-manager/>
10. <https://www.londontfe.com/blog/7-major-functions-of-office-management#:~:text=It%20refers%20to%20the%20process,business%20objectives%20efficiently%20and%20economically>

### **Health and Safety in the Workplace**

1. <https://www.phoenixhsc.co.uk/blog/meant-health-safety-workplace.html>
2. <https://www.osha.gov/safety-management>
3. <https://iosh.com/news/why-health-and-safety-is-important/#>
4. [https://www.safetyworksmaine.gov/safe\\_workplace/safety\\_management/](https://www.safetyworksmaine.gov/safe_workplace/safety_management/)
5. <https://www.ilo.org/global/topics/dw4sd/themes/osh/lang--en/index.htm>
6. <https://www.britsafe.org/training-and-learning/find-the-right-course-for-you/informational-resources/who-is-responsible-for-workplace-health-and-safety/>
7. <https://www.vantagefit.io/blog/workplace-health-and-safety/>
8. <https://www.youtube.com/watch?v=dPupXa-PXHA>
9. <https://www.youtube.com/watch?v=SfUf2I8eEGs>
10. <https://journals.sagepub.com/description/WHS>

### **Nigerian Business Environment**

1. <https://kpakpakpa.com/understanding-the-business-environment-in-nigeria-to-fuel-business-expansion-success/>
2. chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://core.ac.uk/download/pdf/234681072.pdf
3. Ogunro, Victor. (2014). Nigeria's Business Environment: Issues Challenges and Prospects. International Journal of Academic Research in Business and Social Sciences. 4. 10.6007/IJARBSS/v4-i4/770.  
([https://www.researchgate.net/publication/271146322\\_Nigeria's\\_Business\\_Environment\\_Issues\\_Challenges\\_and\\_Prospects](https://www.researchgate.net/publication/271146322_Nigeria's_Business_Environment_Issues_Challenges_and_Prospects))
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5. <https://www.semanticscholar.org/paper/The-Nigerian-Business-Environment-and-Growth-of-and-Stephen/ecb77723af7f46753df19fce8aac53448876cf95>
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### **Interdependent Business Organic Functions**

1. <https://blog.shortcuts.uk.com/organic-business-growth#:~:text=Organic%20business%20growth%20is%20when,examples%20of%20organic%20growth%20strategies>
2. <https://penpoin.com/business-function/>

# INTRODUCTION TO FINANCIAL AND MANAGEMENT ACCOUNTING (F/002)

## OVERALL OBJECTIVE

The Course is to test the candidate's understanding of basic knowledge of financial and management accounting in the 21st century business environment, and their relationship with Human Resources.

## CONTENTS

### 1. OVERVIEW AND IMPORTANCE OF FINANCIAL AND MANAGEMENT ACCOUNTING TO HUMAN RESOURCES MANAGEMENT PRACTICES

- Introduction
- Definition of Financial Accounting
- Historical Development of Financial Accounting
- Importance of Financial Accounting
- Users of Financial Accounting
- Characteristics of Financial Accounting
- Contents of Financial Accounting Report
- Types of Account
- Branches of Accounting
- Definition of Management Accounting
- Users of Management Accounting
- Characteristics of Management Accounting
- Difference between Financial and Management Accounting
- Similarities between Financial and Management Accounting
- Development of Management Accounting Reports
- Importance of Financial and Management Accounting to Human Resources Management Practices
- Practical Illustrations and Practice Questions

## 2. **INTERNATIONAL FINANCIAL REPORTING STANDARDS (IFRS)- CONCEPTUAL FRAMEWORK**

- Definition of Accounting Standards
- Development of Accounting Standards
- Financial Reporting Standards
- International Accounting Standards Committee Foundation
- International Accounting Standards Board
- Financial Reporting Council of Nigeria
- Practical Illustrations and Practice Questions

## 3. **THE INTERNATIONAL ACCOUNTING STANDARDS (IAS): NO 1- PRESENTATION OF FINANCIAL STATEMENTS**

- Disclosure Requirement
- Measurements of
  - Assets
  - Liabilities
  - Equities
  - Income
  - Expense
- Assessment Exercises
- Practical Illustrations and Practice Questions

## 4. **BASIC CONCEPTS OF BOOKKEEPING**

- Introduction
- Definition
- Types of Basic Accounting Books
- Objectives of Book Keeping
- Uses of Book Keeping
- Practical Illustrations and Practice Questions

## **5. BASIC CONCEPTS AND PRINCIPLES OF ACCOUNTING**

- Introduction
- Basic Accounting Principles
- Basic Accounting Concepts
- Basic Accounting Conventions
- Basic Accounting Assumptions
- Practical Illustrations and Practice Questions

## **6. CHARACTERISTICS/QUALITIES OF ACCOUNTING REPORT**

- Introduction
- Definition of Accounting Report
- Characteristics of Accounting Report
- Users of Accounting Report
- Types of Accounting Report
- Format of Accounting Report
- Practical Illustrations and Practice Questions

## **7. NATURE AND BASIS FOR ACCOUNTING EQUATION**

- Introduction
- Definition of Accounting Equation
- Elements of Accounting Equation
- Effects of Accounting Transactions on Assets and Liabilities
- Practical Illustrations and Practice Questions

## 8. CAPITAL AND REVENUE ITEMS

- Introduction
- Definitions of Capital and Revenue Items
- Classifications of Capital and Revenue Items
- Elements of Acquisition Non-Current Assets
- Assets Register
- Measurement and Recognition of Non-Current Assets
- Practical Illustrations and Practice Questions

## 9. BOOKS OF SUBSIDIARY/PRIME BOOKS OF ENTRY AND SOURCE DOCUMENTS

- Introduction
- Describe Source Documents
- Controls for Source Documents
- Books of Original Entry
- The Day Books
- The Journal Proper
- The Cash Book
- Practical Illustrations and Practice Questions

## 10. PETTY CASHBOOK/IMPREST SYSTEM

- Introduction
- Definition of Petty Cash Book
- Uses of Petty Cash Book
- Advantages of Using Petty cash Book
- Meaning of The Imprest System
- Advantages of Imprest System
- Practical Illustrations and Practice Questions

## **11. DOUBLE ENTRY ACCOUNTING SYSTEMS/LEDGERS**

- Introduction
- Definition of Double Entry Accounting System
- Operation of Double Entry System
- Subdivision of Ledgers
- Classifications of Ledgers
- Accounting Entries
- Debits and Credits
- Applications of Double Entry Systems Principles
- Advantages of Double Entry Systems Principles
- Practical Illustrations and Practice Questions

## **12. TRIAL BALANCE/ADJUSTMENTS**

- Introduction
- Definition of Trial Balance
- Usefulness of Trial Balance
- How to Extract Trial Balance
- Practical Illustrations and Practice Questions

## **13. ERRORS AND CORRECTION OF ERRORS**

- Introduction
- Definition of Errors
- Difference Between Errors and Fraud
- Types of Errors
- Errors NOT affecting Trial Balance
- Errors affecting Trial Balance

- Suspense Account
- Corrections of Errors
- Entries required to Correct Errors
- Practical Illustrations and Practice Questions

#### **14. BANK RECONCILIATION**

- Introduction
- Cash Book (bank Column) Versus Bank Statement
- Factors Responsible for the Difference between Cash Book and Bank Statement
- Procedures for Preparing Bank Reconciliation Statement
- Practical Illustrations and Practice Questions

#### **15. PREPARATION OF SIMPLE FINAL ACCOUNT IN COMPLIANCE WITH IFRS REQUIREMENTS**

- Introduction
- Definition of Final Account
- Final Account Items and Contents
- Simple Format of Final Account Using IFRS Requirement
- Preparation of Final Account without Adjustments
- Preparation of Final Account with Adjustments
- Practical Illustrations and Practice Questions

#### **16. CONTROL ACCOUNT**

- Introduction
- Definition
- Application of the Principles of Control Accounts
- Characteristics of Control Account

- Uses of Control Accounts
- Types of Control Accounts
- Techniques Involved in Control Account
- Sources of Entries in Control Accounts
- Formats of Control Accounts
- Practical Illustrations and Practice Questions

## **17. MANUFACTURING ACCOUNT**

- Introduction
- Meaning of Manufacturing Organisation
- Understanding of Manufacturing Organisation
- Basic Terminologies Associated with Manufacturing Account
- Computation of Manufacturing Cost
- Characteristics of Manufacturing Account
- Components of Manufacturing Account
- Format of Manufacturing, Trading Profit or Loss Accounts
- Practical Illustrations and Practice Questions

## **18. INCOMPLETE RECORDS OF ACCOUNTING**

- Introduction
- Meaning of Incomplete Records
- Meaning of Single-Entry Account
- Consequences of Maintaining Incomplete Records of Accounting
- Preparation of Final Account from Incomplete Record
- Procedures Involved in the Preparation of Final Accounts from Incomplete Records
- Practical Illustrations and Practice Questions



## 19. ACCOUNT FOR NOT-FOR- PROFIT ORGANISATION

- Introduction
- Meaning and Examples of Not-For-Profit-Organisations
- Financial Reporting Problems Associated with Not-For-Profit-Organizations
- Components of Final Accounts of Not-For-Profit-Organizations.
- Typical Sources of Income and Expenditure of Not-For-Profit-Organizations
- Practical Illustrations and Practice Questions

## 20. RELATIONSHIPS BETWEEN ACCOUNTING AND INFORMATION TECHNOLOGY

- Introduction
- Definition
- Importance of Information Technology in Accounting Profession or Environment
- Merits of IT in Accounting Environment
- Demerits of IT in Accounting Environment
- Kinds of Accounting Software
- Data Processing Techniques and Methods
- Practical Illustrations and Practice Questions

## PART B: COST AND MANAGEMENT ACCOUNTING

### 1. INTRODUCTION TO COST ACCOUNTING

- Concepts of Cost and Cost Accounting.
- Meaning of Cost Accounting
- Objectives of Cost Accounting
- Uses and Scopes of Cost Accounting
- Purposes of Cost Accounting

- Responsibility Centers
- Cost Unit
- Cost Object
- Cost Audit
- Relationship of Cost Accounting and Financial Accounting.
- Steps and Installation of Cost Accounting System.
- Qualities of Cost Accounting Information
- Practical Illustrations and Practice Questions

## **2. CLASSIFICATION OF COSTS**

- Meaning of Cost Classification
- Ways of Classifying Costs
- Practical Illustrations and Practice Questions

## **3. COST ANALYSIS/COST BEHAVIOUR**

- Meaning of Cost Analysis
- Technique for the Analysis of Cost (Cost Estimation/ Cost segregation)
- Methods used to Analyse Cost.
- Meaning of Cost Behaviour
- Patterns of Cost Behaviour (Fixed, Variable, Mixed/Semi Variable, Linear Variable Cost, Non-Linear Variable Cost, Step Cost) and their Meaning.
- Practical Illustrations and Practice Questions

## **4. ELEMENTS OF COST OF COSTING: MATERIAL, LABOUR AND EXPENSES/OVERHEAD ELEMENTS OF COST**

- Material Costing Components of Material and Its Sub-Division (Direct and Indirect Material), Inventory Requirements and its Control;

- Material Purchase Procedures
- Documentation (Purchase and Store Routine)
- Material Pricing and (LIFO, FIFO, Simple Average Cost, Weighted Average Cost, Nifo, Replacement Cost, Base Stock etc.)
- Material Control and Its Methods (Physical and Monetary) such as;  
 Two Bin System, Perpetual Inventory System, Periodic Inventory Taking, Continuous Inventory Taking, Just in Time Inventory Management System, Activity-based Costing System.
- Inventory Control Techniques/Model and Levels (Economic Order Quantity, Re-order Level, Minimum Inventory Level, Maximum Inventory Level, Average Inventory Level, Danger Level)
- Coding and Coding System.
  
- Labour Costing:
  - Classification of Labour (Direct and Indirect)
  - Control Over Labour Cost and the Dept Involved in Labour Cost
  - Factors to be Considered for the Control (time and motion study, job evaluation, merit rating, wage systems, incentive systems, time keeping and its methods of time booking)
    - Pay- roll Accounting
    - Meaning of Labour Turnover
  - Methods of Measurement of Labour Turnover
  - Consequences of Labour Turnover in an Organisation
  - Labour Turnover Costs
    - Wage Payment and its Methods (time rate and piece-rate wage system)
    - Incentive System
  - Types of Incentive System (Halsey premium plan, Halsey-weir system, Rowan plan, Barth system, Taylor’s differential piece rate system, Emerson’s efficiency system, accelerated premium system, Group Bonus system, profit sharing scheme, CO-Partnership incentive scheme)
    - Element of Wages and its Classification

- Overhead costing:
  - Meaning of Overhead Costing
  - Classification of Overheads
  - Codification of Overheads and Its Meaning.
    - Objectives of Codification
  - Collection of Overheads
  - Allocation of Overhead and Its Meaning
  - Apportionment of Overheads
    - Meaning of Apportionment of Overheads
  - Basis of Apportionment of Overheads
  - Primary and Secondary Distribution of Overheads
  - Absorption of Overheads
    - Meaning of Absorption of Overheads
  - Methods Determination of Overhead Absorption Rate.
  - Practical Illustrations and Practice Questions

## 5. **COSTING TECHNIQUES AND APPLICATIONS**

- Meaning of Costing Techniques
- Examples of costing Techniques (Marginal, Absorption, Direct, Uniform, Standard)
- Meaning of Marginal Costing
- Meaning of Absorption Costing
- Application of Marginal Costing Technique

### Break Even Analysis

- Meaning of Break-even Analysis
- Assumption of break-even Analysis
- Application of Break-even-Analysis
- Practical Illustrations and Practice Questions

## **6. DECISION MAKING /SHORT-TERM DECISION**

- Meaning of Decision Making
- Decision-Making Process
- Cost Concepts Associated with Decision Making Process (Relevant cost, Sunk cost, Opportunity cost, Discretionary cost, Out of pocket cost)
- Product Mix Decisions
- Types and application of Product Mix Decisions
- Practical Illustrations and Practice Questions

## **7. MANAGEMENT ACCOUNTING: PRINCIPLES, PREPARATION AND APPLICATION TO HR NEEDS**

- Meaning of Management Accounting
- Objectives of Management Accounting
- Uses and scopes of Management Accounting
- Purposes of Management Accounting
- Relationship of Management Accounting and Financial Accounting.
- Importance of Management Accounting Principles to Human Resources
- Practical Illustrations and Practice Questions

## CASE STUDIES AND PRACTICE QUESTIONS

### RECOMMENDED TEXTBOOKS FOR FURTHER READING

- I. Ade Omolehinwa  
**Work Out Performance Management, (Fourth Edition), 2019**
- II. Robert Igben  
**Financial Accounting Made Simple, (Sixth Edition), 2022**
- III. Prince Casmir Idekwulim  
**Teach Yourself IFRS, 2016**
- IV. Adeniyi A. Adeniji  
**Cost Accounting: A Managerial Approach (Fifth Edition), 2021**
- V. Adeniyi A. Adeniji  
**Performance Management, (Fifth Edition), 2021**
- VI. Adeniyi A. Adeniji  
**Performance Management, (Fifth Edition), 2021**
- VII. Ade Omolehinwa  
**Management Accounting, (First Edition), 2013**
- VIII. Stacey Whitecotton, Robert Libby, Fred Phillips  
**Managerial Accounting, (Second Edition), 2014**

# FUNDAMENTALS OF PSYCHOLOGY, SOCIOLOGY AND POLITICS (F/003)

## 1. GENERAL INTRODUCTION TO PSYCHOLOGY

At the end of this topic, students should be able to: define Psychology as a discipline, list and explain the goals of Psychology, describe the history of psychology, and discuss prominent scholars and the growth of the discipline over the years

### Contents

- Definition of Psychology
- Goals of Psychology
- History of Psychology

## 2. APPLICATION OF PSYCHOLOGY TO HUMAN RESOURCES MANAGEMENT

- Definition of Human Resource Management
- Relationship between Human Resource Management and Industrial Psychology
- Major Functions of Human Resource Management (Human Resource Planning, Recruitment and Selection, Training and Development, Compensation Management, Performance Management and Employee Health and Safety)
- Application of Psychological Theories and Principles for Excellent Human Resource Management

## 3. FUNCTIONAL AREAS IN PSYCHOLOGY

- Developmental Psychology
- Clinical Psychology
- Environmental Psychology
- Social Psychology
- Industrial Psychology
- Experimental Psychology
- Forensic Psychology

#### **4. STAGES OF GROWTH AND DEVELOPMENT**

- Birth
- Childhood
- Adolescence
- Adulthood
- Old age, death
- Cognitive Development,
- Social Development,
- Cognitive Development and Moral Development

#### **5. GENERAL INTRODUCTION TO SOCIOLOGY**

- Definition of Sociology
- Different Schools of Thought in Sociology
- General Concepts in Sociology

#### **6. APPLICATION OF SOCIOLOGY TO HUMAN RESOURCES MANAGEMENT**

- A Group Approach to Human Resource Management

#### **7. SOCIALIZATION**

- What is Socialization?
- Aims of Socialization
- Agents of Socialization
- Process of Socialization
- Relevance of Organisational Socialisation to Organisational Culture and Human Resource Management



## 8. CULTURE

- Fundamentals of Culture
- Organisational Culture
- Cultural Intelligence
- Relationship between Organisational Culture and Successful Business Strategies

## 9. SOCIAL INSTITUTIONS – STRUCTURE AND FUNCTIONS

- Economic Institution
- Political Institution
- Educational Institution
- Religious Institution
- Family Institution/Human Groups

## 10. ELEMENTS OF POLITICS

- Basic Theories of Politics
- Sovereignty
- Social Contract Theory
- Types of Government
- Parliamentaryism
- Fiscal Federalism
- Public Administration
- Constitutionalism and the Constitution
- Separation of Power
- Political Parties
- Pre-colonial Nigerian Systems of Government
- Colonial Administration in Nigeria

## **11. PSYCHOLOGY AND HUMAN ELEMENTS MANAGEMENT DURING EMERGENCIES AND GLOBAL CHALLENGES**

- Theories of Attitude and Attitude Change in Crises like War, Flooding, Health and Natural Disasters

### **CASE STUDIES AND PRACTICE QUESTIONS**

# INTRODUCTION TO HUMAN RESOURCE MANAGEMENT (F/004)

**AIM:** The aim of this Course is to introduce students to the basic concept of Human Resource Management (HRM) as beginners, to enable them to understand the fundamentals of HRM and to apply the concepts and principles in solving people management issues in the workplace.

## CONTENTS

### 1. DEFINITION, SCOPE AND HISTORY OF HUMAN RESOURCE MANAGEMENT

### 2. ESSENTIALS OF THE HR VALUE CHAIN

- Introduction
- Conceptual Definition of Human Resource Value Chain
  - ✓ Job Analysis
  - ✓ Workforce Planning
  - ✓ Human Resource Development
  - ✓ Performance Management
  - ✓ Compensation Management
  - ✓ Career Management
  - ✓ Employee Health and safety

### 3. JOB ANALYSIS

- Introduction and Conceptual Definitions
- Job Analysis Process
- Job Analysis Outcomes
  - ✓ Job Descriptions
  - ✓ Job Specifications
- Uses/Benefits of Job Analysis
- Methods of Job Analysis.

#### **4. INTRODUCTION TO EMPLOYEE RESOURCING**

- Definition of Concepts in Employee Resourcing Processes
- Recruitment Process
- Sourcing (Internal/External)
- Selection Process
- Shortlisting
- Testing/Interviews
- Medicals
- Offer/Acceptance
- Placement/Induction/On-boarding

#### **5. INTRODUCTION TO LEADERSHIP**

- Definitions of Basic Concepts
- Characteristics of a Good Leader
- Types of Leaders
- Leadership Styles
- Theories of Leadership
- Motivation and Its Theories
- Role of Leadership in Change Management

#### **6. NATURE OF EMPLOYMENT RELATIONS**

- Definitions.
- Parties in Employment Relations.
- Trade Unions
- Employers' Associations.
- The State and Its Agencies

## 7. LEARNING AND DEVELOPMENT (L&D)

- Definition of Concepts – Training, Development, Education, Learning
- Responsibilities of the L&D Management
- L&D Process
- Types
- Methods
- Evaluation

## 8. WORK-LIFE BALANCE

- Definition of Concepts
- Values and Benefits.
- Work-Life Balance Initiatives
- Challenges

## 9. PERFORMANCE MANAGEMENT

- Definition of Basic Concepts.
- Modern Approaches to Performance Management
- Key Performance Indicators (KPIs)
- Key Result Areas (KRAs)
- Performance Appraisal

## 10. COMPENSATION MANAGEMENT

- Definition of Basic Concepts.
- Theories of Compensation Management.
- Varieties of Compensation Packages.

- Collective Bargaining as a Tool for Managing Compensation.
- Major challenges to effective Compensation Management in Nigeria.
- Highlights of the Employee’s Compensation Act, 2010

## 11. OTHER RELATED ISSUES

- Collective Bargaining
- Concept of Joint Consultation
- Nature of Workplace Conflict
- Grievance Procedure
- Discipline and Disciplinary Procedures
- New developments in Employee Compensation

## CASE STUDIES AND PRACTICE QUESTIONS

### RECOMMENDED LIST FOR INTRODUCTION TO HRM

- Anyim, F; C. (2020) Industrial and employment relations in Nigeria: Features and Practice, Lagos, Easy Prints.
- Armstrong, M. & Taylor, S. W. (2023). Armstrong’s handbook of human resource management practice: A guide to the theory and practice of people management, (16th ed.). London, Kogan Page
- Denisi, A. S. & Griffin, R. W. (2014). HR, 2e., South-Western, Centage Learning
- Dessler, G. (2019). Human resource management (15th ed.) New Jersey, Pearson edu. Inc.
- Fajana, S. (2002). Human resource management: An introduction, Lagos: Labofin and Company
- Obisi, C. (2015). The Anatomy of personnel management. Lagos: Princeton & Associates Publishing Co. Ltd
- Obisi, C. (2005). Substance of employee, industrial and labour relations. Lagos: Megavons Ltd
- Otobo, D. (2013) Industrial relations: Theory and controversies Lagos, Malthouse Press Ltd.
- Pattanayak, B. (2014). Human resource management (4th ed.) New Delhi, PHI Learning Ltd.

## ELEMENTS OF NIGERIA'S BUSINESS LAW AND LEGAL SYSTEM (F/005)

### OVERALL OBJECTIVE:

The world of work is a complex one. Most times, HR Personnel could take decisions that will negatively affect the organisation, thus incurring legal consequences. These legal errors could be avoided when personnel are trained with foundational or basic principles in law. The syllabus covers basic legal principles that govern relationships which prima facie are in most cases contractual in nature. Students are expected to get acquainted with the legal environment of industrial or personnel relations. There is a need for 'glocal' reintegration as legal principles in the world of work are universal.

### CONTENTS

1. **THE LEGAL SYSTEM AND PROCESS**
  - Definition and Theories of the Law
  - Nature of the Nigerian Legal System
  - Sources of Laws
  - Courts System in Nigeria
  - Nigerian Legal System under the Military Rule
  - Special Courts for Business and Special Offences
2. **DICHOTOMY BETWEEN LAW AND MORALITY**
3. **LAW OF CONTRACT**
4. **LAW OF AGENCY**
5. **LAW OF HIRE PURCHASE**
6. **INTELLECTUAL PROPERTY LAW**
7. **SALE OF GOODS**
8. **BANKING LAW**
9. **INSURANCE LAW**
10. **FORMS OF BUSINESS ORGANISATION (FOBO)**

11. **COMPANY LAW**
12. **CONSUMER PROTECTION LAW**
13. **ICT AND LAW**

## **CASE STUDIES AND PRACTICE QUESTIONS**

### **SELECTED READINGS IN 'BUSINESS LAW AND NIGERIAN LEGAL SYSTEM**

- I. Contract Law Practice, 2017, O.B. Akintola.
- II. Principles of the Law Agency, 2013, Howard Bennett.
- III. Agency Law and Principles, 2010, Roderick Munday. (Locus classicus)
- IV. Partnership Law, 2010, Geoffrey Morse. (Locus classicus)
- V. Partnership Law, 2015, Mark Blackett-Ord, Sarah Haren.
- VI. The Law of Agency, 2018, Ernest W. Huffcut.
- VII. Agency Law in Commercial Practice, 2016, Danny Busch, Laura Macgregor, Peter Watts.
- VIII. Commercial Agency Agreements: Law and Practice, 2020, Susan Singleton.
- IX. Law of Contract, 2016, Aloba Eni Eja.
- X. Nigeria Law of Intellectual Property, 2015, Adegoke O. Oyewumi.
- XI. Casebook on Banking, 2015 Olusegun Yerokun.
- XII. Nigerian Commercial Law: Agency, 2015, Kingsley Igweike.
- XIII. Introduction to Nigeria Business law, 2015, Abiola Sanni.
- XIV. Tax Laws, 2015, Jide Olakanmi.
- XV. Insurance Law in Nigeria, 2013, Olusegun Yerokun.
- XVI. Hire-Purchase System: an epitome of the law relating to Hire-Purchase agreements, 2013, William Herbert Russell.
- XVII. Intellectual Property Law in Nigeria, 2021, Desmond O. Oriakhogba and Ifeoluwa. A. Olubiya.



- XVIII. The Nigeria Intellectual Property Law Handbook, 2021, Ifeoluwa. A. Olubiyi.
- XIX. Companies Taxation in Nigeria, 2019, Offiong U. Bassey.
- XX. Nigerian Taxation: Law, Practice and Procedures Simplified, 2019, Saka Muhammed Olokooba.
- XXI. Nigerian Revenue Law, 2005, M.T. Abdulrazaq (Locus classicus)
- XXII. The Story of Contract Law; Implementing the Bargain, 2017, Val Ricks.
- XXIII. Law of Commercial Transactions, 2012, Mayer, Warner, Siedel and Lieberman.
- XXIV. Business Law and the Legal Environment, 2012, Don Mayer, Daniel Warner, George Siedel.
- XXV. Contract Doctrine, Theory and Practice, 2012, J.H. Verkerke.
- XXVI. Studies in Contract Law, 2012, Ian Ayres.
- XXVII. Contract Law and Theory, 2013, Robert E. Scott.
- XXVIII. Understanding Contracts, 2014, Jeffrey T. Ferriell.
- XXIX. Nigerian Law of Contracts, 1985, I.E. Sagay. (Locus classicus)
- XXX. Law of Contractual Obligations, 2019, Otu Enyia.
- XXXI. The Nigerian Legal System, 2011, Ese Malemi revised by Eni Eja Aloba. (Locus classicus)
- XXXII. Nigerian Legal Methods, 2013, C.C. Ohuwgu, O. T. Umahi.
- XXXIII. Introduction to Nigerian Legal System, 1998, John O. Asein. (Locus classicus)
- XXXIV. The Nigerian Legal System, 2011, Akintunde Obilade. (Locus classicus)
- XXXV. The Nigerian Legal System: A Modern Approach, 2019, Dr. Leesi Ebenezer.
- XXXVI. Modern Nigerian Legal System, 2013, Osita Nnamani Ogbu.
- XXXVII. The Nigerian Legal System in context, 2022, Professor Theodore Okonkwo.
- XXXVIII. Introduction to Nigerian Legal Method, 2012, Abiola Sanni. (Locus classicus)

# DIGITAL AND MANAGEMENT INFORMATION SYSTEM F/006

## OVERALL OBJECTIVES

The course is designed to enable students to acquire basic knowledge of computer operations, systems theory, understand the concept of management information, the features of management information systems, the concept of transaction processing, understand the concept of office automation, different applications of MIS, the principles of decision making, development cycle of an MIS, it will help the students to understand what interaction design is, the conceptualised interaction, how interfaces affect users, and the process of interaction.

## CONTENTS

### 1. BASIC COMPUTERS OPERATION (WORD PROCESSING, SPREADSHEET, INFORMATION STORAGE AND RETRIEVAL)

- Use of Word Processing Computer Application
- Manipulating Information
- Use of Tables in MS Word
- Spreadsheet Structure and How to Plan a Spreadsheet
- Placing Numerical Table Titles, and Use of Columns and Rows
- The Use of Calculations Using Spreadsheets
- Create Arithmetical Formulae and Use Common Functions
- Use of Ms Excel in Creating Charts and Graphics
- Basics of Information Storage and Retrieval
- Components of an ISR System
- Information Representation Attributes and Values
- Database Structure
- Retrieval Techniques and Query Representation.

## 2. **COMPUTERISATION OF OPERATIONS – ISSUES AND CHALLENGES**

- Use Basic Computer Operations: Input, Storage, Process, Output, Control
- Applications of Computerised Operations in Business
- Challenges facing Computerised Operations
- limitations facing Computerised Operations.

## 3. **THE ROLE OF THE COMPUTER IN DATA ANALYSIS AND DECISION MAKING**

- Use of Computers in the Process of Data Analysis.
- Use of Data Analysis Tools.
- Use of Data Interpretation and Data Visualisation Tools e.g. Python, R Language.

## 4. **EMERGING ISSUES IN INFORMATION TECHNOLOGY**

- Cloud Computing
- Forensic Computing

## 5. **EMERGING ISSUES IN TELECOMMUNICATION INDUSTRY**

3G, 4G, 5G, WIFI, WIMAX

## 6. **MAINTENANCE OF COMPUTER**

- Cooling System and Regular Computer Cleaning.
- Backups and Operating System Maintenance: Defragmentation, Registry Cleaner.

## 7. **TECHNOLOGY TRENDS IN ACCELERATING HUMAN RESOURCES MANAGEMENT USING**

- Use of Artificial Intelligence and Machine Learning
- Digital Learning, Training, and Development
- Blockchain Integration
- Mobile Optimization

## 8. **DIGITAL HUMAN INTERPLAY**

- Foundation of Human-Computer Interaction
- The Design Process. Interaction Design Basic
- HCI in the Software Process

## 9. **DATA ENCRYPTION FOR EMPLOYEES AND CODING**

- Creating an HR Folder and Set Access Permissions
- Collection of Employee Data via an SSL-Enabled Form
- Encrypt Employee Data Stored in the Database

## 10. **DIGITAL PRIVACY AND ETHICS: CORPORATE AND PERSONNEL SOCIAL MEDIA USAGE**

- Monitoring Employees
- Need for Privacy
- Ensuring People are Healthy before Returning to Work
- Use General Data Protection Regulation (GDPR)
- Use of Closed-Circuit Cameras (CCTV)

## **SECTION 2: MANAGEMENT INFORMATION SYSTEM**

### 1. **UNDERSTANDING COMPUTER HARDWARE AND OPERATING SYSTEMS**

- Meaning of Hardware, Its various Components and Functions
- Explain Various Peripheral Devices and their Functions
- Explain the Functions of CPU and Its Components
- Explain System Software and Application Software.
- Explain the Various Types of Translators and their Functions
- Explain Computer Packages and User Application Software

## **2. SOFTWARE APPLICATIONS FOR HUMAN RESOURCES MANAGEMENT**

Understanding the use of Software Applications for Human resources Management

- Rippling
- Gusto
- Monday.com
- Seamless HR

## **3. COMPUTER SYSTEMS IN HR MANAGEMENT**

- The Choice of Hardware
- Database Management
- System Integration with the Payroll
- The Choice of Software
- The Development Programme

## **4. DATA SECURITY**

- Remote work
- Chatbots
- Employee Carelessness
- HR Systems: Passwords, SQL Injection or Unencrypted Devices

## **5. DIGITAL FORENSICS, BUSINESS AND DATA CONTROLS**

- Digital Forensics Stages
- Techniques
- Tools and Software

## **6. HUMAN RESOURCES SYSTEM CONTROL**

- Performance Appraisals
- Discipline Policies
- Employee Observations
- Employee Training

## **7. CYBER CRIMES AND CONTROL METHODS**

- Email and Internet Fraud.
- Identity Fraud
- Theft of Financial or Card Payment Data.
- Theft and Sale of Corporate Data.
- Cyberextortion
- Ransomware Attacks
- Cryptojacking

## **8. MALICIOUS SOFTWARE**

- Definition, Types, Detection and Recovery

## **9. HACKING**

- Definition, Types, Prevention

## **10. BOTNETS**

- Definition, Attack, Prevention

## **11. SPAMMING, PHISHING AND SKIMMING**

- Definition, Attack, Prevention

## CASE STUDIES AND PRACTICE QUESTIONS

### Recommended Reading

- Introduction to Computers and Application Software  
Author: Jose Damien, year:2011
- Computer Operations Management 1st Edition  
Ruediger Vossen (Author), year: 1990
- Artificial Intelligence: A Modern Approach, 4th US ed.  
Authors: Stuart Russell and Peter Norvig, year: 2020
- Touch Screen Theory: Digital Devices and Feelings (Michele White), year: 2022
- How Computers Work: Processor and Main Memory  
author(s): Roger Young, year: 2009
- Forensic Discovery (Dan Farmer, et al), year: 2009
- Practical Cryptography for Developers (Svetlin Nakov), year: 2018
- The Ethical Hacking Book for Beginners: Ramon Nastase (Author), year:2022

**INTERMEDIATE I****BUSINESS ADMINISTRATION AND PRACTICES (INT1/001)****OVERALL OBJECTIVE**

To provide students with a comprehensive understanding of Business Administration and Management, focusing on the various aspects critical to the success of businesses and organisations in a globalised world. The syllabus covers various topics, from the fundamentals of business administration and management to advanced concepts like corporate social responsibility, globalisation, and ethics. By studying these topics, students will gain an understanding of the challenges and opportunities facing modern businesses, as well as the strategies and techniques needed to succeed in this highly competitive and dynamic field. Ultimately, the aim of the syllabus is to equip students with the knowledge and skills needed to become effective and responsible business leaders and managers in the 21st century.

**CONTENTS****1. NATURE OF BUSINESS**

- What is business?
- Primary Objectives of a Business
- Secondary Objectives of a Business
- Characteristics of Business
- Classification of Businesses (Sized-Based, Input-Based, Activity-Based, Use-Based, Mode of Ownership-Based, etc)
- Different Types of Industries (Profit / Non-Profit, Public Sector / Private Sector, Industrial / Sectoral etc)
- Organic Business Functions
- Failure of Businesses
- Planning Against Business Failure
- Business, Society, and the Law
- Business Ownership Forms
- Choice of Selection of Ownership Form (Sole Proprietorship, Partnership, Limited Liability Companies, Cooperative Societies)



- Business Stakeholders
- Expectations of Stakeholders
- Effects of Stakeholders' Expectations

## **2. EVOLUTION OF BUSINESS**

- The Development of Commerce
- Evolution of commerce
- The Industrial Revolution
- Factors that Affect Industrial Revolution in the United Kingdom, China, Japan, and the Rest of the World
- The impact of industrial revolution on business managers

## **3. THE ENVIRONMENT OF BUSINESS**

- Nature and Importance of Business Environment
- The General External Environment Elements (Business, Political, Economic, Socio-Cultural, Technological, International, Demographic, Customer, Climatic, Ecological, and Legal environments)
- The Task Environmental Elements
- The Internal Environmental Elements

## **4. THE ORGANIC BUSINESS FUNCTIONS**

- Production - (Meaning and Functions of Production Management, Deciding on the Type of Production System, Factors Influencing the Choice of the Production System, Facilities / Plant Location, Factors affecting Facilities / Plant Location, Planning the layout and Design of an Organisation's Facilities, Types of Facilities Layout, Factors Affecting Design and Layout of an Organisation, Planning and Controlling the Production Process, Scope of Production Planning, Production Control, Productivity, Measurement of Productivity, Productivity Improvement Schemes, Maintenance Policies and Procedures and Types of Maintenance Policies and Procedures)

- Marketing - (Meaning and Roles of Marketing, Marketing Functions, Organisation of the Marketing Department, The Concept of Market and Market Segmentation, Methods of Market Segmentation, Benefits of Market Segmentation, Consumer Behaviour, Types of Consumers, Importance of Consumer Behaviour, Factors influencing Consumer Behaviour, Marketing Mix, and its Elements – Price Product, Place and Promotion, Marketing Research, and Importance of Marketing Research)
- Human Resources Functions in Business - (Meaning and Functions of HRM, Human Resource Planning, Recruitment, Selection, Placement and Induction, Training and Development, Performance Appraisal, Employee Compensation, Employee Welfare Services and Benefits, Industrial Relations)

## 5. BUSINESS ANALYSIS AND EVALUATION TOOLS

- Meaning and Nature of Business Analysis/Evaluation Tools and Techniques
- Objectives and Uses of Business Analysis/Evaluation Tools and Techniques
- Forms of Business Analysis/Evaluation Tools and Techniques
- SWOT Analysis (Analysis of Internal Strengths and Weaknesses/External Opportunities and Threats)
- BPEST Analysis (An Analysis of External Environmental Factors / Forces)
- Financial Analysis (An Analysis of Financial Performance and Position)

## 6. FORMS OF BUSINESS OWNERSHIP

- Business Enterprises (Private and Public)
- Ownership Forms
- Selection of Ownership forms
- Sole Proprietorship (Meaning, Nature, Operation, Formation, Advantages and Disadvantages)
- Partnership (Meaning, Nature, Operation, Formation, Types, Advantages and Disadvantages)
- The Corporation (Limited Liability Company)
- Formation of a Limited Liability Company
- Forms of Limited Liability Company - Public Limited Liability Company and Private Limited Liability Company

- Cooperative Society (Meaning, Nature, Operation, Formation, Types, Advantages and Disadvantages)
- Public Corporation (Meaning, Nature, Operation, Formation, Types, Advantages and Disadvantages)
- Franchising, Patent, Copyrights and Licensing

## **7. FORMS OF BUSINESS COMBINATIONS**

- Meaning, Nature, and Forms of Business Combinations
- Merger (Meaning, Nature, Forms, Advantages and Disadvantages)
- Acquisition (Meaning, Nature, Forms, Advantages and Disadvantages)
- Consolidation (Meaning, Nature, Forms, Advantages and Disadvantages)
- Integration (Meaning, Nature, Forms, Advantages and Disadvantages)
- Absorption (Meaning, Nature, Forms, Advantages and Disadvantages)
- Takeover (Meaning, Nature, Forms, Advantages and Disadvantages)
- Conglomerate (Meaning, Nature, Forms, Advantages and Disadvantages)
- Joint arrangements (Meaning, Nature, Forms, Advantages and Disadvantages)

## **8. DOCUMENTS USED BY BUSINESS ORGANISATIONS FOR REGISTRATION AND OPERATIONS**

- Memorandum of Association
- Article of Association
- Prospectus
- Certificate of Incorporation / Registration
- Feasibility Reports / Business Plans
- Minutes of meetings
- Schedule of Non-current Assets
- Schedule of Directors
- Schedule / Register of shareholders
- Strategic Business Policy Manual (Vision Statement, Mission Statement, Goal, Employee Handbook, Operations Handbook etc)

## 9. SCALE OPERATIONS AND ECONOMIES OF SCALE

- Operation and Size of Firms
- Measurement of the Size of Firm i.e., Input Measurement, Output Measurement, Market Share Measurement and Profit Level Measurement)
- Determinant of the Size of Firms
- Type of Firms
- Types of Scales and Economies of Scales
- Limitations of the Growth of Firms
- Economy Structure Theory
- Capitalist Economies (Meaning, Nature, Advantages and Disadvantages)
- Socialist Economies (Meaning, Nature, Advantages and Disadvantages)
- Mixed Economies (Meaning, Nature, Advantages and Disadvantages)
- Choice of Economy Structure
- Market Structure (Meaning, Nature and Scope)
- Perfect Markets
- Imperfect Markets - Monopoly, Duopoly, Oligopoly, and Monopolistic Competition)

## 10. GOVERNMENT AND BUSINESS ADMINISTRATION

- The Role of Government in Business Administration and Operation
- Government as a Major Stakeholder in Business Administration
- Government Business Regulatory Agencies
- Analysis of Operational Efficiency of Government Business Regulatory Agencies:
- CAC, CBN, SEC, NDIC, SMEDAN, NASMI, ITF, CMD, NAFDAC, DPR, AMCON, ASCON, BOI, NFIU etc)

## 11. INTERNATIONAL BUSINESS ADMINISTRATION

- Meaning, Nature, and Scope of International Business Administration
- Relevant Forces of International Business Administration Environment
- Business System
- Political Systems
- Economic System
- Socio-Cultural System
- Technological System
- Legal System
- Challenges / Barriers to Effective International Business Administration (Language, Exchange Rates, Precautionary Measures Policies, Trade Barrier etc)
- Labour Accounting, Environmental Standards, and Standard of Living
- Foreign Exchange Market
- Foreign Direct Investment (FDI)
- Tariffs, Taxes, Import and Export Regulations and Documentation.
- International Trade Agreements (Meaning, Nature and Scope)
- Analysis of Forms of International Trade Agreement with relevant Pros and Cons such as Free Trade Areas, Custom Union, Common Market etc)
- Models of International Trade
- Risks Management in international business trade
- Multi-National Corporations (MNCs) and Multi-National Entities (MNEs)

## 12. BUSINESS SOCIAL RESPONSIBILITY

- Meaning, Nature and Scope of Business Social Responsibility
- Areas and Dimensions of Corporate Social Responsibility
- Arguments for and against Corporate Social Responsibility

- Changing Concept of Social Responsibility
- The Concept of Stakeholders

### **13. THE PROBLEM OF BUSINESS ADMINISTRATION IN NIGERIA**

- Requirement for Business Survival
- Causes of Business Administration Failures
- Indicators and Symptoms of Business Administration Failures
- Remedies or Survival Strategies for Business Administration Recovery
- Planning against Business Failures

### **14. ETHICAL ISSUES IN BUSINESS ADMINISTRATION**

- Ethics and Managerial Ethics
- The Three Major Areas of Managerial Ethics
- Code of Ethics and Professional Standards
- Ethical Concerns of Managers
- Ethical Behaviours
- Moral
- Integrity
- Corporate Governance, Procedures and Compliance
- Need for Effective Corporate Governance in Nigeria
- Codes of Best Practices on Corporate Governance in Nigeria
- Compliance Requirements of Corporate Governance
- Sanctions in Corporate Governance
- Social Audit

## 15. GLOBALISATION

- Meaning, Nature, and Scope of Globalisation
- Elements of globalisation
- Merits and Demerits of Globalization
- Implication of Globalisation for Managers and Business Administrators
- Implication of Globalisation for Business Organisations
- Implication of Globalisation for Economy and Business Stakeholders
- Global Warming

## CASE STUDIES AND PRACTICE QUESTIONS

### Recommended Reading

- "The Art of Possibility" by Rosamund Stone Zander and Benjamin Zander
- "The Lean Startup" by Eric Ries
- "The Innovator's Dilemma" by Clayton M. Christensen
- "Value Proposition Design" by Alexander Osterwalder and Yves Pigneur
- "Conscious Capitalism" by John Mackey and Raj Sisodia
- "The Purpose Economy" by Aaron Hurst
- "E-Myth Revisited" by Michael E. Gerber
- "Good to Great" by Jim Collins
- "The Five Types of Business Ownership" by Joshua Kennon
- "The Lean Entrepreneur" by Brant Cooper and Patrick Vlaskovits
- "The End of Competitive Advantage" by Rita Gunther McGrath

- “Industry 4.0: The Future of Productivity and Growth in Manufacturing Industries” by McKinsey & Company
- “Marketing 4.0” by Philip Kotler
- “Financial Intelligence” by Karen Berman and Joe Knight
- “The Evolution of Commerce” by Brian Fagan
- “A History of Money: From Ancient Times to the Present Day” by Glyn Davies
- “Trade and Civilization in the Indian Ocean: An Economic History from the Rise of Islam to 1750” by K.N. Chaudhuri
- “Competitive Strategy” by Michael E. Porter
- “Marketing Management” by Philip Kotler and Kevin Keller.
- “Operations Management” by Jay Heizer and Barry Render.
- “Organizational Culture and Leadership” by Edgar H. Schein
- “Human Resource Management” by Gary Dessler
- “Strategic Management” by Fred R. David and Forest R. David
- “Human Resource Management” by Gary Dessler
- “Managing Human Resources” by Scott A. Snell, George W. Bohlander, and Arthur Sherman.
- “Industrial Relations: Theory and Practice” by Michael Salamon.



# FUNDAMENTALS OF ECONOMICS (INT1/002)

## OVERALL OBJECTIVE

To expose students to understand the fundamental of economics at both the micro and macro levels of the economy, and to equip students/practitioners to apply the requisite knowledge to proffer solutions to economic issues as well Human Resources practices at the level of the firm and at the national level.

## CONTENTS

### 1. NATURE AND SCOPE OF ECONOMICS AND HR PRACTICES

- Nature of Economics
- Scarcity, Choice and Opportunity Cost
- Scope of Economics
- Economics as a Science
- Positive vs Normative Economics
- Micro Economies vs Macro Economies
- Economic Problems in Society
- Economic Systems.
  - ✓ Capitalist Economic System
  - ✓ Socialist Economic System
  - ✓ Mixed Economic System

### 2. DEMAND AND SUPPLY ANALYSIS

- Definition of Demand
- Types of Demand
- Change in Demand and Change in Quantity Demanded.
- Determinants of Demand
- Definition of Supply – Types of Supply

- Change in Supply and Change in Quantity Supply
- Determination of Equilibrium Price, Quantity and Resource

### **3. THEORIES OF CONSUMER BEHAVIOUR**

- Definition
- The Ordinalist Approach
- Cardinalist Approach

### **4. ELASTICITY CONCEPTS**

- Definition
- Price Elasticity of Demand
- Cross Elasticity of Demand
- Income Elasticity of Demand
- Elasticity of Supply
- Determinants of Elasticity
- Total Revenue and Elasticity of Demand

### **5. THEORY OF PRODUCTION**

- Definition
- Types of Production
- Factors of Production
- Total Product, Marginal Product and Average Product.
- Law of Diminishing Returns
- Stages of Production
- Production in the Long Run

## 6. THEORY OF COST

- Definition and Nature of Costs
- Types of Costs
- Costs Behaviour in the Short Run
- Costs Behaviour in the Long Run

## 7. THEORY OF DEMAND AND SUPPLY

- ✓ Demand:
  - Definition, Concepts and Elasticity of Demand
  - Types of Demand
  - Determinants of Demand
  - Change in Demand and Change in Quantity Demand
- ✓ Supply:
  - Types of Supply
  - Determinants of Supply.
  - Change in Supply and Change in Quantity Supply
- ✓ Demand, Supply and Equilibrium Price
  - Price Legislation.
- ✓ Elasticity of Demand and Supply
  - Definition
  - Price Elasticity of Demand
  - Cross Elasticity of Demand
  - Income Elasticity of Demand
  - Elasticity of Supply
  - Determinants of Elasticity

## **8. MARKET FAILURES**

- Meaning
- Types of Market Failure
- Public Policy and Market Failure
- Externalities
- Government Failure

## **9. MARKET STRUCTURE**

- Definition
- Analysis of Revenue Concepts
- Perfect Competition
- Monopoly
- Monopolistic Competition
- Oligopoly

## **10. THEORY OF DISTRIBUTION**

Theories of Wages

- Demand and Supply of Labour
- Trade Unions
- Theories of Rent
- Theories of Interest
- Transfer Earnings and Economic Rent

## 11. NATIONAL INCOME (NI) DETERMINATION

- Definition
- Methods Of Measuring National Income
- Circular Flow of Income
- Problems of Computing National Income
- Importance of National Income
- Problems of International Comparison of Per Capita Income
- Determination of Equilibrium Level Of Income
- Determination of Consumption Function and Savings Function’.
- The Multiplier Concepts
- The Acceleration Principle

## 12. FINANCIAL INSTITUTIONS, MONEY AND THEORY OF MONEY

- Definition
- Apex Financial Institution
- Deposit-Money Banks
- Other Types of Financial Institutions
- Definition of Money
- Types of Money
- Characteristic of Money
- Functions of Money
- Theory of Demand of Money
- Theory of Supply of Money
- LM Analysis

### **13. INTRODUCTION TO PUBLIC FINANCE**

- Definition
- Sources of Finance to Government
- Taxation
- Budget
- Public Debt
- Government Expenditure
- Public Goods and Private Goods
- Fiscal Policy

### **14. INFLATION**

- Definition
- Types
- Measurement of Inflation
- Effects
- Causes of Inflation
- Control of Inflation

### **15. UNEMPLOYMENT**

- Definition
- Types of Unemployment
- Causes of Unemployment
- How to Control Unemployment
- Philip's Curve.

## **16. ECONOMICS GROWTH AND DEVELOPMENT**

- Definition
- Theories of Growth
- Why Economics Growth may not Promote Economic Development
- Features of Developing Economies
- Factors of Economics Growth
- Features of Emerging Economies

## **17. INTERNATIONAL TRADE AND BALANCE OF PAYMENT**

- Introduction
- International Trade
- Internal Trade Versus International Trade
- The Reasons for International Trade
- Classical Theories of International Trade
- The Gains From International Trade
- Concept of Trade Restrictions
- The Terms of Trade
- The Balance of Trade
- The Balance of Payment

## **18. THEORIES OF DEVELOPMENT PLANNING**

- Development Plans
- Problems of Development Plans in Nigeria.
- National Economic Policies

## **19. STRUCTURE OF THE NIGERIAN ECONOMY**

- Sectors in the Nigeria Economies
- Sectorial Contributions to GDP.
- Problems of Sectorial Development in Nigeria

## **20. INTERNATIONAL MONETARY SYSTEM AND ECONOMIC ORGANISATIONS**

- The Bretton Woods Institutions.
- The World Bank
- The IMF
- African Development Bank
- International Development Association
- The Group of Five
- The Group of Seven

## **21. INFLUENCE OF ECONOMIC DEVELOPMENTS WORKFORCE ENGAGEMENT**

- Introduction
- Economic Development
- Development and Work Force
- Work Force Engagement
- Labour Productivity and Economic Growth.



## CASE STUDIES AND PRACTICE QUESTIONS

### REFERENCES/FURTHER READINGS

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- ii. Neva Goodwin, Jonathan M. Harris, Julie A. Nelson, Pratistha Joshi Rajkarnikar, Brian Roach, and Mariano Torras (2023). Microeconomics in context. 5th edition. New York: Routledge Taylor and Francis group
- iii. Daisi, O.R., Ogunyomi, O.O., and Oyeniyi, G.O. (2008). Managerial Economics for Decision Makers: Micro Perspective, 1st edition, Lagos: Ramson Printing Services.
- iv. Adesoye, A., Maku, O & Adelowokan, O. (2015). Basic principles of economics for social and management science. 1ST Edition. Ibadan: Colenath ventures
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# FINANCE FOR HUMAN RESOURCE MANAGERS: (INT 1/003)

## OVERALL OBJECTIVES

The general objective of this subject is to enable candidates to learn about the effective management of financial resources as a preparatory course in handling finance issues. It will guide a Professional Human Resource Manager in optimising the output of the Workforce.

## CONTENTS

### 1. BUDGET: PROJECTIONS, PREPARATIONS, ANALYSIS, AND CONTROL

- Introduction
- Meaning/Definition of Budget and Budgeting
- Forecasts and Budget
- Significance/Importance/Objectives of Budgets
- Advantages/Benefits of Budgets and Budgeting
- Disadvantages/Limitations of Budgets and Budgeting
- The Budget Process
- Preparation and Monitoring of Various Types of Budgets (Fixed, Flexible, Functional, Cash and Master Budgets)
- Budgeting Techniques (Zero based, Rolling/Continuous, Incremental, Performance based, Activity based, Planning Programming Based Budgets)
- Budgetary Control
- Significance/Importance/Objectives of Budgetary Control
- Advantages/Benefits of Budgetary Control
- Disadvantages/Limitations of Budgetary Control
- Types of Budget Control Ratios (Capacity, Activity, Efficiency, Calendar, Idle Time Ratios)
- Pre-requisites/Preliminaries for the Adoption of a System of Budgetary Control.
- Installation of a Good System of Budgetary System (Organization, Chart, Budget Centre, Budget Manual, Budget Controller, Budget officer, Budget Committee, Budget Period, Budget Key Factor, Budget Reports)

- Chapter Summary
- Practical illustrations
- Practice questions

## 2. **STANDARD COSTING AND VARIANCE ANALYSIS**

- Introduction to Standard Costing
- Meaning/Definition of Standard Costing
- Significance of Standard Costing
- Advantages/Benefits of Standard Costing
- Disadvantages/Limitations of Standard Costing
- Application of Standard Costing
- Standards and its Various Types (Basic, Ideal, Current, Expected and Normal)
- Standard Costing Systems
- Installation of Good Standard Costing System
- Functions of Standard Costing System
- Features of Standard Costing System
- Components/Elements/Classes of Standard Costing (Direct Material, Direct Labour, Variable Overheads and Fixed Overheads)
- Variance Analysis
- Significance/Importance of Variance Analysis
- Variance Pyramid/Chart
- Analysis of Direct Material, Direct Labour, Variable Overheads and Fixed Overheads Variances
- Advanced Various Analysis (Mix and Yields Variances)
- Sales and Operational Variances
- Accounting Treatment of Variances

- Benchmarking for setting of Standards
- Variance reporting to Management
- Chapter Summary
- Practice questions

### 3. **COST-VOLUME-PROFIT ANALYSIS (BREAK EVEN ANALYSIS)**

- Introduction
- Meaning/Definition of the Cost-Volume-Profit Analysis/ Break Even Analysis
- Objectives of C-V-P Analysis
- Uses/Significance of the C-V-P Analysis
- Advantages/Benefits of C-V-P Analysis
- Disadvantages/Limitations of C-V-P Analysis
- Assumptions of the C-V-P Analysis
- The Concept of Contribution as it relates to C-V-P Analysis
- Marginal Cost Equations
- Contribution Margin Ratio and its Significance
- Margin of Safety
- Methods of C-V-P Analysis (Graphical, Tabular and Algebraic methods)
- Multi-Product C-V-P Analysis
- Applications of the C-V-P Analysis in HR decisions
- Case Studies
- Practice questions

#### **4. TAXATION, TAX ADMINISTRATION AND PROCEDURES**

- Introduction
- Meaning/Definition of Taxation
- Objectives, Principles and Classification of Tax
- Basic concepts in Taxation (Tax Base, Tax Yield, Tax Rate, Tax Incidence; Tax Burden, Tax Impact, Tax Shift and Tax Effect)
- Tax Administration in Nigeria (Joint Tax Board (JTB); Federal Inland Revenue Service Board (FIRSB); State Board of Internal Revenue (SBIR); Joint State Revenue Committee (JSRC); Local Government Revenue Committee (LGRC); Technical Committees of the Boards and Tax Appeal Tribunal (TAT).
- Roles and Challenges of Tax Administration System in Nigeria
- Taxation of Employment Income (Taxable Persons, Taxable income, Basis of Assessment, the PAYE system, Benefits in Kind)
- Computation/Determination of Gross Income, Consolidated Relief Allowance (CRA), Chargeable Income)
- Computation/Determination of the Personal Income Tax Payable and the Minimum Income Tax Payable)
- Computation/Determination of other Specific Taxes such as (Investment Income Tax, Withholding Tax, Value Added Tax, Company Income Tax, Tertiary Education Tax, Capital Gains Tax, Taxation of Partners in Partnership, Trusts, Settlements and Estates)
- The Finance Act, 2019
- Case Studies
- Practice questions

#### **5. PAYROLL MANAGEMENT AND COMPUTATION**

- Introduction
- Meaning/Definition of Payroll and Payroll Management
- Significance/Importance of Payroll Management
- Advantages/Benefits of Payroll Management
- Limitations/Challenges of Payroll Management

- Payroll Management Process
- Methods of Payroll Management
- Payroll Management System
- Pre-requisites of a Good Payroll Management System
- Types of Payroll Management Systems
- Best Practice in Payroll Management
- Payroll Components and Computations
- Payroll Applications
- Case Studies
- Practice Questions

## **6. MANAGEMENT OF FINANCIAL RISK**

- Introduction
- Meaning/Definition of Financial Risk
- Nature and Scope of Financial Risk
- Fundamentals of Financial Risk
- Categories/Types of Financial Risk (Market, Credit and Financing/Liquidity Risks)
- Justification for Management of Financial Risk
- Risk Management Framework
- The Risk Management Process/Cycle
- Risk Strategies and Tools
- Quantifying Financial Risks
- Tools and Techniques to Mitigate Risk
- Chapter Summary
- Practical Illustrations
- Practice Questions

## 7. FINANCIAL PLANNING AND REENGINEERING FOR EMPLOYEE ENGAGEMENT

- Introduction
- Meaning/Definition of Financial Planning and Reengineering
- Nature/Scope of Financial Planning and Reengineering
- Justifications for Financial Planning and Reengineering
- Merits/Benefits of Financial Planning and Reengineering
- Demerits/Limitations of Financial Planning and Reengineering
- Challenges of Financial Planning and Reengineering
- The Financial Planning and Reengineering Process
- Financial Forecasting and Modelling
- Financial Planning for Sustainable Growth of Human Resources
- Sustainable Growth Models
- Computations in Financial Planning and Reengineering
- Case Study
- Practice Questions

## 8. ELECTRONIC PAYMENT SYSTEM

- Introduction
- Meaning/Definition of Electronic Payment System
- Difference between Electronic Payment and Conventional Payment Systems
- Advantages/Benefits of Electronic Payment System
- Economic Benefits of Electronic Payment System in Nigeria
- Disadvantages/Limitations of Electronic Payment System
- Challenges/Concerns of Electronic Payment System
- Factors to be considered in the Choice of Electronic Payment System
- Types of Electronic Payment System



- Methods/Modes of Electronic Payment System in Nigeria (Credit/Debit card, Electronic cheques, Cryptocurrency, Digital/E- Cash, E-Wallet, Anonymous Transactions, Micropayments/Hyperlinks, Smartcards, Mondex etc.)
- Risks in Electronic Payment System
- Electronic Payment Gateways
- Types of Electronic Payment Gateways
- Application of Electronic Payment System to HR function
- Evaluation of E-payment in Nigeria
- Chapter Summary
- Practical Illustrations
- Practice Questions

## **PART B**

### **1. FINANCIAL MANAGEMENT: AN OVERVIEW**

- Introduction
- Meaning / Definition of Financial Management
- Element and Scope of Financial Management
- Objectives of Financial Management (Profit Maximization with Arguments For and Against, Wealth Maximization with Arguments For and Against)
- Functions/Roles of Financial Managers
- Importance of Financial Management
- Case Study
- Practice Questions

### **2. FINANCIAL NEEDS ANALYSIS**

- Introduction
- Meaning/Definition of Financial Needs Analysis

- Objectives of Financial Needs Analysis
- Components of Financial Needs Analysis
- Advantages/Benefits of Financial Needs Analysis
- Disadvantages/Limitations of Financial Needs Analysis
- Challenges of Financial Needs Analysis
- Steps Involved in Financial Needs Analysis and Assessment
- Chapter Summary
- Practical Illustrations
- Practice Questions

### **3. SOURCES OF FINANCE**

- Introduction
- Meaning and Significance of Sources of Finance
- Classification of Sources of Finance: Time Period: Short, Medium, and Long Term) Ownership: Equity/Owners' Funds and Debt/Borrowed funds
- Sources of Generation: Internal and External.
- Issue of Shares and Securities
- Methods of Raising Additional Equity Shares
- Financial Markets
- Evaluation of the Efficiency of the Nigerian Financial Markets
- Case Study
- Practice Questions

### **4. FINANCIAL RATIOS AND ANALYSIS**

- Introduction
- Meaning and Definition of Financial Statements

- Components of Financial Statements (Income Statement, Statement of Financial Position, Statement of Changes in Equity, Statement of Cashflow)
- Meaning and Definition of Financial Statement Analysis
- Types of Financial Statement Analysis
- Techniques of Financial Statement Analysis (Comparative Statement Analysis (Income statement and Financial Position, Trend Analysis, Common Size Analysis and Cashflow Statement Analysis)
- Financial Ratio Analysis (Profitability/Performance, Liquidity, Activity/Short Term Solvency, Long Term
- Solvency/Leverage/Gearing, and Investment/Financing Ratios
- Importance of Financial Ratio Analysis
- Limitation of Financial Ratio Analysis.
- Case Study
- Practice Questions

## **5. CAPITAL BUDGETING DECISION**

- Meaning and Definitions of Capital Budgeting
- Need/Importance/Objectives of Capital Budgeting
- Features of Capital Budgeting Decisions
- Classification and Types of Capital Budgeting Decisions
- Methods of Capital Budgeting Decision – (Traditional/Non-Discounted Cashflow Methods and Modern/Discounted Cashflow methods)
- Risk and Uncertainty in Capital Budgeting Decision – (Risk Adjusted Discount Rate, Certainly Equivalent Method, Sensitivity technique, Probability technique, Expected Value, Variance, Standard deviation, Co-efficient of Variation Method, Decision Tree Analysis, Triple Assessment)
- Practice Questions

## 6. WORKING CAPITAL MANAGEMENT

- Meaning/Definition of Working Capital and Working Capital Management
- Dynamics of Working Capital
- Importance of Working Capital
- Sources of Working Capital
- Concept of Working Capital
- (Gross Working Capital, Net Working Capital, Component of Working Capital)
- Types of Working Capital (Permanent Working Capital, Temporary Working Capital, Semi-variable Working Capital)
- Working Capital Position/Balanced Working Capital Position
- Factors Determining Working Capital Requirements
- Computation (or Estimation) of Working Capital
- Determining the Finance Mix (Hedging Approach, Conservative Approach, and Aggressive Approach)
- Working Capital Management Policy
- Importance of Working Capital Management
- Types of Working Capital Management
- Tools of Working Capital Management (Inventory Management, Cash Management, Liquidity Management, Receivable Management)
- Concepts of Overcapitalization and Undercapitalization
- Case Study
- Practice Questions

## 7. CAPITAL STRUCTURE

- Meaning /Definition of Capital Structure
- Objectives and Importance of Capital Structure
- Forms/Types of Capital Structure
- Features, Elements, and Determinants of Capital Structure

- Factors Determining Capital Structure (Leverage, Cost of Capital)
- Capital Structure Theories (Traditional Approach, Net Income (NI) Approach, Net Operating Income (NOI) Approach, Modigliani, and Miller Approach)
- Formulas and Computations in Capital Structure
- Case Study
- Practice Questions

## 8. **DIVIDEND POLICY**

- Meaning of Dividend
- Significance of Dividend to Investors
- Types of Dividends (Cash Dividend, Stock Dividend, Bond Dividend, Property Dividend)
- Concept of Dividend Pay-out Ratio and Retention Ratio
- Dividend Decision/Policy
- Theories of Dividend Policy (Dividend Irrelevance Approach, Modigliani and Miller's Approach, Dividend Relevance Approach - Walter's Model, Gordon's Model)
- Types of Dividend Policy (Regular, Stable, Irregular, Nil Dividend Policy)
- Factors determining Dividend Policy (Profitable Position of the Firm, Uncertainty of Future Income, Legal Constraints, Liquidity Position, Sources of Finance, Growth Rate of the Firm, Tax Policy, Capital Market Conditions)
- Determination and Implications of Dividend Policy
- Computation of Dividend
- Case Study
- Practice Questions

## 9. **CAPITAL AND FINANCIAL MARKETS**

- Meaning/Definition of Capital and Financial Market
- Features/Characteristics of Efficient Functioning Financial Markets

- Importance or Functions of Financial Market
- Structure/Components of Financial and Capital market
- Participants in Financial and Capital Market
- Distinction between Financial Markets and Intermediaries
- Products of Capital and Financial market
- Money Market Instruments and Features
- Capital Market Instruments and Features
- The reforms undertaken in the Nigerian Money and Capital markets.
- Case Study
- Practice Questions

## **10. THE NATURE AND RISKS OF FINANCE**

- Meaning and Definition of Risk in Finance
- Risk Financing
- Capacity/Ability to Finance risk
- Use of Capital Funds
- Types of Risks in Finance
- Measurement and Management of Risk in Finance
- Case Study
- Practice Questions

## **11. PUBLIC FINANCE**

- Meaning/Definition of Public Finance
- Scope of Public Finance
- Significance/Importance of Public Finance
- Concepts in Public Finance

- Public Finance and Private Finance
- Economic Rationale of a Modern State
- Components of Public finance
- Origin and Development of Public Finance
- Principles of Public Finance
- Allocation of Resources in Public Finance
- Rational and Function of Government Intervention in Public Finance
- Different Acts/Machinery and Body for Public Finance
- Different acts and Body for Public Finance
- Calculation in Public Finance
- Case Study
- Practice Questions

## **12. INTERNATIONAL TRADE AND INSTRUMENTS**

- Meaning/Definition of International Trade and Instruments
- Nature and Scope of International Trade
- Roles of International Trade
- Historical Development of International Trade
- Basic Concepts and Reasons for International Trade.
- Comparison between International Trade and International Business.
- Prevailing Problems of International Trade
- Various Forms of International Trade
- International Capital Flow
- Facilities for Export Financing Market
- Trade Terms and Documentation
- Payment Terms and System

- Means of Settlement
- Correspondence Banking
- Exchange Rates System
- Case Study
- Practice Questions

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2. Adeniyi A. Adeniji. (2021), *Performance Management*, (Fifth Edition)
3. Ade Omolehinwa. (2013), *Management Accounting*, (First Edition)
4. Stacey Whitecotton, Robert Libby, Fred Phillips. (2014), *Managerial Accounting*, (Second Edition)
5. Adeniyi A. Adeniji. (2019), *Cost Accounting, - A Managerial Approach*, (Fifth Edition)
6. Offiong U. Basse. (2019), *Personal Income Tax in Nigeria*, (Third Edition)
7. Offiong U. Basse. (2019), *Companies Taxation in Nigeria*, (Third Edition)
8. J. O Oyebanji & A. O Oyebanji. (2017), *Principles and Practice of Taxation in Nigeria*, (Sixth Edition)
9. K. A Ishola. (2019), *Taxation Principles and Fiscal Policy in Nigeria*, (Third Edition)
10. Titilayo Eni Itan Fowokan, Godwin Emmanuel Oyedokun. (2018), *International Taxation*, (First Edition)
11. Adeniyi A. Adeniji. (2019), *Cost Accounting, - A Managerial Approach*, (Fifth Edition)
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13. Ade Omolehinwa. (2017), *Work out Strategic Financial Management* (Fifth Edition)
14. I. M. Pandey. (2015), *Financial Management* (Eleventh Edition),
15. Esther O. Adegbite. (2019), *Essentials of Money & Banking* (Revised First Edition)
16. Madan, S. (2020), *Ecommerce*, Scholar Tech Press
17. R. A. Adams. (2020), *Public Sector Accounting & Finance*, (Fourth Edition)



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<http://www.javasoft.com/products/commerce/>

<http://www.semper.org/>

<http://www.echeck.org/>

<http://nii-server.isi.edu/info/NetCheque/>

<http://www.ec-europe.org/Welcome.html/>

<http://www.zdnet.com/icom/e-business>

<https://tidalcommerce.com/learn/eft-vs-ach>

<https://www.thebalance.com/ach-debit-for-consumers-315440>

<https://www.investopedia.com/terms/o/onlinebanking.asp>

<https://www.fisglobal.com/en/insights/merchant-solutionsworldpay/article/how-credit-card-processing-works>

<https://www.hdfcbank.com/personal/resources/learningcentre/pay/how-to-use-debit-cards>

# BUSINESS STATISTICS AND SOCIAL RESEARCH METHODS (INT 1/004)

## OVERALL OBJECTIVES

To expose students to the use of modern day statistical tools in business decision and social research method thus, making the HR Manager relevant as a business Partner.

## CONTENTS

### PART A – BUSINESS STATISTICS

#### 1. THE GENERAL NATURE OF BUSINESS STATISTICS

- Nature of Business Statistics
- Uses and Importance of Statistics in Human Resource Management

#### 2. STATISTICAL DATA

- Types of Statistical Data
- Sources of Statistical Data
- Methods of Data Collection
- Sampling and Sampling Techniques

#### 3. CLASSIFICATION AND PRESENTATION OF DATA

- Pictograms and Charts
- Frequency Distribution Tables
- Graphical Representation of Data

#### 4. MEASURES OF LOCATION

- Mean
- Mode

- Median
- Other Fractiles

## **5. MEASURES OF VARIABILITY**

- Range and Semi-Interquartile Range
- Mean Absolute Deviation
- Variance and Standard Deviation
- Coefficient of Variation
- Skewness and Kurtosis

## **6. PROBABILITY AND PROBABILITY RULES**

- Permutation and Combination
- Classical and Sample Space Approach
- Probability Rules

## **7. PROBABILITY DISTRIBUTIONS**

- Bernoulli and Binomial Distributions
- Poisson distribution
- Normal Distribution

## **8. REGRESSION AND CORRELATION**

- Definition and Uses of Regression
- Fitting the Regression Line
- Correlation

## 9. SAMPLING DISTRIBUTION AND ESTIMATION

- Sample Mean and Proportion
- Difference between Two Population Means and Proportions
- Estimation
- Confidence Interval for True Population Mean and Proportion
- Confidence Interval for the difference between two population Means and Proportions

## 10. TEST OF HYPOTHESIS

- One Sample Test for Mean and Proportion
- Two Sample Test for Mean and Proportion
- Analysis of Variance
- Contingency Tables
- Goodness of Fit

## 11. LABOUR TURNOVER

- Meaning and Importance of Labour Turnover
- Calculation of Labour Turnover
- Construction of Index Numbers

## PART B – SOCIAL RESEARCH METHODS

### 1. INTRODUCTION TO SOCIAL RESEARCH

- The Nature and Importance of Research
- Types of Research
- Guidelines for Selecting a Researchable Topic
- Evaluating the Research Topic for Scope, Clarity and Un-ambiguity

## **2. PLANNING THE RESEARCH**

- Writing the Research Proposal.
- Identifying the Key Research Variables
- Formulating the Theoretical/Conceptual Framework
- Research Design

## **3. LITERATURE REVIEW**

- Purpose of Literature Review
- Scope of the Literature Review
- Reading the Literature and Making Notes

## **4. DATA GATHERING METHODS**

- Identifying the Data Gathering Instruments
- Advantages and Disadvantages of the Various Data Gathering Instruments
- Validity and Reliability of data
- Sampling and Sampling Techniques
- Designing Statistical Instruments

## **5. DATA ANALYSIS AND REPORT WRITING**

- Analysis and Interpretation of Research Data
- Presentation of Research Report
- Organization of Report Writing
- Documentation, Footnotes and References

## 6. CONSTRAINTS IN CONDUCTING SOCIAL RESEARCH IN NIGERIA

- Equipment
- Collaboration
- Research Ethics
- Research Principles and Approach

### CASE STUDIES

#### Practice Questions and Answers

### REFERENCES

Contemporary Business Statistics: With Microsoft Excel (2011)

Williams, T. A., Sweeney, D. J. & Anderson, D. R.

South Western: Thomson

Research Methods for Business Students (7 ed.)

Saunders, M., Lewis, A., & Thornhill, A. (2016). England: Pearson Education Limited

# COMMUNICATION PROCESS, MANAGEMENT AND DEVELOPMENT (F/005)

## OVERALL OBJECTIVE:

Communication is of significance to the operations and continuity of every corporate organisation. Consequently, organisational members should have a proper orientation of the process of communication, its tools, objectives and ethics. The general objective of the course is, therefore, to enable candidates acquire and apply the mechanics of effective communication for organisational purposes as well as develop the competence for writing business correspondence in different contexts.

## CONTENTS

### 1. GENERAL INTRODUCTION TO COMMUNICATION NEEDS FOR HR USAGE

- Meaning and Process of Communication
- Media of Communication: Oral, Written, Electronic and Non-verbal
- Importance of Communication
- Barriers to Communication
- Factors to Consider in Choosing Communication Medium
- Interpersonal and Intrapersonal Communication
- Patterns of Communication (Networks)

### 2. ORGANIZATIONAL COMMUNICATION AND ENGAGEMENT PROCESS

- Formal Communication Channel
- horizontal and Vertical Communication
- Quasi and Diagonal Communication
- Rumour and Grapevine
- Informal Channels
- Advantages and Disadvantages of Each Channel

### **3. LISTENING SKILLS**

- What it Means to Listen
- Types of Listening
- Purposes of Listening, Barriers to Listening; and How to Enhance Listening

### **4. READING SKILLS**

- Definition
- Types of Reading
- Barriers to Effective Reading.
- Vocabulary Development Through Reading
- Enhancing Effective Reading

### **5. WRITING SKILLS**

- Essay Writing
- Proof Reading and Editing
- Writing Speech

### **6. SPEAKING SKILLS**

- Verbal and Non-verbal cues.
- Barriers to Effective Speaking.
- Principles of Effective Speaking
- Attitude and Emotion in Speech



## **7. GRAMMAR AND USAGE**

- Common Grammatical Errors
- Words Commonly Confused
- Homonyms
- Polysemy
- Tense and Sequence
- Count and Non-count Nouns
- Cord Classes
- Sentence Structure
- Use of Punctuation Marks
- Subject-Verb Agreement

## **8. BUSINESS CORRESPONDENCE**

- Formal Business Letters
- Memo
- Circular; Notice
- Minutes; Agenda
- Writing business e-mails

## **9. TECHNICAL REPORT WRITING**

- Proposal Writing.
- Report Writing.
- Resume.
- Advert Design for Organisation.
- Use of Bulletins, Newsletters and House Journals

## **10. CROSS-CULTURAL COMMUNICATION**

- Cultural Intelligence
- Effective Communication in Multi-cultural Settings
- Diversity and Inclusion

## **11. USE OF MODERN COMMUNICATION TOOLS FOR VIRTUAL MEETINGS**

- Zoom
- Ms Teams
- Google meets.
- Airmeete etc.

Benefits and Shortcomings of Using these Tools for Virtual Meetings

## **12. COMMUNICATION VIA SOCIAL MEDIA PLATFORMS FOR HR INFLUENCE AND WORK ENGAGEMENTS**

- Social Media Etiquette
- Teamwork and Building Rapport through Information-Sharing.

## **13. NATURE OF MANAGEMENT**

- Management Orientation
- Principles; Behavior; Process; Activities; Role; Tasks and Understanding the Organizational Process

## **14. CONFLICT MANAGEMENT**

- Conflict in Organization
- Types and Causes
- How to Handle Conflicts and the Role of Communication

## 15. DEVELOPMENT

- Meaning and Concept of Development Within Organizational Setting
- Equipping Employees for Advancement
- Training
- Learning
- Succession Planning and Leadership

### CASE STUDY AND PRACTICE QUESTIONS

#### RECOMMENDED READING

Ajayi, H.P. (2019) The Complete English Grammar Guide Educatrix Resources Ltd

Bean, B. C. (2018) Business Correspondence London, Forgotten Books

Courtland, L. B. & Thill, J. V. (2017) Business Communication Today eBook Global Edition, Pearson Education

Greavestone, D. (2019) Effective Communication Skills Independently Published

Hook, G. S. (2019) Communication Skills Training: The Ultimate Guide The United States, Independent Publishers

Ian, T. (2017) The Science of Effective Communication London, Associated Publishers

Ladders Club (2023) Communication Skills for Workplace Success. <[www.theladders.com](http://www.theladders.com)>

Mullins, L.J. (2016) Management and Organizational Behaviour 11th Edition, London, Pearson

Principles of Management.[www.open.lib.umn.edu](http://www.open.lib.umn.edu)

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Reid, M. (2018) Report Writing 2nd Ed. London, Bloomsbury Publishing

Singla, P.K. & Alwinder, D. (2021) English and Communication Skills India, Abhishek Publications

Zhuo, J. (2019) The Making of a Manager: What to do when Everyone Looks to You Penguin Publishing Group

[www.bloomsbury.com](http://www.bloomsbury.com)

**INTERMEDIATE II****LEARNING AND DEVELOPMENT (INT2/001)****OVERALL OBJECTIVE:**

The course is set to adequately prepare students for a comprehensive exposure to theoretical and practical principles, procedures and processes of Learning, Training, and Development for subsequent application as professional practitioners to drive learning intervention for an organisations' growth and continuity

**CONTENTS:****1. INTRODUCTION**

- Determination of the Learning Process Using the Path to Career Success, Organisational Needs, and Competencies Development

**2. LEARNING, TRAINING AND DEVELOPMENT**

- The Concepts of Education, Learning, Training and Development
- Benefits of the Three Concepts to Employees' Growth and Organisation's Success in the Workplace
- Using Learning Needs Analysis to Conduct an Assessment to Determine Deficiencies in Employee Competencies

**3. RELATIONSHIP BETWEEN TRAINING AND OTHER HR FUNCTIONS**

- Need for Organisation Training
- Roles, Function Areas and Responsibilities of Training in Enhancing the effectiveness of the HR Process
- Core Human Resource Functions in Modern Organisations
- Factors that could influence organisational training

**4. DESIGNING TRAINING PROGRAMS**

- Diverse Designing Methods.
- Training Needs Identification and Analysis,

- Learning Objectives, Sequence, Instructors, Location
- Methods of Training on-the-job and off-the-job

## **5. LEARNING, TRAINING AND DEVELOPMENT (LTD) ADMINISTRATION**

- Diverse and Globally recognised Methods for Delivering Learning to the Workforce.
- Transfer of Knowledge and Competencies Build Up

## **6. ELECTRONIC LEARNING**

- The Technology of e-learning
- The Business Case for e-learning
- Developing e-learning Processes

## **7. VARIOUS TRAINING TECHNIQUES**

- Fundamentals of Training Techniques
- Training Types

## **8. EVALUATION OF TRAINING FOR EFFECTIVENESS**

- Purpose of Training Evaluation
- Benefits of Training Evaluation
- Methods of Training Evaluation

## **9. PROFESSIONAL ASSOCIATIONS (LOCAL & INTERNATIONAL)**

- Different Professional Associations
- Relevance of Professional Associations to Learning and Development

## **10. THE ROLE OF LEARNING, TRAINING AND DEVELOPMENT (LTD) TO THE NATIONAL DEVELOPMENT OF NIGERIA**

- Prospects
- Problems
- Challenges

## **11. COMPARATIVE TRAINING MODELS**

- Facilities in both Private and Public Sectors

## **12. PUBLIC TRAINING AGENCIES/INSTITUTES**

- Industrial Training Fund
- Administrative Staff College
- Nigerian Institute for Policy and Strategic Studies
- States' Public Service Staff Development Centres

## **13. THE ROLE OF GOVERNMENT IN TRAINING AND DEVELOPMENT IN NIGERIA**

- Enactment of Professional Institutions
- Establishment of Agencies for Training Support: TETFUND, PTDF

## **14. PROBLEMS / CHALLENGES OF TRAINING IN NIGERIA**

- Environmental Problem
- Economic Problem
- Socio-Cultural Problem
- Structural Problem
- Political Problem
- Geographical Problem

## 15. PREPARATION OF TRAINING PROPOSAL

- Purpose of Training Proposal
- Components of Training Proposal
- Structure of Training Proposal

## 16. PREPARATION OF TRAINING BUDGET

- Purpose and benefits of training budget
- Elements of training budget

## CASE STUDIES AND PRACTICAL QUESTION

### REFERENCES:

ARMSTRONG, M. (2009), Handbook of Human Resource Management Practice, Revised Edition, Kogan Page London, United Kingdom.

Azeez, Ola. (2013), "The Place of Competency Mapping in Human Resource Process, an Article of Human Resource Management Journal, Institute of Personnel Management of Nigeria, Vol. 5 No.2, 2013, Pp 21-23.

Oluwasuji J, and Azeez, O. (2022), A Compendium of Learning Management Systems and Facilitation, Marketplace Strategist Ltd, Onoja, L. A, (2015), Brief History of the National Institute: The Past, Present, and The Future – To The Participants of the Senior Executive Course 37/2015. Pp1-36 PSSDC and SHRM source

# PUBLIC ADMINISTRATION AND LEADERSHIP (INT 2/002)

## OVERALL OBJECTIVES

The course is to test the candidate's Understanding of basic knowledge and skill of public administration and leadership in the 21st century business environment and the relationship with modern human resource management.

## CONTENTS:

### 1. INTRODUCTION TO PUBLIC ADMINISTRATION

- Definition
- Art or Science
- Evolution of Modern Bureaucracy
- Distinction between Private and Public Administration
- Organization Theory
- Dynamics of Organisation
- Dichotomy between Politics and Administration
- Dichotomy between Public and Private Administration
- Practical Elements of Public Administration Systems Models in Nigeria
- Development Administration

### 2. ELEMENTS OF GOVERNMENT

- Nature of Political Science and Politics
- Conceptual Approaches to the Study of Politics; State;
- Society and Nation
- Power, Influence and Authority
- Constitution and Constitutionalism
- Political Ideology: Autocracy, Fascism, Nazism, Democracy, Dictatorship, Totalitarianism, Anarchism, Marxism, Socialism, Communism



### 3. MODERN STATES

- Unitary, Federal, Monarchy, Republic
- Main Branches of Government and their Relationships
- Parliamentary and presidential systems of government
- Political and social change
- Revolutions, riots, coup d'état, world order

### 4. THEORY OF BUREAUCRACY

- Ecology of Public Administration
- Machinery of Government
- Public Finance and Public Accountability
- General Principles of Law
- Evolution of Nigeria Constitution and Rule of Law

### 5. THE NIGERIAN CIVIL SERVICE

- History and Development of Nigerian Civil Service, Reforms of Nigerian Public Service
- Management of the Civil Service; the Structure, Functioning, Recruitments, Training and Process of Managing Government Departments
- Tools and Techniques of Civil Service
- Public Financial Administration

### 6. PUBLIC CORPORATIONS AND PUBLIC ENTERPRISES

- Their Role and Management.
- Difference between Public Corporations and Public Enterprises
- Administrative Enquiries and Tribunals.

## **7. ACCOUNTING SYSTEM AND METHODS IN PUBLIC ADMINISTRATION**

- Public Administration Accounting and Information & Communication Technology
- E-payment
- Treasury Single Account (TSA)
- Government Integrated Financial Management Information System (GIFMIS)
- Integrated Personnel and Payroll Information System (IPPIS)
- Budgeting – Basic Concepts
- Nigerian Pension Schemes

## **8. PUBLIC SECTOR AUDIT**

- Efficiency Audit
- E-Audit
- Public Procurement Act 2007
- Fiscal and Financial Responsibility Act 2007
- Finance (Control and Management) Act 2007
- Freedom of Information Act (FOI)
- Corporate Governance and Business Ethics

## **9. LEADERSHIP DEVELOPMENT IN HRM**

- Communication
- Change Management
- Emotional Intelligence
- Leading Innovation
- Conflict Resolution
- Global Practices in Leadership Engagement,
- Talent Management and Engagement Process in Leadership Development.

## CASE STUDIES AND PRACTICAL QUESTIONS

### RECOMMENDED TEXTBOOKS FOR FURTHER READING

- Chukwuemeka, Emma, The Substance of Public Administration in Nigeria: A Compendium of Public Policy and Local Government, LAMBERT Academic Publishers (LAP), 2011
- Adamolekun, Ladipo, Public Administration in Africa: Main Issues & Selected Country Studies (2nd Edition) Evans Publishers, 2015
- Wiley, J. Principles and Practice of Public Administration in Nigeria (Reprint Edition), Spectrum Books, 1981
- Mulozi M., Hart A. O, Kajwang B. and Achanso A. S, Leadership & Governance Outline, AJPO Journals & Books Publishers, 2022
- Shafritz J. M, Rusell E. N, Borick C. P and Hyde A. C, Introducing Public Administration (9th Edition) Routledge, 2017
- Maduabum C. P, The Mechanics of Public Administration in Nigeria, Concepts Publications, 2008
- Mgbeke, D. Fundamentals of Public Administration: A Blueprint for Nigeria Innovative Public Sector, Authorhouse, 2009
- Ntieyong Udo Akpan, Public Administration in Nigeria, Longman Publishing Group, 2020
- Omodia S. M, The Dynamics of Public Administration in Nigeria, Onaivi Printing & Publishing Co. Ltd, 2008

# WORKFORCE PLANNING AND STRATEGIES (INT2/003)

## OVERALL OBJECTIVES

This course aims to provide HRM students and practitioners with a clear understanding of the need for developing a workforce plan and the role of workforce planning within local and international contexts.

## CONTENTS:

### 1. MANNING AND SKILL REQUIREMENTS PLANNING

- The Need for Manpower Planning
- Procedures and Steps of Workforce Planning
- Potential Strategies to Address Future Workforce and Skills Gaps
- Major Skills the 21st Century HR Managers must Possess

### 2. PROFESSIONAL DEVELOPMENT

- Formulating and Implementing a Professional Development Plan and Initiatives
- Benefits and Relevance of Professional Development and Competencies
- Guidelines and Steps to Creating a Professional Skills Development Plan

### 3. SUCCESSION PLANNING

- Concept of Succession Planning
- Differences between Succession Management and Contemporary HR
- Fundamental Activities that make Up a Succession Plan

### 4. WORKFORCE PLAN IMPLEMENTATION

- Basic Principles of Workforce Plan Implementation
- Relationship between Current Workforce Inventory and Future Workforce Forecasts
- Implementing Workforce Plan and Design Training Programmes
- Approaches and Challenges of Meeting Current and Future Needs of the Employees

## **5. CONTEMPORARY ISSUES IN WORKFORCE PLANNING AND MANAGEMENT**

- Mental Health
- Employee Wellness
- Stress Management and Its Impact on the Team and Organization

## **6. CHANGING NATURE OF EMPLOYMENT**

- Remote Working
- The Gig/Digital Economy
- Freelancing
- Flexible Contract and Casual Employment
- Moonlighting

## **7. POST-COVID WORKFORCE MANAGEMENT IN GLOBAL AND LOCAL HR MANAGEMENT**

- Emerging Challenges of Post-COVID Workforce Management
- Crisis Management and Business Continuity for HR Professionals (Economic, Political or Environmental Crisis, Social Unrest, Insecurity, and their Impact on the Organization).

## **8. MIGRATION OF SKILLED WORKERS**

- Impact of Brain Drain on the Organization, Industry and Economy.
- Broader Talent Pool Available to Organisations that helps to Decide What Options Best Work to Fill Gaps and Ensure Continuity

## CASES STUDIES AND PRACTICAL QUESTIONS

### REFERENCES

- Armstrong, M. (2020). Strategic human resource management: A guide to action. Kogan-page.
- Pattanayak, B. (2020). Human resource management. PHI Learning Pvt. Ltd.
- Trost, A. (2020). Human resources strategies. Cham: Springer International Publishing.
- Boxall, P., & Purcell, J. (2022). Strategy and human resource management. Bloomsbury Publishing.
- Atwood, C. (2020). Succession planning basics. American Society for Training and Development.
- Rothwell, W. J., & Prescott, R. K. (Eds.). (2022). Succession Planning for Small and Family Businesses: Navigating Successful Transitions. CRC Press.
- Tucker, E. (2022). Strategic workforce planning: from closing skills gaps to optimizing talent. Strategic HR Review, 21(1), 14-19.
- Gibson, A. (2021). Agile Workforce Planning: How to Align People with Organizational Strategy for Improved Performance. Kogan Page Publishers.
- Greene, R. J. (2020). Strategic talent management: Creating the right workforce. Routledge.
- Williams, A. M. (2022). Leading Remote Teams. AALL Spectrum, Jan./Feb 13-15.
- Hill, P., & Schmutz, A. (2020). Remote: Office Not Required—A Book Review. The Journal of Extension, 58(6), 26.
- Rees, G., & Rees, W. G. (1999). The remote sensing data book. Cambridge university press.
- Wheatley, D., Hardill, I., & Buglass, S. (Eds.). (2021). Handbook of research on remote work and worker well-being in the post-COVID-19 era. IGI Global.
- Feld, S. (2021). International Migration, Remittances and Brain Drain. Springer International Publishing.
- Anderson, B., Poeschel, F., & Ruhs, M. (2021). Rethinking labour migration: Covid-19, essential work, and systemic resilience. Comparative Migration Studies, 9, 1-19

# COMPARATIVE HUMAN RESOURCE MANAGEMENT (INT2/004)

## CONTENTS

### 1. CONCEPT OF GLOBAL HR MANAGEMENT

- The Need and Essence of Global HR Management
- What Are the Best Practices for Managing a Globally Diverse Workforce?
- What Are the Regulatory Issues Related to Managing a Globally Distributed Workforce?
- What are the Drivers of Global HR Management?

### 2. THE COMPARATIVE APPROACH TO HR MANAGEMENT

- Conceptual Clarifications for Comparative HR Management
- Understanding the Principle of Convergence and Divergence in HR
- Comparative HRM: Communication
- Comparative HRM: Joint Regulation

### 3. INTEGRATED GLOBAL HRM SCHOOL OF THOUGHTS

- The Universalistic Theory of Management.
- The Particularistic Theory of Management
- The Management Process School
- The Empirical School
- The Human Behaviour School
- The Social System School,
- The Decision Theory School
- The Mathematical School
- The System Management School
- The Contingency School
- The Bureaucracy School

#### 4. TAXONOMY OF GLOBAL SKILLS REQUIREMENTS FOR MANAGERS IN PRIVATE SECTORS

- **Behavioural Skills**

- Courage
- Communication
- Continuous Improvement

- **Technical Skills**

- Employee Acquisition
- Employee Consultation and Engagement
- Learning and Development
- Compensation Management and Rewards
- Diversity, Equity, and Inclusion
- Workforce Planning
- Organisation Design
- Risk Management

- **Leadership Skills**

- Defining the Philosophy
- Team Building
- Vision Casting
- Performance Management
- Evaluating Outcomes
- Harnessing Resources
- Promoting Credible Culture and Legacy



## 5. TAXONOMY OF GLOBAL SKILLS REQUIREMENTS FOR MANAGERS IN PUBLIC SECTORS

- **Management Skills in the Public Sector:**
  - Planning
  - Organising
  - Leadership
  - Controlling
  - People Resourcing
- **Designing a Capabilities Framework**

## 6. CONSTRAINTS OF ORGANISATIONAL SETTINGS ON THE MANAGEMENT OF GLOBAL GROUP ACTIVITIES ESPECIALLY WITH DIVERSITY IN EMPLOYEES

- Issues and challenges HR Professionals face in discharging their duties.
- Stakeholder Management
  - Stakeholder identification
  - Stakeholder analysis
  - Stakeholder Engagement Plan
- Ascertain the Broad Internal Issues Limiting the Practice of Global HR Including but not Limited to Corporate Image, Corporate Policies, and Budget, etc.

## 7. PROFILES OF GLOBAL EXECUTIVES AND THEIR INFLUENCE ON HR PRACTICES

- Descriptive Analysis of Ideal Profile of Global Executives
- Biographical Reading of Influential Global Executives
- Patterns of Influence of Global Executives
  - Role Modeling
  - Mentoring
  - Coaching
  - Sponsoring

## **8. THE APPLICATION OF GLOBAL HR MANAGEMENT TECHNIQUES IN MANAGING DISPERSED WORKFORCE**

- Understanding the Characteristics and the Essence of a Dispersed Workforce
- Techniques of managing a dispersed workforce:
  - Communication
  - Flexible Work Arrangement
  - Peer Review Mechanism
  - Periodic Performance Reviews
  - Automation of Work Processes

## **9. GLOBAL INITIATIVES AND MODERN METHODS FOR THE MANAGEMENT OF PUBLIC CORPORATIONS**

- Introduction to Personnel Management in the Public Sector
- Understanding the Structure of the Public Sector
- Select Case Studies of HR Administration in the Public Sector

## **10. CULTURAL DIMENSIONS OF HR MANAGEMENT**

- Work Classification, Design and Coordination
- Practices in American Firms
- Practices in European Firms
- Practices in Asian Firms
- Intercultural Management
  - Need to Consider Cross-cultural Difference.
  - Approaches to Cross-cultural Management
  - Types to Cross-cultural Management

## **11. MODELS OF COMPARATIVE HR MANAGEMENT**

- The Taylor’s Model of Strategic International HRM
- Methodological Approaches to Comparative HR Management: Global Labour Process Theory, Post-Colonial Discourse Analysis, and Transnational Feminism

## **12. CONSTRAINTS IMPOSED ON HR DISCRETION IN PUBLIC CORPORATIONS**

- Understanding the Role of HR in the Public Sector
- The Limitations of HR Practice in the Public Sector
  - Centralization, Resource Constraints
  - Labour Relations
  - Work Ethics
- Select Case Studies of HR Administration in the Public Sector

## **13. PATTERNS OF INTERNATIONAL HR MANAGEMENT**

- The Dimensions of International HRM
- 7 Areas of International HR by Torrington and Holden (1992), viz Change, Cosmopolitans, Culture, Communication, Consultants, Competence and Co-ordination.

## **14. FOREIGN AND LOCAL BUSINESS: A COMPARATIVE ANALYSIS OF HR PRACTICES ADOPTION**

- Introduction to Global HR Practices
- Ranking of HR Practices Across Regions
- Comparative Analysis of Approaches to Delivering HR Value in Organizations
- The Influence of Local, and National Laws on the practice of International HR
- The Role of Global Treaties and MultiLateral Agreements on HR Practice

## **15. SELECTED GLOBAL CHALLENGES AND SOLUTIONS USING COMPARATIVE HR MANAGEMENT**

- Global Issues Facing the Practice of HR
  - Language
  - Transportation
  - Legal Frameworks
  - Political Issues
  - Economic Prowess
  - Social Issues
  - Technology
  - Environmental Issues
- Case Study Review on Best Practices in HR

## **16. INVENTORY OF USEFUL ADOPTED PRACTICES USING COMPARATIVE HR MANAGEMENT**

- Case Study of Global Best Practices
- A Study into to Ease of Practicing HR across Nations

## **17. THE CHANGE-AGENT ROLES OF GLOBAL PROFESSIONALS IN UNDERTAKING COMPARATIVE HR MANAGEMENT RESEARCH**

- Understanding Change Management
- Principles of Change Management
- Capabilities Required for a Change Management Professional
- Theories of Change Management

## **18. CORPORATE CODES OF ETHICS**

- What are Ethical Codes in an Organisation?
- Types of Misconducts and Implications for HR Practice
- HR as a Culture Champion

- Principles for Drafting Code of Ethics Document
- The Importance of Employee Handbook

## **19. ETHICAL ISSUES IN GLOBAL HR PRACTICES**

- Types of Dilemmas faced by HR Professionals
  - Personal
  - Team
  - Organisational
  - Regulatory
- Dealing with Stakeholders
- Approaches to Resolving Dilemmas
  - Compromise
  - Avoidance
  - Communication
  - Coercion
  - Collaboration
  - Consultation

## **20. DEVELOPMENT OF MULTI-NATIONAL CORPORATIONS/ENTERPRISES (MNC) WIDE HR MANAGEMENT POLICIES**

- What is the Essence of Policy Formulation for MNCs?
- What are the Components of a Typical MNC HR Policy?
- What is the Policy Cycle of an MNC?
- Bottlenecks in the Conception, Development, Deployment, Implementation, and Evaluation of a HR Policy

## **21. CONTEMPORARY ISSUES RELATING TO COMPARATIVE MANAGEMENT AND ADMINISTRATION**

- Review of Current Issues in Global HR Practice

## CASE STUDIES AND PRACTICAL QUESTIONS

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- Human Resources Management, Global Edition by Gary Dessler
- Managing a Global Workforce by Charles M. Vance and Yongsun Paik
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- International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 6th Edition, by Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022
- Global Talent Management (Global HRM) 2nd Edition, by [David G. Collings \(Editor\)](#), [Hugh Scullion \(Editor\)](#), [Paula M. Caligiuri \(Editor\)](#) 2018
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- Luard, M. (2010). Theories and Practice of Administration: A Global View Express Publishers, Lagos.
- Business Process Maturity: A Comparative Study on a Sample of Business Process Maturity Models. By Amy Van Looy (auth.). Springer International Publishing, Year: 2014
- Public Management Reform: A Comparative Analysis. Author(s): Christopher Pollitt, Geert Bouckaert. Publisher: Oxford University Press, USA, Year: 2000
- Public Management Reform: A Comparative Analysis - New Public Management, Governance, and the Neo-Weberian State Author(s): Christopher Pollitt, Geert Bouckaert. Publisher: Oxford University Press, USA, Year: 2011
- Comparative Public Administration: The Essential Readings Author(s): Eric Edwin Otenyo, Nancy S. Lind. Publisher: JAI Press, Year:

2007

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- Macro Talent Management in Emerging and Emergent Markets: A Global Perspective (Global HRM) 1st Edition, by Vlad Vaiman (Editor), Paul Sparrow (Editor), Randall Schuler (Editor), David G. Collings (Editor) 2018
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- Macro Talent Management in Emerging and Emergent Markets: A Global Perspective (Global HRM) 1st Edition, by Vlad Vaiman (Editor), Paul Sparrow (Editor), Randall Schuler (Editor), David G. Collings (Editor) 2018
- The Global Human Resource Management Casebook (Global HRM) 2nd Edition, by Liza Castro Christiansen (Editor), Michal Biron (Editor), Pawan Budhwar (Editor), Brian Harney (Editor) August 4, 2017
- International Human Resource Management: Policies and Practices for Multinational Enterprises (Global HRM) 6th Edition, by Ibraiz Tarique (Author), Dennis R. Briscoe (Author), Randall S. Schuler (Author) 2022
- Managing Human Resources in Central and Eastern Europe (Global HRM Book 1) 1st Edition, by Michael J. Morley (Editor), Noreen Heraty (Editor), Snejina Michailova (Editor) 2016
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- (Editor), Paul Sparrow (Editor), Randall Schuler (Editor), David G. Collings (Editor) 2018
- Comparative Management Studies. Author(s): Alan S. Gutterman Publisher: Business Expert Pr, Year: 2019
  - Macro Talent Management in Emerging and Emergent Markets: A Global Perspective (Global HRM) 1st Edition, by Vlad Vaiman (Editor), Paul Sparrow (Editor), Randall Schuler (Editor), David G. Collings (Editor) 2018



**HR METRICS AND ANALYTICS (PE 1/001)****OVERALL OBJECTIVE****COURSE CONTENT****1. INTRODUCTION TO ANALYTICS, METRIC AND PROBLEM-SOLVING USING INNOVATIONS IN HR**

- Define Metric(s) and Analytic (s)
- Differences between a Metric and an Analytic
- Types of HR Analytics
- Problem-Solving Processes Using Innovations in HR
- Challenges of HR Metrics and Analytics

**2. CATEGORIES OF HR METRICS**

- Performance
- Workforce (General and specific)
- Recruitment
- Productivity
- Compensation and Benefits Analytics
- Learning and Development
- HR Operations

**3. HR ANALYTICS (PEOPLE ANALYTICS)**

- Introduction to People Analytics and Its Application
- Data Collection and Standardisation
- Basic Statistics
- HR Metrics and Benchmarking

- Data Analysis and Visualization Using Microsoft Excel.
- Reporting Insights

#### **4. HR ANALYTICS CAPABILITY BUILDING AND DEVELOPMENT**

- Internal and External Analytic Demand
- Preparing and Presenting HR Dashboard and Commentaries

#### **5. HR INFORMATION SYSTEM (HRIS)**

- Software and Technology in HRIS
  - Use of - Workday, SAP, ORACLE, Ultimate Software
- Reporting and Analytic Processes in HRIS
- HRIS Implementation process
  - Search
  - Plan and Align
  - Define and Design
  - Configure and Test
  - Training and Communication
  - Deployment and Evaluation

## **CASE STUDY AND PRACTICAL QUESTIONS**

### **RECOMMENDATION FOR FURTHER READINGS**

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# ORGANISATION BEHAVIOUR AND PERFORMANCE (PE1/ 002)

## OVERALL OBJECTIVES

## CONTENTS

### 1. UNDERSTANDING ORGANISATIONS

- Elements of Organisation:
  - Culture
  - People
  - Structure
  - Systems
- Organisational Alignment
- Strategic Business Plan

### 2. TEAM BUILDING

- Purpose of Team Building
- Types of Team Building
- Team Building Activities
- Managing Virtual, Hybrid or Physical Teams/Organisations
- Teamwork
- Meaning of Teamwork.
- Relevance of Teamwork.
- Characteristics of Teamwork.
- Challenges of Teamwork.
- Obstacles to Teamwork.
- Ways of Overcoming the Obstacles to Teamwork.
- Norming and Forming.
- Group Communication.
- Group Think

### 3. **MANAGING THE EXPECTATIONS AND CHARACTERISTICS OF THE MULTIGENERATIONAL WORKFORCE (BOOMERS, GEN X, MILLENNIALS, GEN Z, GEN ALPHA)**

- Meaning of Multigenerational Workforce
- Benefits of a Multigenerational Workforce
- Challenges of Managing a Multigenerational Workforce
- Characteristics of a Multigenerational Workforce
- Motivating a Multigenerational Workforce
- Generational Differences in the Workplace
- Expectations for all Employees
- Diversity and Inclusion in Multigenerational Workforce
- Conflict Management in a Multigenerational Organisation

### 4. **EMOTIONAL INTELLIGENCE**

- Meaning of Emotional Intelligence
- Relevance of Emotional Intelligence
- Components of Intelligence
- Concept of Self-Awareness
- Ways of Improving Self-Awareness
- Concept of Social Awareness
- Methods of Improving Social Awareness
- Emotional Intelligence and the Workplace
- Ways of Improving Emotional Intelligence in the Workplace
- Characteristics of Emotion and Types of Emotion
- Artificial Intelligence
- Building Healthy Workplace Relationships

- Managing Variant Purposes, Personalities and Other Crises While Maintaining Synergy and Delivering on Objectives s  
 Individuals and Teams
- Leading with Cultural Intelligence

## 5. **WORK ETHICS AND VALUES**

- Standards for Professional Conduct in the Workplace

## 6. **MOTIVATION**

- Major Content and Process Theories of Motivation
- What Motivates the Employee in Today's Business Climate?
- Compensation and Benefits
- Work-Life Balance
- Workplace Culture

## 7. **OWNERSHIP MENTALITY**

- Introduction to Ownership Mentality
- Benefits of Cultivating an Ownership Mentality
- Ouchi's Theory Z
- Differences between Ownership Mentality and Employee Mindset
- Challenges of Fostering an Ownership Mentality
- Strategies for Developing an Ownership Mentality in the Workplace
- The Role of Leadership in Promoting Ownership Mentality
- Companies with Strong Ownership Mentality
- Measuring Ownership Mentality
- Maintaining Ownership Mentality
- Importance of Communication and Feedback in Building an Ownership Mentality

## **8. WORK BEHAVIOURS AND ATTITUDES**

- Organisational Citizenship Behaviours (OCB)
- Counterproductive Work Behaviours (CWB)
- Implications of Employees' Work Behaviours and Attitudes to Organisational Success

## **9. ORGANISATIONAL JUSTICE**

- Definition and Dimension of Organisational Justice
- Theories of Organisational Justice
- Employees' Perception of Organisational Justice and Implications for Work Attitudes and Overall Organisational outcome

## **10. ORGANISATIONAL CONTROL AND PLANNING**

- Relevance of Planning and Control
- Processes of Planning and Controlling
- Consequences of Control
- Management by Objectives (MBO)

## CASE STUDIES AND PRACTICAL QUESTIONS

### REFERENCES

- TEAMWORK101 by John C. Maxwell 2009
- 17 Undisputable Laws of Teamwork by John C. Maxwell 2013
- TEAM BUILDING AND TEAMWORK IN ORGANIZATIONS: IMPLICATIONS TO MANAGERS AND EMPLOYEES IN WORKPLACES by Obiekwe Onyebuchi, Mobolade O. Gideon and Akinade E. Mojisola in International Journal of Management, Social Sciences, Peace and Conflict Studies (IJMSSPCS), Vol.4 No.1 March 2021 ; pg. 261 - 274; ISSN: 2682-6135
- An Introduction to Business. Chapter 8 – Teamwork and Communications – 2013
- <https://2012books.lardbucket.org/books/an-introduction-to-business-v2.0/s12-teamwork-and-communications.html>
- Learning and Development for a Multigenerational Workforce: Growing Talent Amongst Age Diverse Employees by Angela Mulvie 2021
- A Guide to Leading the Multigenerational Workforce by UNC Kenan-Flagler Business School
- Managing a Multi-Generational Workforce by Surbhi Jain 2020
- Managing the Multi-Generational Workforce; From the GI Generation to the Millennials (Gower Applied Research by Robert G. Delcampo, Lauren A. Haggerty, Meredith Jane Haney, and Lauren Ashley Knippel 2010
- The Multigenerational Workplace by Jennifer Abrams and Valerie von Frank 2013
- UNDERSTANDING THE MULTIGENERATIONAL WORKFORCE: ARE THE GENERATIONS SIGNIFICANTLY DIFFERENT OR SIMILAR? By Beatrice Elizabeth Nnambooze and Sanjana Brijball Parumasur
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- Emotional Intelligence for the Modern Leader by Christopher D. Conners 2020
- Working with Emotional Intelligence by Daniel Goldman 2006
- Emotional Intelligence at Work: A Professional Guide (Third Edition) by Dalip Singh 2006
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- The Psychology of Ownership and Worker-Owner Productivity by Jon L. Pierce and Loren Rodgers SAGE Journals, Volume 29, Issue



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- Employee Ownership: Evaluating the Factors Contributing to Successful
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# INSURANCE, PENSIONS AND RISK MANAGEMENT (PE1/003)

## OVERALL OBJECTIVES:

- i. To make students aware of the nature of risks, historical background of insurance, functions and benefits of insurance and relevant features of insurable risks;
- ii. To develop the students' ability to understand the approach to risk management and how to create and implement a comprehensive risk management plan; and
- iii. To enable students understand the basics of insurance as the most acceptable strategy of financial risk transfer.

## COURSE CONTENT

### 1. COMPREHENSIVE OVERVIEW OF RISK

- Nature and Concept of Risk
- Risks and its Related Terms
- Classification and Types of Risk
- Sources and Environment of Risk

### 2. RISK MANAGEMENT

- Concept and Meaning of Risk Management
- Traditional Versus Enterprise Risk Management
- Risk Management Approaches
- Implementing Enterprise Risk Management
- Business and Continuity Risk Management
- Compliance Management
- Crisis Management
- Data and Information Risk Management

### **3. RISK: CONTROLS AND PRACTICES IN HR FUNCTIONAL AREAS**

- Introduction to Human Resources Risk Management
- Nature of Human Resources Risks
- Sources of Human Resources Risks
- Importance of Human Resources Risk Management
- Development and Use of Risk
- Management Software

### **4. ORIGIN OF THE INSURANCE**

- The Lloyds of London,
- The Historical Development of Insurance in Nigeria

### **5. CONCEPT OF INSURANCE**

- Concept and Meaning of Insurance
- Insurance Contract
- The Basic Functions of Insurance
- Characteristic Features of Insurable Risk.
- Types of Insurance Companies

### **6. INSURANCE BUSINESS PRACTICE**

- Insurance Underwriting
- Claims Processing
- Loss Adjusting

### **7. CLASSIFICATION OF INSURANCE**

- Life Insurance
- General Insurance

## 8. OVERVIEW OF THE NIGERIAN INSURANCE MARKET

- Sellers
- Buyers
- Intermediaries
- Support Service Providers
- Market Associations/Self-Regulatory Bodies
- Regulatory Bodies

## 9. FUNDAMENTAL PRINCIPLES OF INSURANCE

- Insurable Interest
- Utmost Good Faith
- Indemnity
- Subrogation
- Contribution
- Proximate Cause

## 10. REINSURANCE

- Meaning and Purpose of Reinsurance
- Benefits of Reinsurance
- Types of Reinsurance Arrangement
- Methods of Reinsurance

## 11. PENSION: HISTORY, CHALLENGES, DEVELOPMENTS, PROCESSES AND LAWS

- Pension Types
- Pensions Reforms Acts,
- Participants in Pension Industry and pension Investments
- Government roles in Pension Regulations and Regulators of Pension

## 12. SOCIAL INSURANCE

- Nigerian Social Insurance Trust Fund
- Employee Compensation Act 2010
- National Health Insurance Scheme
- Other Social Insurance Provisions in Nigeria

## CASE STUDIES AND PRACTICAL QUESTIONS

### REFERENCES

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- Vaughan, E. J. and Vaughan, T. M. (2014). Fundamentals of Risk and Insurance. United State of Amnnerica: Library of Congress Cataloging -in-Publication.
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- Ahmad, M.K. (2006). The Contributory Pension Scheme: Institutional and Legal Frameworks. Central Bank of Nigeria Bullion vol 30 2.1 -6.

# ADVANCED HUMAN RESOURCE MANAGEMENT I (PE1/004)

## OVERALL OBJECTIVE:

The course will introduce candidates to human resources management principles, concepts and practices so that they would be able to apply the skills and knowledge acquired in creating solutions to people management issues in the workplace.

## CONTENTS

### 1. STAFFING (RECRUITMENT, SELECTION AND ON-BOARDING)

- Purpose of Staffing
- Staffing Process
- Recruitment
  - Recruitment Policy
  - Recruitment Procedure
- Selection
  - Shortlisting
  - Testing
  - Interviewing
  - Pre-employment Medicals
  - References
  - Certificate Verification
  - Offer of Employment
  - Acceptance of Offer of Employment
- On-boarding
  - Reception upon Resumption
  - Documentation
  - Induction

- o Deployment
  - o Follow-up
- Exit Management

## **2. REWARD, COMPENSATION AND BENEFITS**

- Overview of Compensation and Benefits
- Compensation Policy
- Determination of Compensation and Benefits
- Payroll Management
- Elements of Compensation and Benefits
- Pension Scheme
- PAYE Management
- Employee Compensation Scheme. (ECA remittance and Claim process)
- Financial Incentives
- Non-financial Incentives
- Guaranteed Pay
- Variable Pay
- Overtime Pay
- Executive Compensation
- Expatriate Compensation

## **3. TALENT PLANNING, ACQUISITION AND MANAGEMENT**

- Overview of Talent Management
- Talent Management Policy
- Talent Pool Selection
- Talent Attraction

- Talent Retention
- Talent Development
- Talent Career Management
- Talent Career Pathing
- Succession Planning
- Rewarding Talent

#### **4. INTERNATIONAL HR MANAGEMENT AND DIVERSITY MANAGEMENT**

- Introduction
- Comparative and International Human Resource Management
- Globalisation and Multinational Corporations
- Structures of Multinational Corporations
- Culture and International Human Resource Management
- Global Talent Management
- Expatriate Management
- Organisational Diversity Climate
- Global HR Management Techniques in Managing Diversified Workforce

#### **5. HUMAN RESOURCE DEVELOPMENT (LEARNING AND DEVELOPMENT)**

- Definition of Concepts – Training, Development, Education, Learning
- Responsibilities of the L&D Management
- L&D Process
- Types
- Methods



- Evaluation
- Career Planning and Development
- Stages in Career development

## **6. WORKFORCE PLANNING**

- Workforce Level Audit
- Workforce/Manpower Planning Process
- Determination of Manning Requirements
- Line Managers' Role in Manpower Planning
- HR professionals' Role in Manpower Planning
- Executive Role in Manpower Planning
- Manpower Plan Templates
- Business Strategy and Manpower Plan

## **7. PERFORMANCE MANAGEMENT**

- Overview of Performance Management
- Performance Objective Setting
- Performance Measurement and Evaluation

## **8. CHANGE MANAGEMENT**

- Definitions
- Change Management Policy
- Types of Change
- Change Management Leadership
- Considerations in Change Management
- Change Management Process

- The Place of People in Change Management
- Replacement Plans in Change Management
- What is in it for Me Concept
- Communication in Change Management

## **9. ORGANISATIONAL BEHAVIOUR**

- Definition of OB
- Various Disciplines Contributing to OB
- Challenges
- Leadership in Modern Organization
- Understanding Corporate Culture
- Managerial Styles
- Team and Team Management
- Psychological and Social Contracts
- Organisational Citizenship Behaviour

## CASE STUDIES AND PRACTICAL QUESTION

### REFERENCES

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- Denisi, A. S. & Griffin, R. W. (2014). HR, 2e., South-Western, Cengage Learning
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- Martin, J. (2005). Organisational behaviour and management (3rd ed.). London: Thomson Learning
- Moorhead, G. & Griffin, R. W. (2010). Organizational behavior: Managing people and organizations (9th ed.) South-Western: Cengage Learning
- Obisi, C. (2015). The Anatomy of personnel management. Lagos: Princeton & Associates Publishing Co Ltd
- Pattanayak, B. (2014). Human resource management (4th ed.) New Delhi, PHI Learning Ltd.

# PRESENTATION SKILLS (PE1/005)

## COURSE OBJECTIVE:

In corporate organisations and educational institutions, presentation has become one of the major tools for the dissemination of information to select gatherings. Both online and onsite presentations have gained wider acceptance for different purposes. This course is designed to expose students to the tasks and techniques of presentation to enable them to demonstrate cutting-edge information delivery.

## COURSE CONTENTS

### 1. GROUNDWORK PREPARATION FOR PRESENTATION

- Establishing the Objectives of Presentation: Determining the Title of a Presentation
- Preparing the Content
- Determining What Should Constitute the Key Points for Presentation
- Taking Cognizance of the Audience Background, Expectation and Interests
- Determining the Duration of Presentation (Timing)

### 2. PLANNING AND STRUCTURE FOR PRESENTATION

- The Introduction; Techniques of Introduction
- Body (Main Contents)
- Content Outlining
- Structuring the Material
- Conversion of Text from MsWord to PowerPoint
- Briefness of Points or ideas

### 3. USING VISUAL AIDS

- Types of Visuals; Media of Visuals
- What Visuals Should Display
- Using Charts, Graphs, Figures, Tables and Other Illustrations

#### **4. ESTABLISHING RELATIONSHIP WITH THE AUDIENCE (THROUGH)**

- Understanding the Audience (Audience Profiling)
- Politeness, Courtesy, Watching for Signs of Approval, Disapproval, Boredom and Motivation; Ethics of Presentation
- Case Study

#### **5. BODY LANGUAGE**

- Eye contact, body movement, standing position, posture and other gestures
- Case study

#### **6. PSYCHOLOGY OF PRESENTATION**

- Voice Control and Pronunciation
- Gaining Confidence
- Overcoming Stage Fright
- Physical Appearance

#### **7. CONTROL OF THE ENVIRONMENT AND DELIVERY OF INFORMATION**

- Stage Craft; Presentation Style; Visibility/Lighting; Signs from the Audience; Level of Understanding of the Audience; Size of the Venue; Physical Discomfort; Quality of the Sound System/Microphone; Ventilation; Use of Handout/Printed Copy of PowerPoint Text

#### **8. POWERPOINT PRESENTATION TECHNIQUES**

- Knowledge of PowerPoint Software Package Features is Paramount;
- Creativity
- Use of Assimilation Devices such as Storytelling, Props, Humour, Proverbs, Jokes, Case Scenarios and Discussion

## 9. REPORT WRITING

- Methodology and Features of Report Writing; Types of Report; Language of Report; Appendix; Understanding of the Following Terms: Evidence; Claims; Hypothesis; Archive; Bibliography/References

## 10. DEALING WITH QUESTIONS AND ETHICAL ISSUES

- How to Deal with Controversial Questions; Distractions; Difficult Member of the Audience; Unethical Conduct

## 11. MASTERING THE 4 P'S: PREPARING; PRACTICING; POLISHING AND PERSUADING

- Processes of Preparation, Practicing, Polishing and Persuading; Activities and Tasks Involved in Each 'P' Component

## 12. TECHNIQUES OF VIRTUAL PRESENTATION

- Tools for Virtual Presentation
- Best Practices
- Integration of Multimedia and Other Equipment
- Online Presentation

## 13. DATA SHARING AND INTERPRETATION

- Meaning and Examples of Data Sharing
- Tools for Data Sharing
- Rules and Steps in Data Sharing and Presentation

## 14. GLOBAL PRESENTATION AND DIVERSITY

- Features of Multi-Cultural Diversity; Perception; Varieties of English Across the Globe; Understanding Gender-Sensitive Words; Taking Note of Standard Pronunciation of Words (i.e. foreign words/technical expressions)

## 15. PRESENTATION OF TECHNICAL INFORMATION TO AN AUDIENCE OF NON-PROFESSIONALS

- Use of Illustrations, i.e. Diagrams, Pictures, Maps etc.; Listing of Technical Information and Numbering Pattern; Breaking Information into Segments; Use of Simple Words/Non-Technical Synonyms/Terms to Represent Technical Elements

## PRACTICAL QUESTIONS

### REFERENCES

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• [www.slideshare.net](http://www.slideshare.net) >

**PROFESSIONAL EXAMINATION II****NIGERIAN LABOUR LAW (PE2/001)****OVERALL OBJECTIVES**

The world of work is a complex one. HR Personnel could often take decisions that will negatively affect the organisation, thus incurring legal consequences. These legal errors could be avoided when personnel are trained in foundational or basic principles of law. The syllabus covers basic legal principles that govern relationships which prima facie are in most cases contractual in nature. Students are expected to get acquainted with the legal environment of industrial or personnel relations. There is a need for global reintegration of legal principles in the world

**CONTENTS****1. INTRODUCTION TO LABOUR LAW**

- History and Sources of Labour Law
- Contracts and Approaches
- The Traditional and Alternatives Rules
- Contract of Employment (Common Law and Statutory)
- Essential Elements of a Valid Contract of Employment

**2. INDIVIDUAL CONTRACT OF EMPLOYMENT**

- Express Terms
- Factual Implied Terms and Examples
- Common Law of Employment and Statutory Employment
- Constructing Contract of Employment
  - Work Rules
  - Custom and Practice
  - Statutory Implied Terms
- Drafting Contract of Employment



- Employee's Handbook
- Test for Distinguishing Contract of Employment from Contract for Employment
- Duties and Obligations of Parties to a Contract of Employment
- Mandatory and Default Canon of the Provisions of the Labour Act

### **3. LABOUR RIGHTS**

- Right to work
- Right at Work
- Discrimination in the Workplace
  - Direct Discrimination
  - Indirect Discrimination
  - Wage Discrimination
  - Disability Discrimination
  - Maternity and Paternity Leave
- Sexual Harassment and Hostile Working Environment
- Victimization -Proceedings Based
- Social Security in Nigeria

### **4. TERMINATION OF EMPLOYMENT**

- Concept of Termination
- Termination under the Common Law
- Termination under Statutes and Statutory Employment
- Dismissals
  - Dismissal with Notice
  - Summary Dismissal for Fundamental Breach
  - Unfair Dismissal

- o Dismissal and the Principles of Natural Justice
  - o Remedies for Wrongful Dismissal
- Redundancy
- ILO Convention in Termination and the Revolutionary Concept
- Repudiatory Breach

## 5. REDUNDANCY

- Redundancy Negotiations
- Redundancy Benefits and Calculations
- Qualification for Redundancy Payment
- LIFO and Redundancy
- Pre-redundancy Proceedings
  - o Consultation with Trade Union
- Dismissal by reason of Redundancy

## 6. HEALTH AND SAFETY

- Safety at Work
- Employer's Liability
  - Duty of Care
  - Onoghue v. Stephenson)
  - Breach of the Duty of Care
  - Remedies for the Care
  - Statutory Duties: - ECA 2010 & Factories Act 1987
  - Defences to Employer's Liability
  - Abrogation of Common Employment

## 7. TRADE UNIONISM AND VOLUNTARISM

- Meaning and Qualification of a Trade Union
- Registration Criteria
- Membership of Trade Union
- Legal Framework
- Voluntarism
- Collective Bargaining and Processes
- Enforceability of Collective Agreements
  - Drafting Collective Agreements
  - Modification of Industrial Contract of Employment via Collective Agreement
- Casualization in Nigeria - Banking Sector as a Case Study

## 8. TRADE DISPUTES AND SETTLEMENTS

- Meaning of Trade Dispute within the Act
- Trade Disputes and Industrial Conflicts
  - Strikes
  - Lockouts
  - Picketing
- Tortious Liability and Trade Union Immunity
- Procedure for Settlement of Trade Disputes
  - Statutory Steps
  - The Role of the Minister of Labour and Employment
  - IAP and Awards
  - The Instrumental Referral to the NIC

## **9. NATIONAL INDUSTRIAL COURT OF NIGERIA**

- Pre and Post-NICA Act, 2006
- Jurisdiction and Powers
- Innovations Introduced by the Third Alteration Act, 2010
- Composition of the Court
- NIC and International Instruments
- NIC and International Best Practice
- NIC Criminal Jurisdiction
- NIC and FRG, 2009
- IAP and IAP Rules, 2021

## **10. ALTERNATIVE DISPUTE RESOLUTION**

- Meaning of ADR
- Application to Industrial or Human Relations
- Types of ADR
- ADR Principles
- Benefits of using the ADR Approach to Settlement of Industrial Conflicts
- NIC ADR Center Instrument 2015

## **11. INTERNATIONAL LABOUR ORGANISATION (ILO), CONVENTIONS, PROTOCOLS, AND OTHER INTERNATIONAL INSTRUMENT IN LABOUR LAW (Ratified Instrument in Nigeria)**

- List of ILO Conventions
- Applicability vis-à-vis Section 12 of the Nigerian Constitution, 1999 as Altered

## CASE STUDIES AND PRACTICAL QUESTIONS

### SELECTED READINGS

- ILO Conventions, 1930, 1947, 1948, 1949, 1951, 1957, 1958, 1973 et al
- Treatise on the Application of ILO Conventions in Nigeria (2009) by J.E.O. Abugu (University of Lagos Press) (**Locus classicus**)
- Rocheba's Labour Law Manual Vol. 1 by Eno boy Etteh (2007) (Locus classicus)
- The Legal Environment of Industrial Relations in Nigeria (2015) by Seyi Shadore and Kehinde Bamiwola published by Fac. Of Business Administration, University of Lagos
- Human Rights and Employment Discrimination; A Comparative Examination by Equal Job Opportunities by Kehinde Bamiwola published by the International Labour Organization (2010) (**Locus classicus**)
- Nigeria Employment and Labour Relation Law & Practice by Prof. Chioma Agomo published by Concept Publication Limited. (2011) (**Locus classicus**)
- Labour Law Handbook (2022) by Jide Olakanmi & Co.
- Cases and Materials on Employment Law 7th Edition (2008) by Richard W. Painter et al published by Oxford University
- Lloyd's Introduction to Jurisprudence 9th Edition (2014) by Michael Freeman FBA Published by Sweet & Maxwell
- The Paradoxes of Employee's Rights by Kehinde Bamiwola in De Quintessence Vol. 1 (2010) (**Locus classicus**)
- Labour and Industrial Law vol. 1&2 by H.L. Kumar 6th Edition Published by Universal Law Publishing Co. New Delhi, India (2012) (**Locus classicus**)

# EMPLOYMENT RELATIONS PE2/002

## OVERALL OBJECTIVES

The aim of this course is to expose students to the knowledge and skills that should aid them to discuss and explain relationship matters at work, and apply the knowledge in creating solutions to employment relations challenges in the workplace.

## CONTENTS

### 1. OVERVIEW OF CASE STUDIES

- Learning Objectives
- Introduction/Essence of Case Studies
- Types of Case Studies
- Issues in Case Studies/Case Study Analysis

### 2. INDUSTRIAL RELATIONS

- Introduction
- Elements of Labour-Management Relations
- Nature and Emergence of Employment Contract
- Origin of Industrial Relations
- Nature and Scope of Industrial Relations
- Parties in Industrial Relations
- Factors influencing the practice of Industrial Relations
- Comparative Industrial Relations

### 3. EMPLOYMENT RELATIONS

- Learning Objectives
- Contexts of Employment Relations
- Transition from Industrial Relations to Employment Relations

- Parties in Employment Relations
- Civil Societies in Employment Relations
  - Host Communities and Corporate Social Responsibilities
  - Role of the State in Employment Relations

#### **4. THEORIES OF INDUSTRIAL/ EMPLOYMENT RELATIONS**

- Learning Objectives.
- Industrial/Employment Relations Theories:
  - ✓ Frame of Reference perspectives – Unitary, Pluralistic, and Radical Perspectives
  - ✓ Systems theories – J.T. Dunlop’s; Alton Craig.
  - ✓ Interactional Theories – Social Action, Symbolic Interaction; and Human Relations Theories
  - ✓ Conflict theories - Marxists; Non-Marxist and Neo Marxists
  - ✓ Theory of State in Industrial Relations

#### **5. TRADE UNIONS**

- Introduction.
- Definition of a Trade Union.
- Features of a Trade Union.
- Functions of a Trade Union.
- Trade Union Theories
- Types of Trade Unions.
- Trade Union Structures and Internal Government in Nigeria.
- Factors influencing Trade Union Growth.
- Development of Trade Union in Nigeria.
- Central Labour (Trade Union) Organisation.
- Problems of Trade Unions in Nigeria

## 6. INTERNATIONAL ORGANISATIONS OF LABOUR

- Introduction
- Organisation of African Trade Union Unity (OATUU)
- International Labour Organisation (ILO)
- Commonwealth Trade Union Group (CTUG)

## 7. EMPLOYERS' ASSOCIATIONS

- Introduction.
- Factors Responsible for Late Formation of Employers' Associations in Nigeria.
- Types of Employers' Associations.
- Functions of Employers' Associations.
- Structure and Activities of Employers' Association.
- Central Organisation of Employers' Associations
- Nigeria Employers Consultative Association
- NACCIMA
- MAN
- SMEDAN

## 8. INTERNATIONAL ORGANISATION OF EMPLOYERS (IOE)

- Introduction.
- Structure and Organisation.
- Functions.
- Relationship with Counterpart Organisations



## 9. LABOUR DISPUTES AND RESOLUTIONS

- Introduction
- Definition of a Trade Dispute
- Types of Disputes
- Causes and Manifestations of Workplace Disputes
- The Good and the Bad Sides of Trade Disputes
- Conflict Management Strategies
- Definition, Categories and Types of Strikes
- Statutory Machinery for Settlement of Trade Disputes in Nigeria
- Alternative Dispute Resolution Machinery (ADR)

## 10. COLLECTIVE BARGAINING

- Introduction
- Definitions of the Concepts of Collective Bargaining
- Theories of Collective Bargaining
- Pre-requisites of Effective Collective Bargaining
- Legal Framework for Collective Bargaining in Nigeria
- Structure of Collective Bargaining
- The Gains of Collective Bargaining to the Parties
- Public sector Collective Bargaining
- Negotiation
  - ✓ The Art of Negotiation
  - ✓ Principles of Negotiation
  - ✓ Ground Rules for Negotiation
  - ✓ Tactics of Negotiation

## **11. EMPLOYERS'/EMPLOYEES' RIGHTS AND RESPONSIBILITIES**

- Employers' Rights and Responsibilities
- Employees' Rights and Responsibilities
- Duties/Obligations of Employers
- Duties/Obligations of Employees
- Concept of Management Rights/Prerogatives
- Communication at the Workplace
- The Role of Management in Socio-Economic Development
- The Role of Trade Unions in Socio-Economic Development
- Industrial Democracy

## **12. OTHER RELEVANT ISSUES**

- Unemployment and Industrial Relations
- Wage Determination
- Industrial Relations under Military Regime
- Industrial Relations under Civilian Regime
- Emerging Issues in Employment Relations
- The Future of Employment Relations in Nigeria

## CASE STUDIES AND PRACTICAL QUESTIONS

### Recommended Reading List for Employment Relations

- Akpala, A. (1982) Industrial relations model for developing countries: The Nigerian system, Enugu 4th Dimension, Press.
- Anyim, F; C. (2020) Industrial and employment relations in Nigeria: Features and Practice, Lagos, Easy Prints.
- Anyim, F; C. (2014) Industrial relations in Nigeria, Lagos, Daily Labour Publishers.
- Dunlop, J. T. (1958, 1993). Industrial relations system. Cabonsdale & Edwardville: Illinois University Press
- Fajana, Sola (2006) Industrial relations in Nigeria: Theory and Feature, Lagos, Labofin and Company.
- Fashoyin, Tayo (1992) Industrial relations in Nigeria: Development and Practice (2nd edition) Learn Africa Plc. Lagos.
- Hyman, R (1975). Industrial relations: A Marxist introduction, London and Basingstoke: Macmillan Press Ltd
- Otobo, D. (2013) Industrial relations: Theory and controversies Lagos, Malthouse Press Ltd.
- Stiglitz, J. E. (2002). Globalisation and its discontents. London: Penguin Books
- Ubeku, A. K. (1983) Industrial relations in developing countries: A case of Nigeria. London and Basingstoke: MacMillan Press Ltd.
- Venkata Ratnam, C. S. (2013), Industrial relations (16th impression), New Delhi: Oxford University Press

# ADVANCED HUMAN RESOURCE MANAGEMENT II PE2/003

## OVERALL OBJECTIVE:

This course will help student to demonstrate the knowledge of Human Resources Management principles, discuss issues surrounding people management, and apply the knowledge in solving human resource management challenges in the workplace.

## CONTENTS

### 1. GLOBAL ISSUES IN HUMAN RESOURCE MANAGEMENT

- Globalisation
- ICT and globalisation
- Child Labour
- People Living with Disability and Work
- The Effects of Migration
- Skill Shortages
- Demographic and Generational Shift
- Health Challenges
- ILO Fundamental Rights Conventions
- Cross-country Legislation

### 2. CAREER MANAGEMENT

- Introduction
- Career Planning
- Career Pathing
- Career Development
- Models and Stages of Career Development
- Career Progression
- Career Plateau

- Acting Appointment
- Transfer and Redeployment Management
- Transfer and Redeployment Policies
  - ✓ Transfer and Redeployment Benefits
- Employee's Role in Career Management
- Employer's Role in Career Management

### **3. EMPLOYEE ENGAGEMENT**

- Overview of Employee Engagement
- Employee Engagement Policy
- Employee Engagement Drivers/Factors
- Measurement of Employee Engagement
- Improving Employee Engagement Level
- Importance of Employee Engagement
- Levels of Employee Engagement
- Elements of Employee Branding
- Value Proposition

### **4. EMPLOYEE WELLNESS, SAFETY AND HEALTH**

- Conceptual Clarification of Terms
- Causes and Effects of Workplace Injuries
  - ✓ Fatigues, Stress and Presenteeism, etc.
- The Goals and Benefits of Workplace Safety and Health
- Dynamic management of workplace wellness, safety and health.
- Technology Adoption in Managing the Workplace

## 5. **WORKFORCE PLANNING AND TALENT MANAGEMENT**

- Advanced Techniques in Workforce Planning
  - ✓ Quantitative Techniques
  - ✓ Qualitative Techniques
- Use of Metrics in Workforce Variance Analysis
- Roles and Benefits Talent Management
- Components of Talent Management
- Frameworks in Talent Management
  - ✓ Role Management
  - ✓ Competency Management
  - ✓ Goal tracking and Alignment

## 6. **THE NEW WORLD OF WORK**

- The Use of Technology; automation, Robotic, AI, ChatGPT
- Skills and Education Required for Work
- Location of Work
- Timing of Work
- New Forms of Work Arrangement: Virtual Work, Non-standard Work Arrangements; Flexible Time and Compressed Work Week

## 7. **ADVANCED PERFORMANCE MANAGEMENT**

- People Management Roles
- Organisational Goals and Target Setting
- Accountabilities
  - ✓ Performance Management tool
  - ✓ Balanced scorecard

- Performance Management
  - ✓ Performance Management Automation
- Performance appraisals

## 8. HR DIGITIZATION

- Meaning and Components of HR Digitisation
- Uses and Benefits of HR Digitisation
- Functional Areas in HR Digitisation
  - ✓ Design Thinking
  - ✓ Agility
  - ✓ Data Orientation
  - ✓ Network Leadership
- Challenges in HR Digitization
- Digitization Practices
  - ✓ Paperless Process
  - ✓ Employee Self-service App
  - ✓ Automation
  - ✓ Virtual Reality Network
- Digital Platform and Culture

## 9. DIVERSITY AND INCLUSION

- Meaning and Language of Diversity
- Basic Dimension
- Basic Demographics
- Understanding Cultural Diversity
- HR valuing and Management Diversity
- Approaches to Workplace Diversity and Inclusion

## **CASE STUDIES AND PRACTICAL QUESTIONS**

### **RECOMMENDED READING LIST FOR AHRM II**

Armstrong, M. & Taylor, S. W. (2023). Armstrong's handbook of human resource management practice: A guide to the theory and practice of people management, (16th ed.). London, Kogan Page

Denisi, A. S. & Griffin, R. W. (2014). HR, 2e., South-Western, Centage Learning.

Dessler, G. (2019). Human resource management (15th ed.) New Jersey, Pearson edu. Inc.

Fajana, S. (2002). Human resource management: An introduction, Lagos: Labofin and Company.

Obisi, C. (2015). The anatomy of personnel management. Lagos: Princeton & Associates Publishing Co Ltd.

Pattanayak, B. (2014). Human resource management (4th ed.) New Delhi, PHI Learning Ltd.

Stiglitz, J. E. (2002). Globalisation and its discontents. London: Penguin Books.



# LABOUR MARKET ANALYSIS (PE2/004)

## OVERALL OBJECTIVES

This course seeks to enhance students' general understanding and functioning of market dynamics for wage, labour and the application of labour market concepts and theories at the corporate and governmental levels of national economy.

## CONTENTS

### 1. CONTEXTUAL FOUNDATIONS FOR LABOUR ENGAGEMENT: ECONOMIC NEEDS AND DETERMINANTS

- Introduction
- The Concept and Study of Labour Market
- Functions of the Labour Market
- Types and Classification of Labour
- Classification of Skills
- Peculiar Problems of the Labour Market
- Labour as a Unique Factor of Production
- Approaches to the Study of the Labour Market
- Conceptualising the Nigerian Labour Market

### 2. THE CONTEXT

- Labour Market Context
- Recent Trends in the Nigerian Economy
- Labour Market Implications of Recent Economic Trends
- Case study

### **3. MICRO-ECONOMIC FOUNDATIONS**

- The Supply of Labour
- The Demand for Labour
- The Equilibrium

### **4. WAGE DETERMINATION USING MODERN ENGAGEMENT PROCESS**

- Introduction
- Wage Determination by Market Forces
- Wage Determination through Individual Negotiation
- Minimum Wage
- Economy of the Organisation
- Collective Bargaining
- Case study

### **5. WORKING ARRANGEMENTS**

- Introduction
- Existing Work Pattern in Nigeria
- Shift Working
- Overtime Working
- Part-Time Work
- Regular Schedules
- Compressed Work Week
- Flextime Working
- Case study

## 6. INTERNAL LABOUR MARKETS

- Introduction
- What then is Internal Labour Market (ILM)?
- Features of Internal Labour Markets
- ILMs and Trade Unions
- Efficiency of ILMs
- Case study

## 7. SOCIAL AND MACRO – ECONOMIC PROCESSES

- Dual Labour Market Hypothesis
- The Various Social Sector
- The Nigerian Informal Sector

## 8. UNEMPLOYMENT

- Types of Unemployment
- Problems of Unemployment
- Solutions to Unemployment
- Theories of Unemployment
- Case study

## 9. LABOUR MOBILITY IN THE NEW NORMAL

- Introduction
- Theory of Migration
- Regional Restrictiveness and Employment Prospects
- International Migration of Nigerian Labour
- Case study

## **10. TRADE UNIONS, WAGES AND EMPLOYMENT**

- Introduction
- Objectives of Trade Union
- Important of Trade Union in Employment
- Trade Union and Employment
- Trade Union and Wage Determination
- Effect of Strike on Union Member
- Trade Union and Conflict Resolution
- Case study

## **11. INFLATION AND INCOME POLICY**

- Introduction
- Types of Inflation
- Causes of Inflation
- Inflation and Employment
- Effect of Inflation on Workers
- Wage and Income Policy in Nigeria

## **12. DESCRIPTIVE ASPECTS OF THE NIGERIAN LABOUR MARKET**

- Introduction
- Gender and Industrialisation
- Women in Paid Employment
- Reasons for Increase of Women in Paid Employment
- Women Experiences in Employment

### 13. EMPLOYABILITY/UNEMPLOYABILITY

- Introduction
- Employee
- Employer
- Employability Skills
- Employability knowledge
- Attitudes Required for Employability

### 14. MODERN LABOUR LEGISLATION

- Principles of Basic Modern Legislation.
- Social Justice.
- Social Welfare.
- Social Security.
- Social Equality.
- Social Equity.

### RECOMMENDED READING

- Caroline Joll, Chris Mckenna, Robert McNabb, John Shorey (2019). Developments in labour market analysis. Volume 11. New York: Routledge Taylor and Francis Group
- Ronald Ehrenberg, Robert Smith & Kelvin Hallock (2021). Modern Labour Economics. 14th edition Routledge. eBook ISBN: 97804293272209. <https://doi.org/10.4324/9780429327209>
- George J. Borjas (2013). Labour Economics. 6th edition. New York: McGraw-Hill
- Fajana, S. (2000). Functioning of the Nigerian labour market. Lagos: Labofin and company
- Pierre Cahuc, Stephane Carcillo, Andre Zylberberg (2014). Labour Economics. 2nd edition. Cambridge, Massachusetts: MIT Press. ISBN 978-0-262-02770-0.

- Greenlaw, S. A. et al, (2022). Principles of Economics. Openstax. Rice university
- Shapiro, D (2022). Principles of microeconomics. Openstax, Rice University
- Ronald Ehrenberg, Robert Smith & Kelvin Hallock (2021). Modern Labour Economics. 14th edition Routledge. eBook ISBN 97804293272209. <https://doi.org/10.4324/9780429327209>
- Webb, S. and Webb, B. (1911). History of Trade Unionism. London: Longman
- Pierre Cahuc, Stephane Carcillo, Andre Zylberberg (2014). Labour Economics. 2nd edition. Cambridge, Massachusetts: MIT Press. ISBN 978-0-262-02770-0.
- Otobo, D., (2016). Essentials of labour relations in Nigeria. Vol. 3. Malthouse Press, Nigeria. ISBN 9789785452822
- Openstax (2018). Principles of macroeconomics. 2nd edition. Rice university

### **JOURNALS ON TOPICS IN LABOUR MARKET ANALYSIS**

Marginson, S. (2017). Limitations of human capital theory. *Studies in Higher Education*, 1–15.  
[www.tandfonline.com/doi/abs/10.1080/03075079.2017.1359823](http://www.tandfonline.com/doi/abs/10.1080/03075079.2017.1359823)  
 doi:10.1080/03075079.2017.135982

Fleischhauer, K. J. (2007). A review of human capital theory: *Microeconomics*. University of St. Gallen, Department of Economics Discussion Paper, (2007-01).  
[https://papers.ssrn.com/sol3/papers.cfm?abstract\\_id=957993](https://papers.ssrn.com/sol3/papers.cfm?abstract_id=957993)

Kolomiiets, U., & Petrushenko, Y. M. (2017). The human capital theory. Encouragement and criticism.  
<https://essuir.sumdu.edu.ua/handle/123456789/61562>

## 24. FINAL PROFESSIONAL REQUIREMENTS

### INDUCTION

Students are qualified to present themselves for induction after a successful completion of the programme.

## 25. TRANSITIONAL ARRANGEMENT FROM THE OLD SYLLABUS TO THE CURRENT SYLLABUS WITH EFFECT FROM MARCH 2024 DIET.

This new syllabus shall take effect from the March 2024 examination diet. The transition period will be between the March 2024 diet and June 2024 diet. Therefore, the new syllabus will be the only syllabus for examinations from the September 2024 diet.

### 25.1. NAVIGATING THE JOURNEY TO THE NEW SYLLABUS: THE MAPPING GUIDE

S/N	OLD SYLLABUS (27 subjects)	CURRENT SYLLABUS (24 Subjects)
1	Foundation 1 & 2	<ul style="list-style-type: none"> <li>• Candidates who have completed Foundation 1 in the old syllabus will only take Introduction to Human Resource Management, Elements of Nigeria’s Business Law and Legal system and Digital and Management Information System in the Foundation stage of the new syllabus</li> <li>• Candidates who have completed Foundation 2 in the old syllabus will move to intermediate 1 stage in the new syllabus and will be exempted from taking <b>Communication Process, Management and Development and Fundamentals of Economics</b></li> <li>• Candidates who are yet to complete Foundation 1 &amp; 2 will take the mapped subjects in the Foundation stage of the new syllabus</li> </ul>

		<p><b>Mapped Subjects</b></p> <p>Abbreviation, See 2.0 above</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><b>Old</b></th> <th style="text-align: center;">for</th> <th style="text-align: left;"><b>New</b></th> </tr> </thead> <tbody> <tr> <td>IM</td> <td>for</td> <td>PMBD</td> </tr> <tr> <td>WCS</td> <td>for</td> <td>-</td> </tr> <tr> <td>IE</td> <td>for</td> <td>-</td> </tr> <tr> <td>IA</td> <td>for</td> <td>IFMA</td> </tr> <tr> <td>FPS</td> <td>for</td> <td>FPSP</td> </tr> <tr> <td>IHRM</td> <td>for</td> <td>IHRM</td> </tr> <tr> <td>NBE</td> <td>for</td> <td>-</td> </tr> <tr> <td>CMIS</td> <td>for</td> <td>DMIS</td> </tr> <tr> <td>BL/EPNL</td> <td>for</td> <td>ENBL (The transition will allow the ENBL to count for the 2 subjects).</td> </tr> </tbody> </table> <ul style="list-style-type: none"> <li>• Candidates who are yet to complete WCS, IE and NBE will take the mapped courses in Intermediate 1</li> </ul> <table border="0"> <thead> <tr> <th style="text-align: left;"><b>Old</b></th> <th style="text-align: center;">for</th> <th style="text-align: left;"><b>New</b></th> </tr> </thead> <tbody> <tr> <td>WCS</td> <td>for</td> <td>- CPMD</td> </tr> <tr> <td>IE/NBE</td> <td>for</td> <td>- FE (The transition will allow the FE to count for the 2 courses).</td> </tr> </tbody> </table>	<b>Old</b>	for	<b>New</b>	IM	for	PMBD	WCS	for	-	IE	for	-	IA	for	IFMA	FPS	for	FPSP	IHRM	for	IHRM	NBE	for	-	CMIS	for	DMIS	BL/EPNL	for	ENBL (The transition will allow the ENBL to count for the 2 subjects).	<b>Old</b>	for	<b>New</b>	WCS	for	- CPMD	IE/NBE	for	- FE (The transition will allow the FE to count for the 2 courses).
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S/N	OLD SYLLABUS (27 subjects)	CURRENT SYLLABUS (24 Subjects)															
2	<b>INTERMEDIATE 1</b>	<ul style="list-style-type: none"> <li>Candidates who have completed Foundation 2 will be allowed to take all the subjects in Intermediate 1 stage in the new syllabus except <b>CPMD</b>.</li> <li>Candidates who are yet to complete Intermediate 1 are to take the following mapped subjects: <table border="0" data-bbox="862 454 1243 678"> <thead> <tr> <th><b>Old</b></th> <th></th> <th><b>New</b></th> </tr> </thead> <tbody> <tr> <td>BA</td> <td>for</td> <td>BAP</td> </tr> <tr> <td>AE</td> <td>for</td> <td>FE</td> </tr> <tr> <td>AFM</td> <td>for</td> <td>FHRM</td> </tr> <tr> <td>BSSR</td> <td>for</td> <td>BSSR</td> </tr> </tbody> </table> </li> <li>Candidates who were exempted from Foundation 1 &amp; 2 will be allowed to take all the subjects in Intermediate 1 stage in the new syllabus except <b>CPMD</b>.</li> <li>New candidates exempted from Foundation stage in the new syllabus are to write all the courses in Intermediate 1 stage in the new syllabus.</li> </ul>	<b>Old</b>		<b>New</b>	BA	for	BAP	AE	for	FE	AFM	for	FHRM	BSSR	for	BSSR
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AFM	for	FHRM															
BSSR	for	BSSR															
3	<b>INTERMEDIATE 2</b>	<ul style="list-style-type: none"> <li>Candidates who have completed Foundation 2 are allowed to take all the courses in Intermediate 1 stage in the new syllabus except <b>CPMD</b>.</li> <li>Candidates who are yet to complete Intermediate 1 are to take the following mapped subjects: <table border="0" data-bbox="862 1077 1243 1300"> <thead> <tr> <th><b>Old</b></th> <th></th> <th><b>New</b></th> </tr> </thead> <tbody> <tr> <td>BA</td> <td>for</td> <td>BAP</td> </tr> <tr> <td>AE</td> <td>for</td> <td>FE</td> </tr> <tr> <td>AFM</td> <td>for</td> <td>FHRM</td> </tr> <tr> <td>BSSR</td> <td>for</td> <td>BSSR</td> </tr> </tbody> </table> </li> <li>Candidates who were exempted from Foundation 1 &amp; 2 are allowed to take all the courses in Intermediate 1 stage in the new syllabus except <b>CPMD</b>.</li> <li>New candidates exempted from Foundation stage in the new syllabus are to take all the courses in Intermediate 1 stage in the new syllabus.</li> </ul>	<b>Old</b>		<b>New</b>	BA	for	BAP	AE	for	FE	AFM	for	FHRM	BSSR	for	BSSR
<b>Old</b>		<b>New</b>															
BA	for	BAP															
AE	for	FE															
AFM	for	FHRM															
BSSR	for	BSSR															

S/N	OLD SYLLABUS (27 subjects)	CURRENT SYLLABUS (24 Subjects)																		
4	Professional 1	<ul style="list-style-type: none"> <li>Candidates who have completed Intermediate 2 in the old syllabus are to take all the courses in Professional 1 stage in the new syllabus.</li> <li>Candidates who are yet to complete Professional 1 in the old syllabus are to take the following mapped courses:               <table data-bbox="862 507 1288 774"> <thead> <tr> <th>Old</th> <th></th> <th>New</th> </tr> </thead> <tbody> <tr> <td>OR</td> <td>for</td> <td>HRMA</td> </tr> <tr> <td>OBP</td> <td>for</td> <td>OBP</td> </tr> <tr> <td>IPM</td> <td>for</td> <td>IPRM</td> </tr> <tr> <td>AHRM 1</td> <td>for</td> <td>AHRM 1</td> </tr> <tr> <td>PS</td> <td>for</td> <td>PS</td> </tr> </tbody> </table> </li> <li>New candidates exempted from Intermediate stage in the new syllabus are to take all the courses in Professional 1 stage in the new syllabus.</li> </ul>	Old		New	OR	for	HRMA	OBP	for	OBP	IPM	for	IPRM	AHRM 1	for	AHRM 1	PS	for	PS
Old		New																		
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**EXAMINATION**  
**SYLLABUS**  
**AND REGULATIONS**