Kurdistan Region — Iraq
Ministry of Higher Education and Scientific Research
Kurdistan Technical Institute — Private
Sulaymaniyah, Kurdistan Region of Iraq

KURDISTAN TECHNICAL INSTITUTE

Department of Business Administration

PROGRAM SPECIFICATION

Advanced Technical Diploma in the Department of Business Administration

Prepared under the KTI Curriculum Update Procedure
Effective from the 2026–2027 academic year
August 2026

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Document control

This block makes the specification a controlled quality record. It is maintained by the Head of Department and revised through the KTI curriculum-update procedure.

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Note on the version described.

This specification describes the curriculum structure approved for the 2026–2027 intake. This version describes the revised Business Administration curriculum for the 2026–2027 academic year. It incorporates updated academic and practical requirements, with particular emphasis on Human Resource Management, Procurement Management, Career Development and Entrepreneurship, and Strategic Management. The curriculum is designed to strengthen graduate employability, practical business skills, and alignment with current organizational and labor-market needs.

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1. Department and program overview

The Department of Business Administration at Kurdistan Technical Institute (KTI) provides applied and career-oriented education in management, accounting, economics, statistics, business communication, office management, human resource management, marketing, operations, procurement, risk management, entrepreneurship, organizational behavior, sales, strategic management, and financial management.

The program leads to the Advanced Technical Diploma in Business Administration. It is a full-time program of two years' minimum duration, organized into four semesters and totaling 120 ECTS. The curriculum combines theoretical instruction with practical applications, case studies, presentations, reports, group work, and other applied learning activities.

The Department of Business Administration at Kurdistan Technical Institute is continuously evolving to meet the needs of the labor market. Through a strong commitment to academic excellence, practical training, and adapting to changing educational standards, the department remains dedicated to preparing a future generation of skilled professionals in marketing management and entrepreneurship, equipping them with the knowledge and expertise to succeed in a dynamic work environment.

> **Curriculum revision underpinning this specification**
>
> This specification reflects the Business Administration curriculum structure for the 2026–2027 academic year. The curriculum provides a progressive pathway from foundational business knowledge to specialized management and organizational competencies.

2. General information

Awarding institution	Kurdistan Technical Institute
Teaching institution	Kurdistan Technical Institute — main campus, Sulaimani Heights, Sulaymaniyah, Iraq
Program name	Business Administration
Final award	Advanced Technical Diploma in the Department of Business Administration
Program code	BA
Qualification level (NQF/EQF)	First Cycle – Approved by Ministry of Higher Education and Scientific Research
Regulatory / Accreditation body	Ministry of Higher Education and Scientific Research, Kurdistan Regional Government
Language of instruction	English
Mode of study / Operation	Conventional; self-governing; full time
Duration	Minimum 2 years (4 semesters); maximum 4 years (8 semesters); 20 weeks per semester
Intake	Annual
Delivery pattern	Almost every module is delivered as a weekly theory session with no practical hours (BA115 Computer Application is fully practical), across 20 teaching weeks plus a final examination week
ECTS	120 ECTS

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3. Program structure and credit framework

3.1 Credit and workload

The program uses ECTS credits. One ECTS credit represents 27 hours of total student workload, comprising scheduled contact time (lectures, practical sessions, assessment) and independent study. The program totals 120 ECTS, distributed as 30 ECTS in each of the four semesters, which corresponds to a total student workload of approximately 3,000–3,600 hours across the two years.

Credit is not carried by teaching hours alone. Modules carry 5, 6 or 7 ECTS with different contact hours: most are delivered as weekly theory sessions with no practical hours, while BA115 Computer Application is fully practical, across 20 teaching weeks, with the balance of the workload met through preparation, report writing, directed reading and assessment.

3.2 Course classification

Courses fall into three groups: institute courses of general formation taken by students across KTI; institute courses at degree or program level, shared with other business-related departments or mandated across all programs; and core courses specific to Business Administration.

Classification	Credits (ECTS)	Percentage
Institute courses — general (Computer Applications, Academic Debate, Kurdology)	15	12.5%
Institute courses — degree/program (English Language for Business)	5	4.16%
Business Administration	95	79.16%
Total	**120**	**100%**

Summer Training is a mandatory, non-credit-bearing requirement recorded as pass or fail. It carries 0 ECTS and is therefore included in the core group without contributing credit.

4. Award and graduation requirements

To be awarded the Advanced Technical Diploma in Business Administration, a student must:

- Accumulate 120 ECTS by passing every course listed in the course menu at Section 10.
- Achieve a minimum cumulative grade point average of 2.0.
- Pass both the theory and the practical component of every module that carries a practical, in accordance with the module assessment scheme.
- Complete and pass Internship Program as specified below.

5. Entry requirements

Admission is competitive and administered through the central admission process of the Ministry of Higher Education and Scientific Research. The minimum qualifications are:

- A Kurdistan Baccalaureate High School Certificate (scientific stream) or a recognized equivalent, with a minimum aggregate of **%50** to enter the competition.
- Satisfaction of any additional general conditions and prerequisites set by the Institute for the program.

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Entry requirements are subject to annual amendment by the Ministry of Higher Education and Scientific Research in the Kurdistan Region of Iraq, and the thresholds above are superseded by any subsequent ministerial instruction.

6. Program Educational Objectives (PEOs)

Program Educational Objectives describe what graduates of this program should be achieving two to four years after graduation, once they have accumulated relevant workplace experience. They reflect the management, administrative, entrepreneurial, procurement, human-resource and strategic competencies expected of graduates of the Business Administration program.

Code	Educational Objective
PEO1	Graduates hold, or are progressing toward, junior-to-mid-level management, administrative and supervisory roles across business functions in private, public and non-profit organizations in the Kurdistan Region and beyond.
PEO2	Graduates apply core business, financial and quantitative-analysis skills to plan, monitor and report on organizational performance in support of evidence-based decision-making.
PEO3	Graduates demonstrate professional and ethical conduct together with effective workplace communication — written reports, presentations and interpersonal collaboration — within multicultural, multidisciplinary teams.
PEO4	Graduates pursue continuous professional development, including further academic study, professional certification, or structured on-the-job training, to advance their careers.
PEO5	Graduates who pursue an entrepreneurial path apply venture-planning, market-analysis and financial-planning skills to launch or contribute to small and medium enterprises.
PEO6	Graduates contribute to the strategic and operational effectiveness of their employing organizations by applying risk-management, quality and process-improvement principles appropriate to technical-diploma-level practice.

6.1 Review of the Program Educational Objectives

The PEOs are reviewed at least every three years, and in any year in which a structural curriculum change is approved, through the departmental curriculum-update procedure. The review draws on four stakeholder groups: employers and workplace supervisors, consulted through the Summer Training evaluation returns and direct employer meetings; alumni, surveyed on the relevance of the program to the work they entered; the departmental council and teaching staff; and external subject reviewers, who are commissioned to comment on the specialist module content. Findings are recorded in the departmental quality file, and any resulting amendment to the PEOs is submitted for approval with the revised specification.

7. Program Learning Outcomes (PLOs)

Program Learning Outcomes describe what a graduate can do on the day they complete the program. They reflect competence in management, administration, accounting and quantitative analysis, communication, marketing and sales, human resource management, procurement, entrepreneurship, risk management, organizational behavior and strategic management.

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Code	Learning Outcome
PLO1	Apply core management functions — planning, organizing, leading and controlling — to support the day-to-day operation of a business unit.
PLO2	Perform routine administrative, office-management and records-management functions to a professional standard.
PLO3	Use accounting, statistical and quantitative techniques to prepare, interpret and report on basic financial and operational performance data.
PLO4	Communicate business information clearly in written and oral form, including structured reports and presentations, to internal and external audiences.
PLO5	Apply marketing, sales and customer-relationship principles to support the marketing and sales functions of an organization.
PLO6	Apply core financial-management techniques, including basic valuation and capital-budgeting tools, to support organizational financial decisions.
PLO7	Work effectively and collaboratively within teams, demonstrating professional and ethical conduct appropriate to the workplace.
PLO8	Prepare a personal career-development plan and identify learning and professional-development opportunities within the business field.
PLO9	Identify business opportunities and apply risk-management and entrepreneurial-planning principles to evaluate or develop a venture or a process improvement.

8. PEO – PLO alignment matrix

A tick marks a PLO that contributes materially to the corresponding PEO. Every PEO is supported by at least one PLO and every PLO maps to at least one PEO.

	PEO1	PEO2	PEO3	PEO4	PEO5	PEO6
PLO1	✓					✓
PLO2	✓					
PLO3	✓	✓				
PLO4	✓		✓			✓
PLO5	✓	✓			✓	
PLO6		✓				
PLO7			✓	✓		
PLO8				✓		
PLO9					✓	✓

9. Curriculum map: PLO – course matrix

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Key: I = Introduced · R = Reinforced · A = Assessed. Every PLO is Introduced, Reinforced and Assessed at some point across the program. Where a course both reinforces and formally assesses an outcome, both letters are shown.

Course	PLO1	PLO2	PLO3	PLO4	PLO5	PLO6	PLO7	PLO8	PLO9
BA110 Fundamentals of Management	✓			✓			✓		
BA111 Principles of Accounting			✓			✓			
BA112 Principles of Economics			✓						
BA113 Academic Debate				✓			✓		
BA115 Computer Application		✓		✓					
BA121 Principle of Statistics			✓						
BA123 English Language for Business				✓					
BA124 Kurdology							✓		
BA125 Secretary and Office Management		✓							
BA126 Time Management	✓						✓		
BA235 Human Resource Management	✓			✓			✓		
BA236 Marketing Management					✓				
BA237 Production and Operation Management	✓		✓						
BA238 Procurement Management	✓		✓						✓
BA239 Risk Management and Insurance			✓						✓
BA2412 Career Development & Entrepreneurship							✓	✓	✓
BA247 Organizational Behavior	✓			✓			✓		
BA248 Strategic Management	✓			✓					✓
BA249 Financial Management			✓			✓			
BA2410 Sales Management				✓	✓				

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10. Course menu

The sequence is designed to progress from foundational business knowledge to applied management, administrative, procurement, human-resource, entrepreneurial and strategic-management competencies.

YEAR 1 - Semester 1

Code	Course	ECTS	Prerequisite
BA110	Fundamentals of Management	7	—
BA111	Principles of Accounting	7	—
BA112	Principles of Economics	6	—
BA115	Computer Application	5	—
BA113	Academic Debate	5	—
Semester total		**30**	

YEAR 1 - Semester 2

Code	Course	ECTS	Prerequisite
BA121	Principle of Statistics	6	—
BA123	English Language for Business	5	—
BA124	Kurdology	5	—
BA125	Secretary and Office Management	7	—
BA126	Time Management	7	—
Semester total		**30**	

YEAR 2 — Semester 3

Code	Course	ECTS	Prerequisite
BA235	Human Resource Management	7	—
BA236	Marketing Management	7	—
BA237	Production and Operation Management	6	—
BA238	Procurement Management	5	—
BA239	Risk Management and Insurance	5	—
Semester total		**30**	

YEAR 2 — Semester 4

Code	Course	ECTS	Prerequisite
BA2412	Career Development & Entrepreneurship	5	—
BA247	Organizational Behavior	6	—
BA248	Strategic Management	7	—
BA249	Financial Management	6	—
BA2410	Sales Management	6	—
Semester total		**30**	

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11. Teaching, learning and assessment

11.1 Teaching and learning methods

Each specialist module is delivered as two complementary weekly sessions — a theory session and a separate practical session — planned week by week so that the practical reinforces the lecture it accompanies. The following methods are used across the program:

- Lectures, structured week by week against a published outline that specifies the subtopics a lecturer must cover rather than naming a field in general terms.
- 1. Applied business practicals, in which students use realistic business cases, exercises, documents, spreadsheets and management scenarios to apply the concepts being taught.
- Demonstration sessions, used where a procedure is instructive but cannot be performed hands-on by every student — for example, live enterprise resource planning (ERP) system walkthroughs, for which the department holds no licensed ERP installation.
- 1. Data-, document-, and presentation-based sessions, used to develop students' ability to interpret business information, prepare reports, analyze data, and communicate recommendations.
- Paper-based analytical exercises, such as financial ratio analysis and break-even calculation, market and risk-profile interpretation, and business report writing.
- 1. Integrated case-based sessions, in which students analyze organizational situations, identify problems, evaluate alternatives, and recommend appropriate management actions.
- External site visits to partner businesses and organizations, used to expose students to workplace systems and processes the department does not replicate on campus.
- Supervised workplace training during the Summer Training placement.
- Directed independent study, report writing, seminars and student presentations.

11.2 Declared delivery mode and resource honesty

Every practical session in every module outline states its delivery mode explicitly — hands-on, demonstration, image-based, paper-based, or external visit — and where bench delivery is not possible, the outline records the reason. This is a standing requirement of the department's curriculum procedure. Practicals are built to the department's verified equipment and software inventory and may not specify tools, systems or licenses the department does not hold. Where a purchase has been requested but not completed, the outline marks the session accordingly rather than implying a capability that does not exist. The inventory is re-verified with the IT support staff at each curriculum review cycle.

11.3 Assessment methods

Assessment is distributed across the semester rather than concentrated at its end, and every module that carries a practical assesses that practical separately from the theory.

Assessment type	Description	Principal PLOs assessed
Midterm written examination	Held in week 7 or 8 of each module, covering the first half of the theory syllabus.	PLO1, PLO4, PLO9
Final written examination	Held in week 16, covering the full theory syllabus with Bloom-mapped items drawn from the module's intended learning outcomes.	PLO1, PLO4, PLO6, PLO8, PLO9

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Assessment type	Description	Principal PLOs assessed
Practical (bench) examination	Assessment of the practical component through applied business tasks, such as spreadsheet exercises, case work and document preparation, marked against a standard checklist.	PLO1, PLO2, PLO3, PLO5, PLO6
Continuous practical assessment	Session-by-session assessment of technique, practical records, adherence to workplace procedure, and the quality of reports.	PLO2, PLO3, PLO6, PLO7
Case-based and interpretive exercises	Written interpretation of financial statements, market data, and business case scenarios, including the recommendation to proceed, revise, escalate or refer.	PLO3, PLO4, PLO7, PLO9
Presentations, reports and seminars	Individual and group presentation of business topics and findings.	PLO7, PLO8
Internship portfolio	Logbook, commencement & termination memos, and final training report, assessed as Pass or Fail.	All PLOs, in an authentic workplace setting

Examination blueprints are maintained for each module, mapping items to the module's intended learning outcomes and to Bloom's taxonomy levels. Blueprints are re-checked whenever module outcomes are revised.

11.4 Grading scheme

Grade	Marks (%)	Grade point	Descriptor
A+	**95-100**	**4.00**	**Exceptional**
A	**90-94**	**3.80**	**Excellent**
A-	**85-89**	**3.60**	**V. Good**
B+	**80-84**	**3.40**	**V. Good**
B	**75-79**	**3.20**	**Good**
B-	**70-74**	**3.00**	**Good**
C+	**65-69**	**2.80**	**Fair**
C	**60-64**	**2.60**	**Fair**
C-	**55-59**	**2.40**	**Satisfactory**
D+	**52-54**	**2.20**	**Satisfactory**
D	**50-51**	**2.00**	**Satisfactory**
F	**0-49**	**0**	**Fail**

The award is classified on the cumulative grade point average calculated across all 120 ECTS. The minimum CGPA for the award is 2.0.

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12. Career opportunities

Graduates of the department enter a broad range of roles across the public and private sectors and business organizations. The table links each career cluster to the Program Learning Outcomes that principally enable it, so that employability is evidenced by curriculum design rather than asserted.

Career/role	Enabled mainly by	Level
Administrative / Office Assistant	BA125 Secretary and Office Management, BA115 Computer Application, BA123 English Language for Business	Entry
Human Resource Assistant / Coordinator	BA235 Human Resource Management, BA247 Organizational Behavior	Entry
Marketing / Sales Assistant	BA236 Marketing Management, BA2410 Sales Management	Entry
Junior Accountant / Bookkeeper	BA111 Principles of Accounting, BA249 Financial Management	Entry
Operations / Production Coordinator	BA237 Production and Operation Management	Entry-to-junior
Procurement / Purchasing Assistant	BA238 Procurement Management	Entry
Risk & Insurance Assistant	BA239 Risk Management and Insurance	Entry
Entrepreneur / Small-Business Owner	BA2412 Career Development & Entrepreneurship, BA248 Strategic Management	Self-employed

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13. Course synopses

Synopses are grouped by semesters and cover the core courses of the Business Administration program across Semesters 1–4. These synopses reflect the module outlines approved in the 2026 curriculum review.

13.1 Core courses — Semester 1

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Course synopses — Semester 1

BA110 Fundamentals of Management · *7 ECTS · Semester 1*

This module gives students their first systematic grounding in management, opening with the definition, functions, and evolution of management theory before moving into planning and goal-setting (the importance of planning, types of plans, and SMART goals), organizational structure and design, and decision-making and problem-solving. The second half covers leadership theories and styles, motivation and employee engagement, communication and interpersonal skills, and teamwork and collaboration, then closes with human resource management basics, the organizational environment, strategic management, managerial ethics and social responsibility, and the challenges managers face in modern organizations.

Teaching combines lecture with student presentations, case studies, and review questions. Assessment is spread across homework, group work, quizzes, a final report, a seminar or presentation, a midterm exam, and a closing theory-and-practical final exam, with daily activity also contributing to the mark.

BA111 Principles of Accounting · *7 ECTS · Semester 1*

This module gives beginner business students a working knowledge of financial accounting, opening with the definition, process and objectives of accounting and the accounting cycle before building the accounting equation — assets, liabilities and owner's equity, revenue, expenses and withdrawals, and debit and credit — and the double-entry system. The second half puts this foundation into practice: recording and analyzing transactions, journalizing and posting to the ledger, capital establishment and inventory, purchases and sales with their returns and allowances, and accrued and prepaid expenses and revenue, closing with a summary illustration of journalizing and posting.

Delivery is lecture-based with practical worked examples throughout. Assessment is built around homework, quizzes, a seminar, daily activity, a midterm exam, a report, and a closing theory-and-practical final exam that carries the largest single weight.

BA112 Principles of Economics · *6 ECTS · Semester 1*

This module gives students a working grounding in microeconomic theory, opening with the foundations of economics — preferences, schools of economic thought, economic systems and resources — before moving into how prices are formed through the interaction of demand and supply, supply and demand curves, welfare, and elasticity. It then covers the theory of consumer behavior, production technology and costs, before turning to production sets, cost minimization and profit maximization.

The second half addresses market structure — competitive markets, factor markets, monopoly, and oligopoly — and closes with consumer choice: rational choice, rationalizability, and the weak axiom of revealed preference. Delivery is lecture-based with calculation-focused practical sessions, and assessment combines homework, quizzes, a seminar, daily activity, group work, a final report, a midterm, and a closing theory-and-practical exam.

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BA113 Academic Debate · *5 ECTS · Semester 1 · institute-wide*

This institute-wide module, delivered across all departments, builds students' argumentation, critical-thinking, and public-speaking skills through structured debate and panel discussion. Students prepare and deliver homework and quizzes on debate principles, take part in a panel discussion or formal debate and a seminar, and work in groups to research and argue assigned positions, with daily reports and daily activity used to track engagement across the semester.

Assessment is weighted toward live performance rather than written examination: a panel discussion or debate (15%), a seminar (10%), group work (10%), homework and quizzes (8% each), daily reports (8%) and daily activity (5%), classroom hours (6%), and a final report (30%) that anchors the semester's work.

BA115 Computer Application · *5 ECTS · Semester 1*

This module builds practical computer literacy alongside an understanding of how computer systems work, opening with core ICT concepts — hardware and software, computer components, input and output devices, memory and storage, and types of software — before moving into the operating system: using Windows, working with the file system, adjusting system settings, browsing and emailing, and using the institute's Learnata platform. It then works through the core Microsoft Office applications in turn: word processing with MS Word (documents, styles, insert and design tools, references and citations, printing), presentations with MS PowerPoint (formatting, design, transitions and animations), and spreadsheets with MS Excel (data types, cell and conditional formatting, arithmetic formulas and functions).

This module is fully practical (0 theory hours, 3 practical hours): every session is a hands-on practical session applying the topic. Assessment spans homework, quizzes, a report, a daily report, a seminar, daily activity, a midterm exam, group work, and a closing final exam that carries the largest single weight.

Note on scope: *This document reflects the four Semester 1 coursebooks supplied for the Business Administration program (Fundamentals of Management, Principles of Accounting, Principles of Economics, Computer Application) together with the Academic Debate workload distribution form. Principles of Accounting's ECTS value is inferred from its 189-hour total*

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Course synopses — Semester 2

Compiled from the Semester 2 coursebook set (English Language for Business, Kurdology, Principles of Statistics, Secretary and Office Management, Time Management)

BA121 Principle of Statistics · *6 ECTS · Semester 2*

This module gives Business Administration students a working foundation in descriptive and inferential statistics for business decision-making. Theory proceeds from the definition, history, and types of statistics and data collection, through methods of presenting data and sampling techniques (simple random, systematic, cluster), frequency distributions, and the measures of central tendency and dispersion for both grouped and ungrouped data — mean, median, mode, harmonic and geometric mean, mean deviation, standard deviation, variance and coefficient of variation.

The second half of the semester turns to relationships between variables: correlation (Pearson and Spearman), scatter diagrams, and simple and multiple linear regression, closing with a comprehensive review. Each theory session has a matched practical session applying the corresponding formulas through worked examples, and assessment is built around homework, quizzes, a group-work session, a final report, a seminar presentation, a midterm and a closing theory-and-practical exam.

BA123 English Language for Business · *5 ECTS · Semester 2*

This module builds the workplace English a Business Administration student needs on the job: sector vocabulary, everyday office communication routines, and the reading, listening and writing skills that support professional correspondence. Delivery moves week by week through recognizable business contexts — jobs and industries, places and departments, business travel, numbers and quantities, and workplace hierarchy — before turning to project-management language, qualifications and training, and the vocabulary of money and pricing.

Each theory session pairs with a practical strand of listening, speaking, reading and writing exercises built around the same weekly theme, reinforced through homework, quizzes, a daily report, a group project and a seminar presentation. Assessment splits evenly between continuous coursework (homework, quizzes, daily and final reports, group work and presentation) and a closing theory-and-practical examination, so spoken and applied competence carry as much weight as written accuracy.

BA124 Kurdology · *5 ECTS · Semester 2*

This module introduces Kurdology as a field of study: its core concepts and history, and the body of work produced by generations of orientalist scholars — Italian, Russian, French, British and Turkish — who wrote on Kurdish history, language and religion. Alongside this historiographical survey, the module traces the ancient roots of the Kurdish people back to the Medes and the Aryan lineage, and situates the geopolitical and international significance of Kurdology as a discipline.

A parallel strand teaches the Latin Kurdish alphabet — its history, its mechanics, and the case for its everyday use — alongside the Arabic and Cyrillic alphabets it exists beside. Delivery is discussion-led, working through the history of Kurdish language, religion and literature, and is assessed through homework, quizzes, a group-work session, a final report and three seminar presentations distributed across the second half of the semester, alongside a midterm and a closing theory-and-practical examination.

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BA125 Secretary and Office Management · *7 ECTS · Semester 2*

This module prepares students for administrative support roles, covering the structure and function of the office, the responsibilities and professional conduct expected of a secretary, and the practical systems that keep an office running. Early weeks address the meaning and purpose of the office, the secretary's duties and qualifications, telephone technique and professional presentation, before moving into office layout, filing and indexing systems (centralized versus decentralized, and the range of indexing methods), and the handling of confidential and secret correspondence.

The second half covers business letter writing, modern office equipment and automation, meeting management (agendas, minutes and the secretary's role), business etiquette and soft skills — communication, teamwork, problem-solving, leadership and professionalism — event management, and health and safety in the office. Teaching combines lecture with a site visit to the institute's own Administration and Registry Directorate, role-play and soft-skills activities, and assessment spans homework, quizzes, a report, four seminar sessions, group work, a midterm and a closing exam.

BA126 Time Management · *7 ECTS · Semester 2*

This module treats time as the one organizational resource that cannot be saved, stored, or replaced, and builds a systematic approach to using it well, both personally and administratively. Theory opens with the concept, properties, and value of time, then works through the factors affecting its value, time-wasting behaviors and how to overcome them, and the core principles of time management, before relating these principles to the administrative functions of planning, organizing, routing, and control.

Later weeks address procrastination and its causes, meeting management, and decision-making under time pressure, closing with a full revision week. Delivery combines lectures with case studies, subject videos, weekly booklets, student-led tutoring segments, and card-practice exercises, and assessment is spread across homework, quizzes, a final report, a seminar presentation, group work, a midterm, and a closing theory-and-practical examination.

Note on scope: *This document reflects the five Semester 2 coursebooks supplied for the Business Administration program (English Language for Business, Kurdology, Principles of Statistics, Secretary and Office Management, Time Management). It does not include Semester 1 content, PEOs/PLOs, entry requirements, or other program-specification sections, which were not part of the source material provided.*

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Semester 3 — Course Menu and Course Synopses

Compiled from the Semester 3 coursebook set (Human Resource Management, Marketing Management, Production and Operation Management, Procurement Management, Risk Management and Insurance)

Course synopses — Semester 3

BA235 Human Resource Management · *7 ECTS · Semester 3*

This module gives students a systematic grounding in HRM as both a conceptual field and a job-oriented practice, tracing the discipline's historical development before building out the core HR function: job analysis and job design, human resource planning, recruitment and CV preparation, selection and interviewing, training and development, and performance management including 360-degree feedback. Later weeks connect HR to organizational performance through motivation theory, professional communication, and international HRM — the factors, approaches and challenges of managing people across cultures — closing with workplace safety and health.

Teaching draws on guest practitioners with HR experience, a field visit to an organization with an established HR department, and group work built around flip charts and seminars, alongside the standard lecture-and-quiz structure. Assessment is spread across homework, four quizzes, a seminar/presentation strand, group work, a midterm and a closing theory-and-practical examination, with continuous daily activity also contributing to the final mark.

BA236 Marketing Management · *7 ECTS · Semester 3*

This module builds a working command of marketing principles, frameworks and tools and their application to real business situations, moving from the fundamentals — core concepts, the marketing process, and the marketing mix (4Ps/4Cs/7Ps) — through segmentation, targeting and positioning, SWOT- and SMART-based marketing planning, and the analysis of micro- and macro-environmental factors (PESTEL). The module then covers the product life cycle, branding and packaging, pricing strategy, and the marketing research process.

The second half turns to digital marketing (SEO, social media, content and email marketing), marketing ethics and international marketing, green and sustainable marketing, customer relationship management, and consumer behavior and the buyer decision process. Delivery combines lecture with case studies, weekly booklets, student-led tutoring segments and card-practice exercises, and assessment spans homework, quizzes, a report, a seminar, group work, a midterm and a closing theory-and-practical exam.

BA237 Production and Operation Management · *6 ECTS · Semester 3*

This module introduces the core concepts and history of production and operations management, covering the competitiveness of operations, operations strategy (quality-based and time-based), and the measurement of productivity. Theory then moves through facility location and layout — strategy, influencing factors, layout types, and design procedure — before addressing quality management, total quality management, and the ISO 9000/14000 international standards.

The closing weeks cover inventory management: the nature and types of inventories, inventory costs, and inventory planning, including the Economic Order Quantity model and continuous versus periodic ordering, ending with a full revision week. Delivery is lecture-based with homework, quizzes, group work, and seminar presentations distributed across the semester, and assessment combines these continuous elements with a midterm and a closing theory-and-practical examination.

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BA238 Procurement Management · *5 ECTS · Semester 3*

This module covers the essential concepts and scientific foundations of purchasing management — the procurement process and cycle, types of procurement, and the principles of buying the right quality, quantity, price, place and time — before moving through purchasing planning, implementation and evaluation, including supplier evaluation. It then turns to inventory management (planning, control procedures and best practice) and supply chain management, closing with advertising management and negotiation in procurement.

A distinguishing feature of this module is its parallel, week-by-week Microsoft Excel practical strand — covering the interface, formulas and basic calculations, lookups (H-LOOKUP/VLOOKUP), conditional functions, charts and graphs, tables, filtering, pivot tables, and sheet/workbook protection — so that procurement theory is consistently paired with the spreadsheet skills a procurement role requires in practice. Assessment includes homework, quizzes, a final report, seminar presentations, a midterm and a closing theory-and-practical exam.

BA239 Risk Management and Insurance · *5 ECTS · Semester 3*

This module gives students a grounding in risk management principles and a framework for analyzing enterprise risk. Theory opens with the definition, purpose and principles of risk management, the categories of risk (fundamental, particular, pure, speculative, enterprise) and modern risk types (cyber, geopolitical, environmental, technological), before working through the risk management process — context establishment, risk identification and analysis, treatment options (avoidance, reduction, transfer, acceptance), and monitoring and review.

The second half covers systematic and unsystematic financial risk (interest rate, market, liquidity, credit, operational, and strategic risk) with SWOT analysis applied to risk, then turns to insurance: its history, mechanics, and advantages, and the major types of insurance including life, property, marine, fire, liability, health, and auto. Delivery combines lecture, discussion, and case simulation, and assessment is built around homework, quizzes, a report, seminar presentations, group work, a midterm, and a closing theory-and-practical examination.

Note on scope: *This document reflects the five Semester 3 coursebooks supplied for the Business Administration program (Human Resource Management, Marketing Management, Production and Operation Management, Procurement Management, Risk Management and Insurance). It does not include Semester 1, 2, or 4 content, PEOs/PLOs, entry requirements, or other program-specification sections, which were not part of the source material provided.*

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PROGRAM SPECIFICATION

Department of Business Administration

Course synopses — Semester 4

Compiled from the Semester 4 coursebook set (Financial Management, Organizational Behavior, Sales Management, Strategic Management) and the blended Career Development & Entrepreneurship program (BA246 Entrepreneurship coursebook, the national Entrepreneurship Student Handbook, and the Career Development & Employability Skills Instructor Manual, KRG-MoHE / UNDP / Rwanga Foundation, 1st Edition, 2025)

BA246 Career Development & Entrepreneurship · *5 ECTS · Semester 4 (blended)*

This module treats venture-building and career-readiness as one connected skill set. Its entrepreneurship strand runs from the foundations of entrepreneurship — the entrepreneurial mindset, types of entrepreneurship, and opportunity recognition and idea generation — through creativity and innovation, organizational foundations, and the mechanics of building a venture: business, market, production, and financial planning, closing with the Business Model Canvas. Its career-development strand builds the personal-brand and job-search toolkit that makes those ideas sellable: a personal SWOT analysis and career plan, professional communication and networking, a LinkedIn profile and elevator pitch, resume and cover-letter writing, interview preparation using the STAR method, and problem-solving, teamwork and leadership skills.

Assessment blends graded entrepreneurship coursework — homework, quizzes, a final report, a seminar, group work, a midterm and a closing theory-and-practical exam — with 100%-practical career deliverables demonstrated live: a SWOT/career plan, a LinkedIn profile, a resume and cover letter, a mock interview, and a final pitch or presentation that doubles as both the Business Model Canvas defense and the public-speaking assessment.

BA247 Organizational Behavior · *6 ECTS · Semester 4*

This module introduces organizational behavior as both a science and an art, opening with the definition of human and organizational behavior and the goals of studying it, then tracing its historical development through classical, neo-classical and modern approaches, including bureaucracy, hybrid-organization and human-relations theory. Later weeks build out individual-level topics — personality and its determinants, perception, attitudes and learning — before moving to group dynamics, stress management, organizational change, and negotiation and conflict management.

Teaching draws on lecture, homework, quizzes, reports, seminars and group work, with case discussion woven through the semester. Assessment is spread across homework, four quizzes, a report, a seminar/presentation, a midterm and a closing theory-and-practical examination, alongside continuous daily-activity marks.

BA248 Strategic Management · *6 ECTS · Semester 4*

This module introduces the value and process of strategic management, opening with the concept of strategy (including Mintzberg's five Ps), the characteristics of good strategy, and the levels and generic strategies within an organization. It then covers strategy formulation — vision, mission, and goal-setting — and the analytical toolkit for reading the environment: Porter's five forces, SWOT analysis, PESTEL analysis, and value-chain analysis.

The second half addresses stakeholder management, competitive and innovation strategy, strategy implementation and the pitfalls to avoid, and evaluation and control processes, closing with strategic leadership — its skills, characteristics, and how it differs from other leadership styles. Assessment follows the same pattern as the other Semester 4 modules: homework, quizzes, group work, seminar presentations, a midterm and a closing theory-and-practical examination.

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BA249 Financial Management · *6 ECTS · Semester 4*

This module builds a working foundation in corporate finance, opening with the basics of financial management and financial statements — the balance sheet, income statement and cash flow — before moving into ratio analysis, standardized financial statements, and the Du Pont identity for diagnosing firm performance. The second half centers on the time value of money: present and future value computations, annuities and perpetuities, compounding effects and loan amortization, applied through bond and stock valuation and capital budgeting techniques such as net present value, closing with making capital investment decisions.

Teaching is built around discussion of assigned readings and chapter problems, with lectures, seminars, group work and presentations recurring through the semester. Assessment combines homework, four quizzes, a final report, a seminar, group work, a midterm exam and a closing theory-and-practical final exam, with daily activity also contributing to the mark.

BA2410 Sales Management · *5 ECTS · Semester 4*

This module gives students a full view of the sales function: the definition and evolution of sales management and the sales manager's role, sales organization structures, territory management, and sales strategy and planning (objectives, segmentation, targeting, positioning), followed by sales forecasting and budgeting, team development, recruitment and training. It then turns to customer relationship management, the sales process and pipeline management, and performance measurement using KPIs and dashboards.

The closing weeks cover sales negotiation and closing techniques, sales leadership and team building, ethics and professionalism, and the technology reshaping the field — sales-force automation, CRM software and analytics. Delivery combines lecture with homework, quizzes, group work, reports and seminar presentations, and assessment is built around these continuous elements alongside a midterm and closing theory-and-practical exam.

Note on scope: *This document reflects the four Semester 4 coursebooks supplied for the Business Administration program (Financial Management, Organizational Behavior, Sales Management, Strategic Management) together with the blended Career Development & Entrepreneurship module. It does not include Semester 1–3 content, PEOs/PLOs, entry requirements, or other program-specification sections, which were not part of the source material provided.*

14. Graduation checklist

To graduate, students must pass every course listed in the course menu at Section 10 and satisfy all academic and administrative requirements of the program. The graduation checklist must confirm successful completion of the core Business Administration areas, including Procurement Management (BA238), Human Resource Management (BA235), Career Development & Entrepreneurship (BA2412), and Strategic Management (BA248). Students are also expected to demonstrate the competencies developed through these areas in procurement and purchasing processes, human resource administration, entrepreneurship and career planning, and strategic decision-making.

The department confirms award eligibility against this checklist before submitting the graduating list to the registry.

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