Supplement

CEMBA/CEMPA

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI

Institute of Distance Learning

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Source of Information: Freshmen Guide, School of Graduate Studies Booklet, University Recorders, Commonwealth of Learning (COL)
ABOUT CEMBA/CEMPA PROGRAMMES

“Sharing a common aim in the delivery of high quality professional programmes through distance education, recognized and accredited throughout the Commonwealth, the Commonwealth of Learning and collaborating universities in Asia, i.e. IGNOU, BOU, AIOU and OUSL are pleased to launch the Commonwealth Executive Master of Business Administration (CEMPA) Commonwealth Executive Master of Public Administrative (CEMPA) programmes to be offered initially in South Asia and subsequently throughout the Commonwealth.

Utilizing the distance learning expertise and resource materials developed in the field of Management and Public Administration in the Commonwealth, the programmes provide a comprehensive and in depth coverage through core, elective and project courses in Management and Public Administration. In response to the requirements of working managers and administrators, the programmes are modular and allow for multiple exit points. The terminal certification for the two programmes is the Executive MBA and Executive MPA degrees respectively.

When we look at the new millennium, we see great challenges as well as opportunities. To prepare themselves to face the challenges and to capitalize on the opportunities ahead, today’s managers of business organizations and officers in the public service must invest in active learning. The CEMBA/CEMPA programmes are designed to help busy practicing professionals; managers and public officers gain a higher level of competency in their respective functions, and expand their perspective to encompass a more international outlook. The programmes are offered through distance education, a learner-oriented system allowing greater flexibility in learning while students continue with their regular work. At the heart of the programmes are the excellent learning materials licensed from some of the top universities across the Commonwealth. - COL”

We are very much pleased to provide you with this Supplement describing KNUST’s Commonwealth Executive Master of Business Administration (CEMPA) Commonwealth Executive Master of Public Administrative (CEMPA) programmes for 2011 – 2012 Academic Year. The Supplement includes information on the Executive MBA/MPA programmes. It also includes the details of course structures and syllabuses of CEMBA/CEMPA and the materials you need to pursue the programme. You are expected to develop your personal study timetable in respect of your weekly schedules in addition to what the Institute will provide you. Personal study schedule can be prepared with the assistance of your course Facilitators/Tutors. In a particular semester, you will require between fifteen (15) to eighteen (18) hours to study an one (1) credit course i.e. at least one (1) hour every week per credit.

We hope you will find our CEMBA/CEMPA programmes meeting your personal learning goals and that you may decide to join our distance learners’ community.

If you need additional information please call +233-3220-60013 or Fax to: +233-3220-60014.
GENERAL INFORMATION

1.0 PROGRAMME

1.1 Programme Aims and Objectives

The Commonwealth Executive MBA/MPA Programmes aim to complement existing MBA/MPA programmes currently being offered in the Commonwealth to meet the social and professional demands for management and public administration education at the post-graduate level.

The objectives of the programmes are:

i. To enable students in the Commonwealth countries where the programmes are offered to obtain Masters degrees in the areas of Business Administration and Public Administration, contributing to their professional growth and career advancement and to their countries’ development;

ii. To develop human resources in various aspects of the areas noted above; and

iii. To develop quality post-graduate programmes that can be implemented widely in Commonwealth countries and can be recognized across the Commonwealth.

1.2 Programme Structure

The CEMBA/CEMPA Programme consists of four components: Core, Specialist Compulsory, Elective and Required Courses.

Core Courses

The CEMBA and CEMPA programmes share the following core courses:

- Managing Information Systems
- Management in Organisations
- Managing Human Resources
- Production and Operations Management
- Economic Environment of Business
- Public Systems Management
- Quantitative Techniques
- Marketing Management
- Accounting and Finance
Specialist Compulsory Courses

Each programme has two specialist compulsory courses.

For the CEMBA programme:

- Strategic Management
- Quality Management

For the CEMPA programme:

- Public Policy
- Development Planning and Administration

Electives

The CEMBA and CEMPA programmes share the following elective courses:

- Electronic Commerce
- Managerial Economics
- Policy Analysis and Implementation
- Contemporary Issues in Business
- Enterprise Risk Management
- Corporate Finance
- International Business

Required Courses

There are two required courses:

- Project Management
- Research Methods
- Project

The programme is designed so that it may be completed in four semesters but it is recognized that few students will proceed at that pace. Students may choose up to four courses in each semester. The limit of four courses has been suggested in consideration of your working status and the study load requirements for the courses. You may set your own pace for the programme as long as you do not exceed the limit of four courses in each semester. You will however need to consider that the maximum duration of the programme is five years. If, on the basis of the course selection and the pace of work decided, you are unable to complete the programme in four years, you will have to re-register for the programme. It may therefore be advisable for you to plan your course load in a manner that enables you to complete the programme within four years.
1.3 Instructional System

Each course in the programme may include a combination of the following learning activities:

- Self instructional printed course materials packages
- Assignments for assessment and feedback
- Audio-video programmes
- Face-to-face interaction with academic counselors at study centres
- Tele-counselling and interaction
- Project work
- Telecast of video programmes
- Broadcast of audio programmes
- Interactive satellite aided communication network (teleconferencing)

The entire programme will be offered in English. The components of the package may vary from course to course.

Delivery of the learning materials will be through print and non-print media. In terms of print media, students will be given the necessary course package for their reading and preparation. In terms of non-print media, an appropriate technological infrastructure is put in place in every participating institution. Audio, video and computing facilities are important elements of the programme. The face-to-face component of the programme is provided through the counseling sessions organized at Distance Learning centres. Students would need to contact the coordinators at Distance Learning centres for:

- Counselling schedules
- Teleconference schedules
- Telecast and broadcast schedules.

1.4 Credit System

The CEMBA/CEMPA programmes are based on a credit accumulation system. Each CEMBA/CEMPA credit is defined on the basis of 20 hours of study load which comprises all learning activities such as working through student materials, preparing assignments, tutored activity and preparing for examinations, etc. All courses in the programme carry a credit weighting of 6 (120 study hours). This indication is intended to help the student understand the academic effort required for successful completion of a course and the programme.
1.5 Degree Rules

To qualify for the award of a CEMBA/CEMPA degree, students are required to take eight of the nine courses from the list of Core Courses, the two specialist compulsory courses relevant to their Award, three courses from the list of Elective Courses, and the two required courses for a total of 15 courses. Each course carries a credit weighting of 6. The total credit weight of the programme is therefore 90.

Please note that you should not omit any Core Course, which relates to an area in which you intend to specialize. In particular, students proceeding to CEMPA must not omit the following courses:

- Public Systems Management
- Management in Organizations

The structure of the two programmes in presented graphically in Diagram 1.

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<tr>
<th></th>
<th>CEMBA</th>
<th>CEMPA</th>
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<tbody>
<tr>
<td><strong>Core</strong></td>
<td>8 courses from the Core Courses List</td>
<td>6 courses from Courses List, plus</td>
</tr>
<tr>
<td></td>
<td></td>
<td>- Public System Management</td>
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<tr>
<td></td>
<td></td>
<td>- Management in Organizations</td>
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<tr>
<td><strong>Specialist</strong></td>
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<td><strong>Compulsory</strong></td>
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<td>- Strategic Management</td>
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<td><strong>Electives</strong></td>
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<td><strong>Required</strong></td>
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<td>- Public Policy</td>
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<td>- Development Planning and Administration</td>
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<td><strong>Courses</strong></td>
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<td></td>
<td>- Project Management</td>
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<td></td>
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<td>- Research Methods</td>
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<td>- Project</td>
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In terms of study hours, the programmes have the equivalent of two years of full-time study (i.e. four semesters or approximately 1,800 hours of study). Each course of the programme is assigned a nominal 120 study hours. Student hours include such learning activities as working through student material, preparing assignment, tutored activity and preparing for examination, etc.

The degree of CEMBA/CEMPA will be granted by KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, KUMASI.

[The degree of CEMBA/CEMPA would also be granted by the participating Open University that students register with – IGNOU, BOU, OUSL, WOU or AIOU. Credits earned towards the CEMBA/MPA programmes are transferable between participating institutions.]
1.6 Learner Support

The programme is supported through a number of Distance Learning centres. These centres provide counselling facilities, on pre-determined schedules and also act as information centres, and examination centres for the programme. To facilitate your learning, the study centres also house a basic library for reference purposes. On joining the programme each student is assigned to a specific study centre where, in addition to accessing the counseling facility, he/she also submits the facilitator marked assignments for evaluation and feedback. Telecounselling, which forms part of the student support package is also accessible at the Distance Learning Centre.

Learners may seek the help of the following University offices in sorting out problems relating to the specific areas indicated below:

<table>
<thead>
<tr>
<th>i) Admission, re-registration change of study centre, bonafide certificate, counselling, evaluation of assignments</th>
<th>Write to the</th>
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<tr>
<td></td>
<td>Dean, Institute of Distance Learning, KNUST, Kumasi</td>
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</table>

<table>
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<tr>
<th>ii) Examinations centres, exam results, grade card, re-clocking, project report, issuance of diplomas, degree, and change of address of address</th>
<th>Write to the</th>
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<tbody>
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<td>Dean, Institute of Distance Learning, KNUST, Kumasi</td>
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<tr>
<th>iii) Approval of project proposals</th>
<th>Write to the</th>
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<td></td>
<td>Dean, Institute of Distance Learning, KNUST, Kumasi</td>
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Students are advised to get in touch with their Distance Learning Centres for advance/timely/day-to-day information.

1.7 Assessment

Assessment in each course of the programme consists of Continuous Assessment and Semester-end Examination. Course results are issued based on:

- **Overall Continuous Assessment Score (OCAS)**
- **Overall Examination Score (OES)**
- **Overall Course Score (OCS)**
- **Determination of Course Result Status**
OCAS
Continuous assessment is based on:

- Facilitator-marked assessments (FMAs) in the form of essays or short answer questions. Some courses may also require extended essays or projects.
- Computer-marked assignments (CMAs) consists of multiple-choice questions. Not all courses have CMAs.
- Projects/case studies in the form of essay or short answer questions.

Course materials will indicate the number of course assignments as well as which assignments should be completed for assessment purposes and which ones are for teaching purposes only. The weighting of each assessment component (e.g., FMAs, CMAs, projects, examinations) will also be promulgated.

To calculate the overall score (OCAS), the prescribed number of a student’s ‘best’ scores will be selected, including the scores for any assignments ‘necessary for assessment purposes’.

OES
Each course has a written examination, which is held at the end of the course and normally lasts three hours. Students’ performance in the examination will contribute to the OES.

OCS
OCS will be calculated from both the OCAS and OES, which is usually the weighted average of the two scores. However, OCS alone does not automatically determine result status. When determining result status, the OCAS, OES and OCS will all be taken into account.

Determination of Course Result Status

A pass score in each course will depend on a satisfactory level of performance in both the OCAS and OES.

1.9 Project Course

The project course is a distinct feature of the CEMBA/CEMPA programmes. It is a required course for students wishing to reach the highest level of award – CEMBA or CEMP A – of the programme.

It is to be taken towards the end of the programme. This course brings to focus a critical component of Masters programmes in that this is the course where you demonstrate your ability to apply the various concepts learnt by you during the programme. It also allows you to contribute your own analysis and findings to the body of knowledge in management or public administration, in a field of your own interest.
2. ADMISSION

2.1 Admission Requirements

Admission to the CEMBA/CEMPA programmes requires the following:

- An undergraduate degree with good standing
- A minimum of five (5) years of relevant post-qualification experience
- Residency of Commonwealth countries (where the programme is offered)
- A working knowledge of the English language at the post-graduate studies level
- Satisfactory score in the CEMBA/CEMPA Admission Test. The offering institution at will conduct the Admission Test.

2.2 Admission Test

The CEMBA/CEMPA programmes are designed for highly capable and qualified individuals committed to self-development and a higher level of achievement in their professional lives. The Admission Test is designed to provide an additional dimension of measurement for the selection of candidates for this rigorous and demanding programme of study.

The admission test for the programme will be conducted on pre-announced dates. The admission test will consist of multiple choice questions designed to test applicants’ capabilities in the following spheres:

- General Awareness
- English Language
- Quantitative Aptitude
- Reasoning

Successful completion of the test is one of the essential criteria of eligibility for admission.
COURSE STRUCTURE - CEMBA

CORE COURSES

Year 1 Semester 1
CEMBA 551 Management Information Systems
CEMBA 553 Management in Organisations
CEMBA 555 Managing Human Resources
CEMBA 556 Quantitative Techniques

Year 1 Semester 2 [Opt only 5 including CEMBA 570]

COMPULSORY COURSES
CEMBA 557 Production and Operations Management
CEMBA 570 Research Methodology

ELECTIVES FOR CEMBA [Opt at least 3]
CEMBA 552 Economic Environment
CEMBA 554 Public Systems Management
CEMBA 558 Marketing Management
CEMBA 560 Accounting and Finance

Year 2 Semester 1

SPECIALIST COMPULSORY COURSES
CEMBA 561 Strategic Management
CEMBA 573 Quality Management
CEMBA 567 Project Management

SET I - ELECTIVES FOR CEMBA [Opt at least 1]
CEMBA 565 Electronic Commerce
CEMBA 569 Managerial Economics
CEMBA 571 Policy Analysis & Implementation

SET II - ELECTIVES FOR CEMBA [Opt at least 1]
CEMBA 562 Contemporary Issues in Business
CEMBA 564 Enterprise Risk Management
CEMBA 566 Corporate Finance
CEMBA 568 International Business

Year 2 Semester 2
CEMBA 572 Project
COURSE STRUCTURE - CEMPA

CORE COURSES

**Year 1 Semester 1**
CEMPA 551 Management Information Systems  
CEMPA 553 Management in Organisations  
CEMPA 555 Managing Human Resources  
CEMPA 556 Quantitative Techniques

**Year 1 Semester 2**
**COMPULSORY COURSES**
CEMPA 557 Production and Operations Management  
CEMBA 570 Research Methodology  
CEMPA 554 Public Systems Management

**ELECTIVES FOR CEMBA[ Opt at least 2]**
CEMPA 552 Economic Environment  
CEMPA 558 Marketing Management  
CEMPA 560 Accounting and Finance

**Year 2 Semester 1**

**SPECIALIST COMPULSORY COURSES**
CEMPA 561 Public Policy  
CEMPA 563 Development Planning and Administration  
CEMBA 567 Project Management  
CEMPA 562 Contemporary Issues in Business

**ELECTIVES FOR CEMBA[ Opt at least 1]**
CEMPA 565 Electronic Commerce  
CEMPA 569 Managerial Economics  
CEMPA 571 Policy Analysis & Implementation

**Year 2 Semester 2**
CEMPA 572 Project
NOTICE OF ADMISSION TEST –CEMBA/CEMPA APPLICANTS

Applicants of the Commonwealth Executive Masters in Business/Public Administration should report for Entrance Examination at:

1. Kumasi – New Examination Block, Near CCB, KNUST
2. Accra Centre – Institute of Local Government Studies, Madina Accra
3. Takoradi Centre – Takoradi Polytechnic, Get Fund Auditorium
4. HO Centre- HO Polytechnic, ‘D’ Block (Third Floor)
5. Koforidua Centre – Gratis Foundation Premises (Behind Jackson Park) Koforidua
6. Sunyani Centre – Faculty of Forest Resources & Technology, KNUST (Former School of Forestry, Fiapre)
7. Tamale Centre – Bagabaga Training College. Tamale
8. Cape Coast Centre – Cape Coast Polytechnic.
10. WA – WA Polytechnic, WA
11. Tarkwa – Methodist Youth Centre

DATE: Saturday 8th April, 2012 TIME: 10.00am to 1.00pm (This forms a major part of the selection process)
DISTANCE LEARNING APPLICANTS TO NOTE  
(Online Admission Application)

Please remember to visit the KNUST website (www.knust.edu.gh) to complete your admission process. Use the scratch card provided and follow the instructions at the back of the card.

Candidates are required to scan a copy of their passport-size photographs during the online admission application.

You are to print a copy of the online application form before posting.

ENCLOSURES

Photocopies of certificates and all other enclosures should be mailed together. Any Application Form without the enclosures will be rejected.

Deadline for submission of forms.

Completed forms, plus printed copy of the online admission application, should be sent by EMS not later than 31st March 2012

THE DEAN
INSTITUTE OF DISTANCE LEARNING
NEW LIBRARY BLOCK
KNUST-KUMASI
Kwame Nkrumah University of Science and Technology, Kumasi
Institute of Distance Learning

Additional Information

Surname………………………………Other Names…………………………

Programme……………………………………………………………………

Office/House Address…………………………………………………………

Location………………………………………………………………………..

Closest Popular Area/Spot: ..............................................................

Town/City: .........................Region ..............................

E-mail:  ..............................................................

Telephone Nos.
   (a) Cell ................. (b) Home ...........(c) Office...........

Centre: ..............................................................