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Management Development Plan for Family Planning Management Training in Nigeria

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I. Executive Summary

The AID Affairs Officer requested the Family Planning Management Training Project to carry out a needs assessment visit to Nigeria to identify the management training needs of the State Family Planning Coordinators. The assessment was carried out over the five-week period of January 27 to February 28, 1986. The team consisted of Ken Heise and John Holley of Management Sciences for Health, Hammouda Bellamine (consulting for MSH), and Olabisi Olatokunbo, the Pathfinder Fund Representative for Nigeria.

Following briefings with the AAO and Federal Ministry of Health Officials, the team travelled to five States to examine their family planning programs. Interviews and meetings were held with Family Planning Coordinators and other health officials to discuss their management training needs. Medical facilities offering family planning services were visited in each State, and service providers were interviewed. The team discussed its findings with the AAO and FMOH officials on several occasions and received valuable guidance from them.

Family planning programs in the States are at different stages of development, and therefore have differing management training needs. Some States are still struggling to win support for family planning programs. Family planning coo dinators from these States need skills in advocacy and communication, building constituencies, integrating family planning into other services, and basic planning. In other States, the family planning programs are expanding at a rapid rate, in some cases outstripping the capacity of the coordinator to manage them. Needed skills for coordinators from these States include problem identification and analysis, setting of objectives, manpower planning, delegation, organization analysis and development and monitoring and evaluation techniques.

Two team members visited numerous Nigerian universities and management firms to assess their potential for collaboration with FPMT. Two universities, Ahmadu Bello in Zaria and the University of Benin in Benin City appear to offer the best potential for FPMT collaboration. Each has strong management training expertise and an interest in gaining skills in family planning management training. Working with one or both of these Universities will help develop a local institutional capability to provide this type of training, and increase the chance that training will continue following the end of FPMT project assistance.

The team feels that training in Nigeria be guided by several general principles if it is to have a long-term impact. The guidelines are that:

1. a sufficient number of personnel in each State must receive management training to ensure a "critical mass" able to affect family planning management;

2. training be appropriate to the level of program maturity in the State; skills learned must be applied relatively quickly after training or they will be lost; future training should build upon previous activities, with the training course content and design reflecting lessons learned;

3. a management training capacity be developed in every State, and within select Nigerian training insitutions as well;

4. courses be developed in modular form to facilitate their subsequent use in State-level management courses;

5. trainees come from all relevant levels of the health system, including Federal, State and Local Government;

6. training fosters collaboration and cooperation among the States.

The team has designed a series of training activities that respond to the needs of the family planning programs and follow the above-mentioned guidelines. The team proposes the following training activities:

1. an initial workshop for Family Planning Coordinators from all States to further develop each State's Plan for family planning program development;

2. a basic management course for Family Planning Coordinators, their deputies, and training coordinators. States will be divided into three groups according to program maturity, with the accelerated States being the first to receive training, followed at roughly six-month intervals by the other two groups;

3. a catalyst course for States having difficulty initiating family planning programs. Coordinators from initiating States would do a one-week internship with coordinators from more advanced States, then meet as a group to discuss strategies for their own State programs;

4. management courses in each state for supervisors and service providers working at the Federal and Local Government level. These courses will help ensure a critical mass of persons trained in the management of family planning programs.

As the family planning programs in each State grow in size and complexity, other management training needs may become apparent. Suggestions for future training are included in the full report.

The team was quite impressed with the job being done by the Family Planning Coordinators and their associates. They have a difficult assignment, and they have responded with resourcefulness, energy, and dedication. Management training of the type proposed by the team will help the coordinators play a more effective role in managing the family planning activities in their States.

II. Assessment Process

In response to a request from the AID Affairs Office in Nigeria, a four person team was assembled to visit Nigeria in order to develop a management training plan appropriate to the needs of the leaders and managers of State family planning programs. The team consisted of Mr. Ken Heise, Operations Officer for Africa and Asia on the Family Planning Management Training Project; Mr. John Holley, Management Advisor on MSH's project in Honduras; Mr. Hammouda Bellamine, a consultant to MSH and formerly a health education specialist with the WHO training center in Togo; and Mrs. Olabisi Olatokunbo, the Pathfinder Fund's Country Representative for Nigeria.

One week before the arrival of Mr. Holley and Mr. Bellamine, Mr. Heise arriced in Lagos to prepare for the team's activities. Briefing sessions were held with the AAO, FMOH Director of Planning and the Federal FP Coordinator, Pathfinder Fund, and representatives of Coooperating Agencies, and short field trips were made to Ogu and Lagos State to meet the leaders of those States' family planning activities. Travel arrangements were made for the team's assessment visits to other States, and letters were sent ahead announcing the team's arrival.

The team visited family planning and health officials in three States: Imo, Bauchi, and Plateau. Visits followed a fairly regular pattern, whereby initial contact was made with the State Coordinator for FP and an intinerary drawn up. Talks were then held with the Directors of Health and/or Nursing Services, the Prinicipal Medical Officers, Coordinators for Primary Health Care, and the Permanent Secretaries in the State Ministries of Health. Conversations centered on the current status of the State's FP programs, the place of FP within the health care system, the role and responsibility of the FP Coordinators, the management problems that have been or may soon be faced, and the identification of specific training needs for health personnel involved in family planning. In each State visited, trips were made to two or more clinics where FP services were being offered. Service providers were interviewed, checks were made of client and commodity records, and note was taken of the clinic's appearance and availability of equipment, contraceptives, and supplies.

In Imo and Bauchi States, the team had the opportunity to meet with representatives of other cooperating agencies. These informal exchanges were quite useful and should lead to greater collaboration and less duplication of effort in the future.

Upon completion of the field trips, the team worked in Lagos to draw up a draft proposal for management training. This draft was shared with the AAO and discussed with FMOH officials as well. It was agreed that two members of the team, Mr. Bellamine and Mrs. Olatokunbo, would continue to develop the proposal over the following two weeks, and initiate contact with several

institutions that could potentially become involved in providing management training.

III. NIGERIA: A COUNTRY PROFILE

1. The Economic and Social Indicators of Development

Background

1.1 Nigeria is situated in West Africa, and is bordered by Benin in the west, Niger in the north, Chad and Cameroon in the east, and the Gulf of Guinea in the south. The political system is based on a Federal form of government. Independence from England was granted on October 1, 1960. Nigeria is divided into nineteen States and the Federal Territory of Abuja. The states are: Anambra, Bauchi, Bendel, Benue, Borno, Cross-River, Gongola, Imo, Kaduna, Kano, Kwara, Lagos, Niger, Ogun, Ondo, Oyo, Plateau, Rivers and Sokoto. Each state contains a population of about 2.5 to 7 million people. English is the official language, but the three major languages are Yoruba, Hausa, and Ibo. Communications between persons of varying ethnic backgrounds frequently take place in English, although knowledge of two or more Nigerian languages is widespread. There are some 250 tribal groups and dialects.

1.2 Nigeria is a large country (357,000 square miles [about the size of California, Nevada, and Arizona combined]), by far the most populous country in Africa, and one of the ten most populous countries in the entire world. It is currently estimated that Nigeria has a population of between 90 and 100 million inhabitants. Nigeria is also a country with an extremely rapid rate of population growth; its rate of natural increase is 3.3 percent per year, implying a doubling time of roughly 22 years.

1.3 Nigeria is unevenly settled due to its particular land features; the terrain and climate range from southern coastal swamps to tropical forests, open woodlands, grass and savanas to semidesert far north. Annual rainfall varies from 150 inches in the south to 25 inches or less in the north. Its population distribution is characterized by areas of high density in the southeast, southwest, and the north central parts of the country. Other areas are less densely inhabited. According to 1983 statistics, the population density per square kilometer was 89. It is estimated that over 20 per cent of the population live in urban areas, while approximately 75 percent of the population live in rural areas of less than 20,000 persons each. Within the last few years, the proportion of persons moving into urban areas has shown an important increase.

1.4 Nigeria has several navigable rivers, notably the Niger, the Beue, and the Cross. In addition, the extensive lagoons of the southern coastal area play an important role in transportation and economic activity. About 16,000 kilometers (10,000 miles) of paved roads, including some four-lane highways, provide the main basis for surface travel by bus or car. Railways are used primarily to transport agricultural and commercial goods, but passenger services are available.

2. Economic Situation

2.1 Since the early 1970's, the Nigerian economy has experienced various ups and downs as a direct result of the shift to oil production and exportation, the subsequent focus on services and construction, and the neglect of the agricultural sector. Since 1980, the economy has been in a declining trend, and in all likelihood will continue along the same path.

2.2 With the dramatic rise in world oil prices and the boom of petroleum exports, the Nigerian economy grew by an average of 7.4 percent per year between 1973 and 1978. In 1978, the Gross Domestic Product fell by about 5.7 percent as world petroleum demand weakened; however the following year the economy managed to recover as the demand for oil exports once again increased. Since 1980, the Nigerian economy has declined as a result of the worldwide oil glut. In real terms, the GDP was about the same in 1981 as in 1978, and 22 percent higher than in 1973. However, due to phenomenal population growth, the GDP per capita has declined sharply, with the 1981 level roughly equalling the 1973 level. Continued high fertility, coupled with the general downward trend in prices for petroleum, will lead to an even lower GDP per capita.

2.3 Currently the labor force is estimated to be 76 percent of the population aged 15-64, the actual number of workers being approximately 37.5 million. Only 3 percent of these workers hold positions in the modern sector of the economy; this is due largely to the serious lack of trained personnel in major industry and government ministries. It is expected that by the year 2000, the labor force will number 62.1 million workers. The already existing problems of unemployment and underemployment will be further aggravated by the rapid growth of the population. Although women of child bearing age constitute an important proportion of the population as well as a great national resource for development, there exist various social and cultural barriers to their participation in the nation's development.

2.4 Because such a high proportion of people continue to inhabit the rural areas, agriculture remains the basis of life for most citizens. The agricultural sector is characterized by slow growth, averaging about 1 percent growth per year since 1970. This sector has accounted for about 5 percent of total exports and about 70 percent of non-petroleum exports. Prior to 1973, Nigeria had been self-sufficient in food and was one of the world's leading exporters of cocoa, palm oil and kernels, and peanuts. Between 1973 and 1981, Nigeria's export economy became increasingly reliant on the petroleum industry, and the importation of required foodstuffs increased by 8 percent. The agricultural sector was neglected during the oil-boom years. Nigeria now must import groundnuts and palm

oil. Staple crops include yams, millet, corn, cassava, rice, and many tropical fruits. The exportation of cocoa still earns significant amounts of foreign exchange. It was determined in the early 1980's that 40-45 percent of potentially arable land was being cultivated. Owing to a land tenure system which facilitates fragmentation of land holdings in order to provide every family member access to land, full utilization of potentially arable land is made difficult.

2.5 The manufacturing sector of the economy, which accounts for slightly more than 10 percent of the GDP, continues to grow rapidly despite the recurrent power shortages and import restrictions. Within this sector, Nigeria produces cement and concrete blocks, cotton textiles, beer, soap, and detergents and assembles cars and trucks. Nigeria also produces some rubber, tin, coal, and columbite and has large amounts of limestone usable for construction.

2.6 The government of Nigeria officially welcomes foreign investment; some tax and duty exemptions are given for the establishment of new industries. All industries are categorized by schedule, related roughly to the level of technology, and firms must be 100 percent, 60 percent, or 40 percent Nigerian-owned according to the schedule.

3. Politics and Government

3.1 The Federal Republic of Nigeria is divided into three branches of government: Executive (elected President and Vice President); Legislative (bicameral elected National Assembly, the upper house composed of 5 Senators from each of the 19 States, and the lower house or House of Representatives, with members apportioned by population); and Judicial (Federal Court of Appeals, Federal High Court, State High Courts, State Courts of Appeals, and Magistrate's Courts). Each State is divided into local government areas. The States are highly autonomous. There are several political parties, and suffrage is universal over the age of 18.

3.2 Within the Nigerian government, several ministries and other organizations are responsible for the development of health and family planning activities: the Federal Ministry of Health, Federal Ministry of National Planning, National Population Bureau (responsible for primary data collection in the demographic field and planning in population matters), and the Nigerian Institute of Social and Economic Research. In addition, the Federal Office of Statistics is part of the national planning machinery and is advised on development-related matters by a National Advisory Committee on Satistics. Within the Federal Ministry of Economic Development, the following demographically-concerned groups are integrated: the Central Planning Office, the National Manpower Board, and the Federal Office of Statistics. Within the Central Planning Office is the National Population Commission which has been assigned the task of

implementing population policy and coordinating all external support for family planning. According to an October 1985 Policy Paper, an Office of Planning and Coordination for the Population Programme (OPCPP) shall be established in the Ministry of Health as the institutional base to provide an appropriate structure to coordinate various activities designed to ensure the successful implementation of the National Policy on Population for Development at the Federal, State and Local Government levels.

3.3 Although the federal government has responsibility for coordinating these health-related activities, it provides a relatively small proportion of direct health services. Federally operated health facilities include: 12 university teaching hospitals associated with the 12 medical schools, 6 specialty hospitals (3 neuro-psychiatric and 3 orthopaedic hospitals), and a small number of clinics designed to serve Federal employees. Each of the 19 States has its own Ministry of Health and its own Health Management Board. In general, the Ministry of Health is responsible for policy and regulatory functions, training,and preventive health services. The Health Management Boards are usually responsible for curative medicine, which includes the operation of state health facilities. Responsibility for specific functions can vary from State to State.

3.4 Each State is divided into 15 to 30 Local Government Areas (LGAs) which are responsible for many of their own services. In addition to State-run general hospitals and health centers, each LGA has about 10 dispensaries (five to twenty depending on the size). The staff and operating budgets for health centers and dispensaries are provided by various combinations of State and LGA resources. Some States provide LGA-operated dispensaries with drugs from the State medical store and some do not. Nigeria has experienced severe financial troubles over the last two years and, as a result, States have cut back on providing LGAs with drugs and supplies.

3.5 According to health manpower statistics from the Ministry of Health, the number of registered medical practitioners (physicians) rose from 8,037 in 1980 to 11,294 in 1983; the number of registered nurses from 27,941 to 37,112; and the number of registered midwives from 27,983 to 36,921. Collectively, about 85,000 physicians, registered nurses and registered midwives were working in Nigeria in 1983, or one health practitioner for every 1,100 persons in the population. However, the distribution of health services is uneven, with both facilities and personnel tending to be concentrated in the urban centers.

3.6 Approved health budget estimates for the Federal Government for 1983 were N143.6 million for recurrent health expenditures and N136.0 million for capital expenditures. In per capita terms, the recurrent expenditure costs for the same year were N1.55 and capital expenditures of N1.47.

4. Cultural and Religious Characteristics

4.1 The major religions in Nigeria are Muslim, Christian, and animist. The northern two-thirds of Nigeria is dominated by the Hausa tribe, which is predominately Muslim. Smaller ethnic groups of the north include the Fulani, Nupe, Tiv, and Kanuri. The Yorubas of the southwest are divided into numerous subgroups. Most Yorubas are Christian, but many are Muslim. The largest ethnic group in the southeast is the Ibo, historically influential in trade, the bureaucracy, and the professions. Efiks, Ibibios, and Eastern Ijaws also are sizable groups in this area.

4.2 Nigeria has long been forced to face tribal and regional tensions. Mistrust existed between the south and north (where economic development came later than in the south). Also, the prominence of Ibos throughout the nation has aroused fears of Ibo domination. Political corruption is an historical given, causing political stagnation which on many occasions has resulted in a succession of military coups, the latest of which occurred in the Fall of 1985.

4.3 Nigerians' attitudes toward family are characterized by a high value attached to children and a large desired family size; a relatively low level of knowledge and practice of modern contraceptive methods; acceptance of traditional methods of contraception (prolonged breastfeeding, post-partum abstinence.)

5. Migration

5.1 Migration is an important factor in understanding the current demographic situation of Nigeria. Rural to urban migration is the most significant form of internal migration as it is dominated by young people leaving school and looking for jobs and opportunities in the cities. Beginning in the mid-1970's, there was a great influx of aliens to Nigeria, as large numbers of West Africans came looking for employment in the oil-driven economy of Nigeria. Most aliens live in urban areas, and exert social and economic pressures on Nigeria's resources. During the 1970's, Nigeria openly received refugees from the drought-stricken Sahelian countries to the north. As a result of declining world oil prices and its own recession, Nigeria expelled about 2 million illegal workers in 1983, about half from Ghana and half from other neighboring West African countries.

6. Education

6.1 Since 1976 it has been government policy to offer free primary education through the Universal Primary Education policy. Primary school enrollment has increased from an estimated 3.7 million in 1970 to approximately 12.7 million in 1980, and 16 million in 1985 (although some states have reported level or declining enrollment in recent years). In 1980, primary school enrollment equalled about 89 percent of the 6 to 12 year old age group. It is important to note that boys have benefited more than girls since the launching of the no-fee universal primary education program.

6.2 Nigeria has also achieved one of the highest secondary enrollment rates in the region with approximately 31 percent of the secondary school age group enrolled in 1980. The goal is to achieve a 40 percent secondary school enrollment rate by 2000. The rapid rise in secondary enrollments will be significant for many reasons, but among the most important will be the increased demand for employment opportunities in the modern sector of the economy. Based on 1985 figures, the literacy rates for men and women aged 15 or over are 46 and 23 percent respectively.

7. Social Factors

7.1 Traditional practices encouraging chastity before marriage have weakened with urbanization and other social changes. Problems of adolescent fertility have assumed increasing importance in recent years, with major repercussions in the areas of health, education, and family relations.

7.2 Access to counselling or contraceptive services is not easily obtained. While some young people do know about contraceptives, their information is often incorrect and their attitudes about using contraceptives are often ambivalent or negatively prejudiced. Many young women resort to abortions, despite their illegality.

8. Health Status

8.1 Through the National Basic Health Services Scheme, Nigeria hopes to provide adequate health care for the entire population by the year 2000. Nigeria's rapid population growth will make this goal very difficult to achieve. The population at greatest risk (i.e. children under the age of 5, and women of child-bearing age) will increase dramatically. In Nigeria, it has been estimated that 36 percent of all births are to women under the age of 20 or over the age of 35. Pregnancies to women of these ages, especially if repeated at short intervals, increase the health risks to both mother and child.

8.2 The 1981-82 Nigerian Fertility Survey showed that women's age at first marriage is very young and may be declining. The median age at first marriage for women, at the time aged 15-49, was 16.3; and the median age at first marriage for women then in the 20-24 age group, was 15.8. According to this same survey, Nigerian women tend to remain married, exposed to pregnancy throughout their reproductive years, averaging approximately 6.3 children. 44 percent of women aged 15-19 are already married. In the 20-24 age group, 85 percent of women have been married and nearly a third have had three or more children. A recent survey conducted in Ibadan shows that half the girls and nearly four-fifths of the boys have had sexual relations by the time they are 18 years old. Significant family pressure is still exerted on couples to bear children during the first year of marriage, while traditional methods of birth regulation are declining. As young wives become more urbanized and better educated, they are generally less inclined to undergo long periods of sexual abstinence in order to space births. Coupled with the low use of modern contraceptives (only 7 percent of married women between the ages of 20 and 24, and 4 percent of those aged 15-19, are currently using some

form of contraception), it seems inevitable that the fertility rate among Nigerian women will remain high.

8.3 Infant mortality is still high in Nigeria, but has been declining due to an improved standard of living and public health interventions. The crude death rate has declined from 27 deaths/1000 persons (1960's) to 13-16 deaths/1000 persons (present situation). The infant death rate (a major component of the overall death rate) has declined from 187 infant deaths/1000 live births in the 1960's to the 1985 rate of 90 deaths/1000 live births. Life expectation at birth has risen from 37 years in the mid-1960's to 50 years in 1985. The overall mortality rate for children aged 1-4 is still very high; approximately 16 out of every 100 children born may die before reaching the age of 5.

8.4 Health care in Nigeria is provided by public health services, private clinics and hospitals, private voluntary organizations (PVO's) and a wide range of traditional healers. The relative strength of each source of health care varies considerably from one part of the country to another, with private and PVO care being much less available in the north. Traditional medicine and practitioners are the primary source of care for a large, but undetermined number of the population. The traditional healers have a national association which is working for wider acceptance of traditional medicine. Efforts have been made to include traditional birth attendants (TBA's) in government health activities.

9. Demographic Information

9.1 The Nigerian population is put at approximately 98 million (1985 National Policy on Population) with a projected population of 165 million by the year 2000 and 280 million by the year 2015. The estimated rate of natural increase is 3.3 percent per year, up from 2.5 percent per year in the 1960's. Current high rates of population growth reflect continued high fertility and declining mortality.

10. Population Trends

10.1 If the present high fertility rate continues, in order to maintain the present standard of living, Nigeria will have to double its entire infrastructure for food production, health services, water supply, housing sanitation, and electricity in the next twenty years. With Nigeria's unfavorable dependency ratio, a large part of adult productivity is lost and/or consumed in order to support the needs of the young, leaving little for investment in the key development sectors.

10.2 Even should fertility decline to replacement levels, the population would still continue to grow for several decades afterwards due to the population momentum implicit in the age composition of the population. It is estimated that even if there is a drastic decline in the fertility rate, Nigeria will end up with a population of 270 million persons before the population would stabilize.

11. Family Planning: Current Status

11.1 After years of maintaining a neutral position on family planning and fertility reduction, the Nigerian government has recently taken steps to adopt a population policy that encourages family planning for health, social welfare, and demographic reasons. It is anticipated that the "National Policy on Population for Development, Unity, Progress and Self-Reliance," currently under review by the Nigerian Government, will be approved by mid-1986. This paper sets forth the rationale for a population policy and outlines the general goals, objectives, and strategies of the policy. A companion report, "An Action Plan for a National Family Planning Programme for Nigeria (1986-1990)", has been prepared by the Directorate for National Health Planning of the FMOH, and is currently under review by the Government. It spells out in much greater detail the premises, objectives, and strategies that comprise the national family planning program. Both documents were written with assistance from U.S. and multinational donors.

11.2 AID is the locus of family planning and population activities in Nigeria. The AID Affairs Officer, who oversees all AID activities in Nigeria, has been extremely active in generating interest and suppport for family planning, and has overseen a remarkable expansion of activities in the past few years. There are currently some 20 U.S. cooperating agencies conducting family planning activities in Nigeria. The IPPF-supported Planned Parenthood Federation of Nigeria (PPFN) has been active in family planning for over 20 years, operating largely through urban medical facilities. In addition to IPPF financial support, a small amount of funding is received from the Federal and some State governments. The PPFN lacks the human and material resources to expand services, and, with the FMOH's recent interest in family planning, is being forced to re-examine its role. PPFN is active in 15 States with 158 clinics serving approximately 80,000 new clients each year.

11.3 Other donors include the World Bank, UNFPA, WHO, and UNICEF. Overall coordination of donor activities is currently lacking. It is anticipated that the Office of Planning, Facilitation and Coordination (OPFC) of the Federal Ministry of Health will become the coordinating body for family planning and population activities.

11.4 Nigerians have traditionally practiced child-spacing, achieved through prolonged breastfeeding and a post-partum separation of husband and wife for a period of up to two years. Many methods, often of questionable efficacy, have traditionally been used to prevent pregnancy. Abortion is widely practiced, albeit illegally. With increased modernization and urbanization, many of the traditional birth-spacing practices have been abandoned. Knowledge and use of modern contraceptives remains low, though service statistics from several States point to impressive increases in the number of men and women seeking family planning services.

11.5 Clinic-based delivery of family planning services is the most common mode of delivery in most States. Some States have had several years experience with CBD programs and Social Marketing of contraceptives. These programs are proving to be an acceptable and popular form of service delivery.

IV. The Family Planning Program

Although the 19 States of Nigeria vary considerably in terms of size, population, infrastructure, culture, etc., our goal is to provide a program flexible enough to meet the needs of the entire country. For this reason, the description of the family planning organization which follows represents a summary composite of what we observed and were told rather than a succinct description of any individual State. Each State in turn will provide its own variation on the general model.

Types of Services

Family Planning Services are generally integrated with other MCH services where they are allocated a room or two the same facility. Services are provided by a nurse or nurse-midwife formally trained in family planning, and frequently trained to insert IUD's, who concentrates on FP services up to 3 days per week, and assists with other MCH services the rest of the time.

Services include counselling, insertion of IUD's, distribution of other contraceptive materials, and in a few cases, outreach. The method of preference in most cases appears to be the IUD as women prefer not to have to remember to take pills every day. Unfortunately not all nurses doing insertions have been formally trained, and some problems are occurring as a result.

Efforts are underway in some States to initiate sterilization services, but at present this is generally not a wide-spread phenomenon. We saw evidence of Laparoscomy in one hospital, while the Association for Voluntary Surgical Contraception (AVSC) has a project to initiate sterilization services in many parts of the country.

Several states have initiated CBD and social marketing projects, and have achieved a high degree of success. We did not visit states with these forms of family planning delivery and are unable to report on the management problems, if any, that are being encountered.

In some States, the private sector provides a significant portion of MCH/FP services. In theory they are regulated by the State and Local Governments, but in practice there appears to be little control. Clearly, the private sector represents a useful point of contact for many clients, it also looms as a potential problem of quality control which could have an adverse on family planning in general.

Structure of Family Planning Programs

In the absense of any well-defined role or infrastructure on the Federal Level, States are the primary public agencies responsible for family planning. Within the State structure, it is the Ministry of Health which sets policy, makes plans and provide at

least some resources for the FPP, frequently through the advice of an advisory committee composed of interested persons from different levels of the heirarchy, and perhaps representatives from outside the Ministry itself. It may also provide some general administrative services.

The State Ministry of Health may operate clinics directly, or do so by means of a Health Management Board. In any case, the Board represents the implementing arm of the Ministry, and is directly responsible to it. The HMB will set up, staff and operate State FP clinics in State-run hospitals and other facilities, and may be responsible for certain centralized functions such as purchasing and distribution of commodities. The Family Planning Coordinator may be based either in the Ministry of Health or the HMB, depending on the individual case.

On the other hand, the Ministry of Local Government is directly responsible for all public services including FP being provided within its jurisdiction. It manages those services through Local Government Authorities of which there are an average of about 15 per State.

It is the Local Government Authority which sets up, staffs, and operates the FP clinics within its jurisdiction, governed by policies dictated by the States. In general, it depends on some material resources from the State. Direct supervision may be the responsibility of the Local Government Authority, zonal personnel employed by the State Ministry of Health or the HMB to oversee activities in 3-4 LGA's, or directly by State personnel. The choice depends on a number of factors including the governmental structure, the respective staffing patterns, and the relationships between the various entities and people involved. In the most complex and rigid cases, communication between the various levels of the FP system can be very bureaucratic and strained due in the absence of any direct line of authority.

Further complicating the structure and management of FPP's is the fact that a multiplicity of external donor agencies and training/consultative groups are operating simultaneously all over the country. Coordination is carried out principally by the Aid Affairs Officer rather than the Federal Ministry. One result of the continual presence of population locusts, particularly in the more accelerated States, in the disruption of daily activities by the FPP Coordinator and others to respond to the needs of visitors.

Resources for Family Planning Services

Most FP services are integrated with other MCH services and provided with one or two rooms in the same facility. The rooms of the clinics we visited were very adequate and clean. In some clinics FP shares a waiting area with other MCH services which at times is used for health education including family planning.

The State or Local Government Authority providing the clinic also

provides some equipment and furniture consisting primarily of desk and chairs, a table, an examining couch (at times locally constructed), and perhaps a scale. A lamp was present in some clinics, but most used sunlight or a flashlight to carry out their examinations. Most other equipment is provided by an external donor agency. Africare, for example, supplied all the clinics we visited with the basic IUD insertion kits and other equipment.

FP clinics are staffed by one or more nurses or nurse-midwives who generally focus on family planning 1-3 days per week and assist in the other MCH services on other days. The larger clinics may provide daily FP services. These nurses are generally very well trained graduate nurses many of whom had attended FP training at the University College Hospital in Ibadan. Others were in the process of FP training by ENTRAH. One problem encountered was the difficulty in finding enough patients to provide clinical practice in the insertion of IUD's.

In addition to their clinical nursing practices, some FP nurses hold j appointments in the schools of nursing in their State.

One danger is that in an effort to spur the expansion of FP services, some nurses are being given a basic 5-day course in FP which does not qualify them to insert IUD's. Nevertheless, with the help of their colleagues, there is some IUD insertion by undertrained staff going on.

Except for the absence of contraceptive foam and jelly, we noted that supplies were generally available at the clinic level. These supplies, however, were entirely donated from external sources. Other supplies are more problematic as clinics have no impressed accounts, even if they charge for services. Those clinics near to the State headquarters appear to be able to obtain some basic materials such as cotton, antiseptic, soap, and gloves directly through the FP Coordinator, particularly if the program is blessed with a budget. Otherwise nurses must use their influence to obtain such materials from the local hospital or the other clinic services in their facility.

As a measure of dedication to the program, we noted many instances of the nurses themselves providing basic materials and amenities from their own pockets.

Program Management/Planning

Roughly half of the States have generated development plans for FP covering periods from 1-5 years. We had no opportunity to review those plans, but understand that they are at best very general. Additionally, not all of those plans have been approved, nor is the process used to complete those plans clear: in the absence of an active advisory committee, plans often seem to be generated in isolation, making their acceptance by the political authorities more difficult.

In an effort overcome this last obstacle and to stimulate the development of these long-range plans, two members of the medical/administrative level of each State and the Federal Level will attend a workshop at Johns Hopkins University in April, 1986. The expected product is a rough outline of a plan which could be made operational upon their return.

Another tendency of the planning process seems to be to set goals which bear little relation to the limited resources available. We noted States where expansion is being planned without recognition of the implications in terms of the inputs and support systems required.

To date, many States have been able to "muddle through" by virtue of the fact that they could directly manage the few existing clinics, but through their inexperience don't realize that the FP organizations must by necessity modify their mode of operation to be able to cope with a larger and more complex program. Many States are entering this stage of development and are starting to feel the accompanying pressures, some of which are discussed below.

A common result of the increased pressures is ad hoc decision-making: trying to solve the problem of the moment. In doing so, we noticed a tendency to jump to specific solutions rather than analyze the problems in terms of their root causes. This tendency is likely to become more pronounced as time goes on.

Management Leadership

In most accelerated States, the first acknowledgement of growth pains were resolved by naming a full-time FP Coordinator. This has certainly helped, and is critical through the initial operational stage. Now they are realizing that one person is not enough: they need a full-time staff and a series of management systems in order to stay on top of the situation, particularly under the pressure exerted from outside donors.

The skills required to get a program approved and underway are somewhat different than those needed to manage a rapidly expanding program. No longer simply the advocate and catylst for the FPP, the role of the FPC of an expanding program must necessarily change: the FPC must learn to manage people and resources effectively, and we saw evidence that few FPC's are adequately prepared to do this.

One specific skill which we noticed in some FPC's but which was absent in others was delegation. To effectively manage their new stage of development, they must consciously assign specific tasks and priorities to each individual, including themselves. At present no comprehensive job description for FPC's or their deputies exist, a tool which could enhance this process and help control the quality of the results.

Manpower Planning/Training

There is a definite recognition of the need for specific clinical and management skills for all levels of FP staff on the part of State leadership. To this end, ENTRAH, JHPIEGO, and Pathfinder are actively financing or providing training nurses in clinical skills in a number of States, as well as helping specific States to develop additional curricula for clinical training. Likewise, it is hoped that FPMT project will provide the basis for development of management skills. Thus, although no real career development exists to date, the appropriate actions toward staff development are being taken in a number of States, the individual long-range career development being part of a yet more advanced stage of organizational maturity.

Supervision

Even in the absence of regular transport, supervision in the early stages of FPP development been reasonably adequate. FP Coordinators have been able to operate on an informal and personal basis due to the existence of relatively few clinics. Part of this contact is also due to the pattern of clinic nurses travelling to the FP headquarters to pick up supplies, get paid, etc. These trips are paid for by the nurses themselves.

In some cases, the supervisor of the LGA includes FP in her supervisory activities, but in many cases is untrained in FP, and thus is not able to provide adequate support nor even observe specific deficiencies. To this end we would suggest that a checklist of things to look for on supervisory visits be developed. This could serve as a useful guide to both FP trained and untrained supervisors.

Nevertheless, we are not convinced that this sporadic direct and indirect supervision is adequate, particularly in States where the number of clinics has grown. Supervision is more than a process of receiving reports and delivering supplies, and ideally should be done regular basis. This is definitely not the case, but on the other hand, regular visits to all clinics will probably remain difficult to impossible until the problem of transport is resolved.

Information System

At the clinic level we noted little evidence of the CDC/Pathfinder forms being used. Client books were up-to-date, but generally not summarized. It appears that the importance of this information for decision-making is overlooked by everyone from the clinic nurse to the FP Coordinator. Until the FP Coordinator feels a real need for regular information, and insists on it from the clinic level, it is unlikely that the situation will change.

Transport

When asked what staff perceived as the most important problem facing the FPP, the universal answer was 'transport.' Transport is indeed scarce, and in a time of budgetary austerity, the State governments have imposed a number of rules making access to vehicles and/or reimbursement for travel very difficult. Nevertheless, we feel this is a problem which is inadequately defined, and for which there might exist ways to at least partially alleviate it. Part of the problem may be due to the fact that family planning services are integrated with other services, but support services are not. These are questions which could be reasonably be explored in much further depth.

Maintenance

We observed absolutely no recognition of the need for maintenance of equipment or vehicles. No budget seems to be allocated for this purpose.

Logistics

Particularly in the absence of information and projections of commodity use, the logistics system is precarious at best. At present the system seems to be that when a clinic runs low, the nurse travels to the FP headquarters (or a zonal storage facility if one exists) and obtains what she needs directly. The FPC basically does the same, but runs to USAID.

We did not attempt to study this complex system in detail, but noted that it was only minimally integrated into the primary health logistical system (which is probably itself weak at best), that the storage facilities were probably inadequate and overly centralized, and that the distribution pipeline from the National Level to the States through Sterling Drug Co. does not appear to be functioning.

Just as the growth of the FP program in each State is outstripping its logistical capacity, we find the same to be true on the national level. It will become increasingly difficult for USAID to act as the primary supply agent for each of the States as their individual FP programs enlarge. As weak as the Federal Ministry is, it needs to be incorporated soon into the process in order to build its own institutional capacity in anticipation of USAID's withdrawal as the focal point of this process.

Budget/Financial Management

In the financial area, FP Coordinators at best possess some rudimentary budgeting skills. To date they have had little need for those skills, but on the other hand without proposing and justifying a budget, they have little chance of obtaining any

funds from their State coffers, which in fact is generally the case. Particularly as the program grows, they should think more in terms of 'cost-effectiveness' of utilization of resources, a concept which at present seems to be nonexistent.

In some States we found that FP clinics were charging low fees for commodities. The basic rationale behind this procedure is that in the absence of a budgetary allocation, it represents a way of paying for program incidentals. This is certainly a valid point except that the procedures for its use seemed to be unclear, and it was not at all certain that the clinics benefitted from these funds.

Secondly, one Advisory Board (Plateau) informed us that the charge was levied to establish a FP commodity fund for the moment when those commodities would not be available from international donors. The rationale was perhaps a good one, but the financial management behind it was very deficient as such a fund in an inflationery economy represented a net loss to the program.

More controversial is the effect of fees on acceptor rates. While it is true that giving services and supplies free creates an undesirable expectation in the future, this result must be balanced by the need for funds and the need to attract large quantities of acceptors. These decisions are presently being made on the basis of hunch rather than information, and we feel that the opportunity exists to do some useful operations research in this area in the Nigerian context.

IEC

We noted in one State (Imo) that the FP program is not utilizing a ver well staffed IEC unit. That unit is involved in family life education in schools, meetings with women's organizations, as well as talks in clinics. One staff member, in fact, works directly with the PPFN. This may be changing as some minor participation in a FP program training effort will forthcoming.

In general, we feel this represents an untapped source of resources which could greatly benefit the expansion of the FP program, particularly in the more advanced stages of the program. If this resource is to be incorporated in the family planning effort, they will require some training in the concepts of communicati as applied specifically to family planning.

Evaluation

Although attempts at evaluation of different aspects of FP are continually underway, these efforts are almost universally carried out by outside agencies. Evaluation as an internal operations research strategy as yet does not exist, and needs to be built into the planning process from the outset.

V. Training Resources

Introduction

This part of the needs assessment has been conducted jointly by Mrs. O. R. Olatokunbo, representative of Pathfinder in Nigeria and Hammouda Bellamine, consultant for MCH. It was carried out between February 17 and February 28, 1986.

Scope of Work and Objectives

The scope of work for this consultancy was to assess the capabilities of in-country training institutions in order to:

- identify institutions that can collaborate in the training in management of the State family planning coordinators and some of their co-workers;
- assess the strengths and weaknesses of such institutions in terms of training in management in general and in FP management in particular;
- identify their needs in order to help strengthen their capabilities in this field.

Methodology

Discussions with the AID Affairs Officer, FMOH, and representatives of cooperating agencies enabled the team to identify four universities with a department or an institute of Public Business Administration:

- The University of Lagos
- The University of Benin in Benin City
- Ahmadu Bello University in Zaria
- The University of Ibadan

The part of the "Guideline for Assessment Teams" dealing with the assessment of training resources was sent to help them prepare for a meeting with the team (see list of institutions and persons contacted in Annex I). However, the team felt that the guidelines might prove to be too long and complicated so a simplified framework was prepared for the meetings. In fact, the team's concerns were justified, and the simplified framework was used in all meetings.

The framework covered the following topics:

1. A brief history of the institution and its evolution

2. The functions of the institution and its goals

3. The programs run by the institution
   3.1 Types of training
   3.2 Categories of trainees
   3.3 Training objectives
   3.4 Evaluation of the trainees and programs
   3.5 Follow-up mechanisms after training
   3.6 Resources
      - Material resources
      - Financial resources and accounting procedures
      - Human resources (categories, numbers, possible names qualifications
4. Collaboration with other institutions, training or otherwise
   4.1 Areas of collaboration
   4.2 Mechanisms

5. Potential for collaboration with FPMT
   5.1 Willingness and interest
   5.2 Services to offer
   5.3 Expectations from other institutions
   5.4 Areas in which they felt they need help to strengthen their capabilities
   5.5 Possible mechanisms and procedures for collaboration
   5.6 Cost (consultancy fee)

After the interview with the head of the Department of Business Administration (University of Lagos) the team decided to look also at the general attitude of the institutions and the individuals contacted towards family planning.

Through discussions with individuals and other organizations such as the World Bank and the Industrial Training Fund, four more institutions providing training in management were identified:

- The Center for Management Development in Lagos
- Amit Consultancy Services - Lagos
- J'Aiye Management Consultants - Lagos
- African Resources Mangement Consultants - Lagos

Time did not permit us to send them copies of the guidelines prior to meeting with them, so the simplified framework was the sole instrument used in these interviews.

The information collected was analyzed in view of criteria for selecting participating institutions. These criteria are:

A. one or more staff members with experience in health and/or family planning;

B. one or more staff members has background in health and/or family planning;

C. expressed desire to collaborate;

D. fee of between 100N and 250N per consultant per day;

E. availability of facilities to run training programs;

F. availability of teaching equipment;

G. availability of accommodation for participants (either on site or close by);

H. potential for collaboration as perceived by assessment team.

Since none of the institutions has conducted training or produced training materials specific to the management of FP programs, these criteria have not been included in the list.

Note: Annexes I, III, IV, V and VI are included with this report. Annexes II, VII, VIII, IX, X, XI and XII are available upon request.

Observations and Findings

Faculty of Business Administration (FBA)
University of Lagos, Yaba - Lagos (Annex II)

Due to a routing mistake, the faculty, which is part of a federal university, never received the guidelines and the letter accompanying it. (They went instead to Lagos State University which the team visited but which had no department teaching management.) Nonetheless, the assessment team managed to secure a meeting with the new head of the Department, Professor Abel Ekpo-Ufot, the former head professor, Adepoju, being on a leave of absence. Professor Adepoju has communicated to the World Bank and MSH his interest in population and family planning, particularly in management training.

The Department, through its research and advisory services unit, offers services in three major categories:

- Consultancy services
- Contract research
- Management development programs with a training component, both external and internal.

Though the list of field consultancy services (Annex II, Page 2) shows management of population and health programs as a field where FBA can intervene (with details on page 4 of the same annex), the list of faculty members and their areas of specialization shows that none of them seems to be specialized in the field of health or family planning.

During the meeting with the head of the Department, the assessment team was not able to obtain specific information about the Department or the unit on the grounds that the founder "had not had the opportunity to discuss the matter with his staff" and that "maybe there are secrets that they would not want to share."

Moreover, it was clear to the team that the head of the Department was not in favor of family planning; he stated that he considered it as "not being a priority" but a "program suggested from the outside." However, he has agreed to discuss the subject with his staff and answer the questions in the guidelines when he receives them, but not before the first week in March, "the faculty being busy with exams." At that time, he will decide whether "they can collaborate."

Institute of Public Administration and Extension Services (IPAES) University of Benin, Benin City. (Annex III)

This entity was established in the early 1960s as part of the Faculty of Social Sciences of the University of Benin, a federal university. It became an institute in the 1978-79 academic year.

As part of its mandate, the Institute is "to provide administrative and managerial expertise to the Nigerian public and interested organizations in particular and the African region in general."

The Institute offers training leading to:

- The Certificate of Public Administration (CPA)
- The Diploma of Public Administration (DPA)
- The Diploma in Nursing Administration and Management (DNAM)
- The Diploma in Health Administration and Management (DHAM)
- The Diploma in Health Statistics (DHS).

The Institute runs special courses on demand for other agencies such as the Ministry of Health. These courses aim at giving the participants new knowledge, new attitudes and new skills, as well as improving the knowledge, attitudes and skills they already have in administration and management with an emphasis on the health field for DNAM, the DHAM and the DHS (see details about course objectives and content in Annex III, pages 17 to 32).

The courses are open to participants who already have professional experience in the field covered by the course they want to attend. Participants usually go back to their respective jobs after the training.

The training methodology is based on the participatory and experiential approach and includes a required internship within an appropriate institution. Evaluation of both the courses offered and the participants is done on a continuous basis through questionnaires and reports. The internship is evaluated through visits by staff members, as well as through reports by the students and their supervisors.

There are no systematic mechanisms for follow-up after the training. This is done on a case-by-case basis when there is a

demand for technical assistance or as part of the visits during the internship.

The Institute has the facilities, though they do not seem extensive, to organize and run workshops. The university has only a few units to lodge students but the Insitute has available rented hostels able to lodge about 50% of its students.

The Institute has 17 faculty members with a variety of expertise and background, including expertise in health and the management of Health Programs (see list and qualifications, Annex III, page 3). All through the discussions the faculty seemed to operate as a well-structured and coordinated team.

The total budget of the Institute in 1984-85 amounted to 311,000N. It draws its financial resources from several sources:

- from the Federal Ministry of Health, in the form of a yearly subvention of about 50,000N;
- from the Ministry of Health, to run special programs;
- from the University, in the form of an allocation to cover recurrent costs; and
- from revenue-generating activities specific to the Institute which account for about 10% of the Institute's financial resources.

All the money has to be channeled through the University's bursary, but separate accounts are kept for each source of financing and the Insitute has to make a request to utilize the funds available.

The Institute seems to suffer from a lack of educational materials. This lack has been attributed to the non-availability of such material on the local market, to the foreign currency exchange limitations and to the high cost on "the parallel market." Recent help from WHO may help to remedy this problem.

As for collaboration with other institutions and agencies, the Institute seems to have acquired a good deal of experience at both the national and international level. At the national level, the Institute has organized training and provided consultancy work for the federal government and the states.

At the international level the institute is part of the WHO network of collaborating training institutions and as such has participated in organizing and running workships (Training of Trainers in Cameroun) and in collaboration with the SHDS Project (Intersectoral Health Management Development Workshop, Nsukka, Nigeria 4 to 15 June 1985).

From the discussions the team had with members of the faculty, the Institute is eager to collaborate in the FPMT Program. The

Institute can provide faculty members as consultants and resource people during the planned workshops and subsequently to the States. However, they feel they will need help in teaching aids and material specific to FP before they can collaborate in the FPMT project.

They also expressed a desire to eventually build a closer collaboration with the organizations involved in the program, beginning with exchanges and visits by faculty members, and possible extending the relationship later to encompass other joint activities.

Any proposal has to go through the University, rather than directly through the Institute. The University charges a fee of 50N to 250N per consultant day. The fee does not include per diem and transportation.

Department of Business Administration (DPA)
Ahmadu Bello University, Zaria (Annex IV)

The Department of Business Administration is part of the Faculty of Administration which, in turn, is part of the Institute of Administration (see Annex IV, page 6, Figure 1). The Department was founded in 1954 as an autonomous institution. It was incorporated into the Federal University when the University when the University was created in 1962.

The Department's goal is to provide training at undergraduate and graduate levels in administration and management, as well as to provide special training courses to middle-and upper-level managers. It used to offer "certificate courses" to help in the effort to nationalize management positions in the private and public sectors. However, these courses have been progressively phased out with the introduction of graduate courses.

The Department now offers four basic training programs (see Annex IV, page 10, figure 2):

- a diploma program for "O" level students (through junior year of high school);
- a B.Sc. program for "A" level students (high school graduates);
- an M.B.A. program for students who had an undergraduate degree and at least two years of professional experience; and
- a Ph.D. program.

The department also offers two short-term in-house courses for middle- and upper-level managers. These courses are open to professional participants who already hold positions in the private or public sector.

The Department also does consultancy work for outside institutions and has proposed the introduction of a Health Care Management program, though the proposal seems at a standstill for now due to lack of funds (Annex V).

Lectures, case studies and group work (syndicate method) are the main teaching methodologies, along with students' projects from field work. Internships are not widely used due to a lack of openings in the Zaria/Kaduna area. Students are evaluated through an ongoing process which includes exams and review of their field work reports. Although there are no set mechanisms and procedures for follow-up after training, the Department is hoping to remedy this through the alumni association.

The Department has some facilities to organize and run workshops. The library seems to be lacking in documentation, despite the availability of funds. As at Benin, this lack is attributed to the non-availability of local materials and to foreign currency exchange limitations. The faculty also mentioned a chronic shortage of essential materials such as spare parts for the little audio-visual equipment available, transparencies, typing paper, carbon paper, etc.

There are facilities to lodge workshop participants that would be available during school vacation for about 3N a week, plus 3N per meal. The Congo Hotel is also available at about 60N per day and is within walking distance of the campus.

The Department has 18 faculty members. None of them seems to have had previous experience in health or family planning except Professor N. R. Chatterjee who was Dean of the Business Administration at Delhi University in India (Annex VI). The Department calls on faculty from other Departments when there is a need for expertise that is not represented among its staff.

The Department is funded through:

- a subvention from the University, about 500,00N for 1985 in government funds;
- consultancy and research fees, about 20,000N for 1985;
- tuition fees for summer courses, about 10,000N for 1985.

The consultancy and research funds are managed by the Department through a special bank account, with reporting both to the client and the University.

The Department has carried out several activities in collaboration with other Departments of the University, as well as with institutions outside the University, such as the Institute of Transportation Techniques funded by the World Bank.

It is willing and eager to take part and provide training expertise to the FPMT project in all aspects of management, as

well as to handle the administrative and logistics elements of a workshop (e.g., accommodations). However, they expressed a need for information about FP, and for teaching aids and materials. Proposals should be directed to the Department or the University, and not to an individual staff member. The fee proposed is between 140 and 150N per consultant day, plus per diem and transportation.

Department of Economics (DE)
University of Ibadan, Ibadan (Annex VII)

This Department started in 1959 as part of the Faculty of Economics and Social Studies, offering a B.SC. in Economics. In 1965 it started offering M.Sc. programs and in 1968 Ph.D. programs.

It now offers programs in:

- Economics, leading to the B.Sc., M.Sc., and Ph.D. degrees;
- Banking and Finance, leading to an M.Sc. degree; and
- Business Administration, leading to an M.B.A. degree.

The graduate and post-graduate courses are open to professional participants with 5 to 7 years experience.

For the undergraduate courses, teaching is in the form of lectures and tutorial, whereas the graduate courses make use of lectures, case studies, seminars, and internships of 3 months' duration.

The objectives of the courses are to increase knowledge and skills; evaluation of the participants is based not only on oral discussions with faculty members but also on internship reports, project reports and consultancy reports by the students, as well as reports by the host institutions.

The Department has two large buildings, one of which has been financed by the International Bank of West Africa, with several lecture halls and classrooms that can provide more than adequate space to run a workshop. It also has a library that is being partly supplied through private donations (a 500,00N grant over 5 years has been promised by the First National Bank of Nigeria). There is an audio-visual unit with video equipment at the Department, and plans have been drawn to set up a computer center with a grant from a banking institution.

The University has a guest house that can accommodate workshop participants for about 35N a day for a double room, provided the Department is advised at least 6 weeks in advance. Meals are available at the campus restaurant for 10 to 15N a meal. The Department has 18 faculty members and can draw on faculty from other Departments (Annex VIII). Two of the permanent staff seem to have experience in health but only one of them has an academic

background in this field.

The Department draws its financial resources from:

- the Federal Government, through the University;
- the private sector such as IBWA (250,000N over a 5-year period);
- workshop fees.

All the funds have to go through the University bursary but are managed as separate accounts, and no transfers are possible from one to the other. Grants are handled by a special grant unit of the bursary.

The Department has developed what seems to be a vast program for collaboration with other institutions at the national level, such as the University Teaching Hospital in Ibadan for research. Two projects are in the "pipeline." One is with the Wharton School of Business at the University of Pennsylvania to set up a small business development center in Ibadan to undertake training and research. The second is with the Research Institute for Management (RVB) of the Netherlands, financed by the European Economic Community, for research and training in management information systems.

One faculty member, Professor A. Adepoju, is spending his sabbatical year working for the World Health Organization.

Though the Department is ready to collaborate on the FPMT project, there is an expressed need to be informed on FP issues and to get training material specific to FP. Proposals can be sent directly to the Department which, in turn, will present them to the University for approval. Consultant fees are 120N per consultant per day, plus travel and per diem.

Center for Management Development, Lagos (CMD) (Annex IX)

The CMD is a resource institution established in 1973 by the federal government. As the operational arm of the Nigerian Council for Management Development (NCMD). It is supervised by the Federal Ministry of National Planning.

The major objectives of the CMD, as detailed in Annex IX, pages 4 and 5, are to:

- encourage organizations in the private and public sectors to undertake new activities and employ more effective measures to improve management practices and performances;
- assess the country's managerial manpower needs;
- develop resources for management teaching, training and

consultancy;

- provide institution building expertise to meet the needs of national development;

- assess the type and quality of programs for the development of the country's managerial manpower;

- improve the quality and enhance the use of management consulting, research and training.

The CMD serves as a source of data for the NCMD; as provider of advisory and consultative services; as a clearinghouse for information through its library for management studies and its publications; and as a research and training center. The CMD offers a series of short-term courses, seminars and workshops that cover all aspects of management from basic to advanced levels as well as other fields such as audio-visuals. It also organizes national conferences (Annex IX, pages 7 to 21).

The programs are directed mainly towards entrepreneurs and managers in the public and private sectors; management educators, trainers, consultants, extension officers, researchers and human resource specialists; planners of manpower development; and others.

Twice the Center has coordinated seminars for senior medical officers. The participants are nominated by their employers and there are no screening tests for admission. The training methodology depends on the level of the participants and the content of the course. However, the emphasis is generally on a participatory approach with experiential exercises and case studies. The courses are taught to groups of 20 to 25 participants.

The participants are evaluated through written materials such as cases developed and projects, as well as through supervision during practical work. The courses are evaluated through a questionnaire that allows participants to assess the content, the process, the faculty, etc.

Follow up is not very developed or systematic, though the CMD once made an effort by sending a questionnaire to the students after they returned to their jobs and another to their supervisors. There was very little response.

The physical facilities to run workshops are very adequate. The library seems well stocked. The CMD has an audio-visual unit with sufficient films and equipment, including projectors and a video tape recorder. The Center itself has no facilities to accomodate students, but it can arrange accommodations in nearby hotels at a cost of about 100N a day including food; transportation between the hotel and the Center can be provided.

The Center has a number of faculty members specializing in

various aspects of management. None of them seems to have any background in the fields of health or FP though the Director General, Dr. Udo Udo-Aka, was from 1979 to 1984 a member of the International Committee on the Management of Population Programs (ICOMPP), an N.G.O. with observer status in the U.N.

As a public institution, most of the CMD's financial resources come from the Federal Government which provided about 1.000.000N for 1984. A second source of financing is the industrial training fund, with about 500,000N in 1985. A third source is fees, which constitute about 10% of the institutions's income. The funds are managed by the Center, with a separate account for each source. The Center is accountable to the Ministry of Federal Planning and has an internal auditor.

As a service provider the CMD contracts with many institutions in Nigeria, such as the Agriculture and Rural Management Training Institute, the National Board for Technical Education and the Faculty of Business Administration at the University of Lagos. It has also helped the former WHO Training Center and the School of Public Health Nurses at Lagos State University develop training programs and materials in management.

Contacts outside of Nigeria include the Fondation Nationale Pour L'Enseignement de la Gestion des Entreprises and the Institut Superieur des Sciences Economiques et Commerciales in France.

Once the Planned Parenthood Federation of Nigeria had asked CMD to develop and conduct training for them in the management of FP programs. It was a failure because "the person delegated to do it was hostile to FP and he botched it."

The CMD is willing to collaborate with the FPMT. Requests must be addressed directly to the institution and not to individual members of the faculty. The Center would, in turn, develop a proposal based on the FPMT request. They expressed the need for training materials such as case studies, information about FP content and philosophy, and people who can handle the technical aspects of FP.

The fee to provide consultancy and expertise varies between 250N and 450N per consultant per day, plus per diem and travel expenses.

Other Institutions

Three private firms providing consultancy work and training in management have been identified and contacted with the help of the Industrial Training Fund, a public institution that monitors training in management in Nigeria.

Amit Consultancy Services, Lagos (Annex X)

Amit is a private consultancy firm that was created in 1976. It

started in the textile field and has since extended its activities to other sectors following the evolution of the Nigerian economy.

Its seminars and workshops cover all aspects of management, as well as some technical areas, but have never dealt with health or family planning, its main clients having been mostly private industries and government corporations. Its courses are primarily geared towards middle- and top-level managers, but there are also courses for other categories of personnel such as technical staff, clerical staff, and drivers.

Amit has facilities to run workshops for groups of 10 to 25 participants and has some audio-visual equipment such as a 16mm projector and video. The full-time staff is composed of six consultants, but the firm can draw on a pool of outside professionals.

Amit's financial resources come from bank loans and fees. The standard fee is between 400 and 500N per consultant per day, plus per diem and transportation.

J'Aiye Management Consultants, Lagos (Annex XI)

Started in 1983, J'Aiye has been dealing with both the public and private sector, providing management training for junior staff as well as top executives. The firm uses lectures, case studies, role plays and t-groups as the principal training methods. It does not have facilities to run workshops but uses hotels or its customers' facilities.

It has four permanent staff members and draws heavily on outside expertise. Fees constitute its only source of financing.

J'Aiye has not had any experience in the health or FP fields. The standard fee is between 500 and 1000N per consultant per day (minimum accepted 200N), plus per diem and travel expenses. The director feels that his firm needs to make at least 5000N a week per customer to turn a profit.

African Resources Management Consultants (ARMC), Lagos (Annex XII)

This firm provides several kinds of services (Annex XII, page 4), including management training for all levels of personnel. It has no prior experience in health or FP.

Training is carried out through formal lectures, group discussions, case studies, syndicate work, role playing, demonstrations.

The students are evaluated through ongoing monitoring though there are no tools for such monitoring; sometimes tests are administered. The courses are evaluated through a questionnaire

with open-ended questions that allow participants to assess and comment on the content, the material, the faculty, the administration, their own achievements. There is systematic follow-up in the form of a questionnaire six months after the end of training.

The firm does not have facilities of its own to run workshop but handles the arrangements with hotels.

It relies on fees for its financial resources. The standard fee is 450N minimum per consultant per day, plus per diem and travel expenses.

Conclusions

The following table summarizes the extent to which each institution visited met the criteria that the team established for participation in the FPMT project.

These aforementioned criteria are:

A. one or more staff members with experience in health and/or family planning;

B. one or more staff members has background in health and/or family planning;

C. expressed desire to collaborate;

D. fee of between 100N and 250N per consultant per day;

E. availability of facilities to run training programs;

F. availability of teaching equipment;

G. availability of accommodation for participants (either on site or close by);

H. potential for collaboration as perceived by assessment team.

TABLE 1: CHARACTERISTICS FOR EACH INSTITUTION

INSTITUTION	CRITERIA (see list above)							
	A	B	C	D	E	F	G	H
FBA - Lagos	?	-	+	?	+	?	?	-
IPAES Benin City	+	+	+	+	+	+	+	+
DPA - Zaria	+	-	+	+	+	+	+	+
DE - Ibadan	+	-	+	+	+	+	+	+
CMD - Lagos	+	-	+	-	+	+	+	+
Amit - Lagos	-	-	+	-	+	+	?	-
J'Aye - Lagos	-	-	+	-	-	+	?	-
ARMC - Lagos	-	-	+	-	-	+	?	-

Key: + = Yes
- = No
+ = More or less
? = inform. not avai..

The preceding table shows that among the institutions contacted:

- 4 have at least one staff member who has had some experience in health and/or FP (Col. A);
- 1 has at least one staff member with a background in health and/or FP (Col. B);
- 8 have expressed their desire to collaborate (Col. C);
- 4 have quoted fees between 140N and 250N per consultant per day (Col. D):
- 6 have the facilities to run training programs (Col. E);
- 3 have sufficient teaching equipment and 4 have some (Col. F);
- 4 have accomodations for students either on campus on close by (Col G);
- 4 are perceived by the Assessment Team to offer potential for collaborating (Col. 4).

Even those institutions that seem to be the most suitable and offer the best potential for collaboration will need extensive help to gain some expertise in family planning, and develop teaching exercises, case studies, readings, and other teaching materials.

Recommendations

The Assessment Team has determined that 4 of the 8 institutions offer real potential for collaboration. These are, in order of preference,

- The Institute of Public Administration and Extension Services in Benin City;
- The Department of Business Administration in Zaria;
- The Department of Economics in Ibadan;
- The Center for Management Development in Lagos.

The Team recommends that the first two be selected because they best fit the criteria; their geographic locations make it possible for one to service the northern states and the other the southern ones. However, should only one institution be feasible, the Team would select the IPAES in Benin City. This is the only institution that has been offering courses in Health Management as part of its regular program; further, it has participated in running a workshop on health management development in collaboration with WHO and AID/SHDS project.

It has three staff members with a background in health, and it is part of a WHO collaborating institution network.

The selected institution(s) should be involved in the planning, implementation and evaluation of every workshop, and in developing the teaching materials.

Given the brief time available for the planning of the first basic workshop, participation can be achieved by sending the faculty the proposed curriculum and material and integrating their feedback.

For future workshops, the collaborating institution(s) will be able to be fully involved from the start of the planning phase.

VI. General Objectives

Following upon our assessment, we have developed a series of General Objectives to which we feel all Management Training for the Family Planning program in Nigeria should adhere. These General Objectives include:

1. that sufficient family planning personnel in each State participate in Management Training to insure the existence of a "critical mass" able to affect the way in which management is carried out in the future. It is unrealistic to believe that training one or two people from any given State will have a significant effect on the FP program in the long run.

2. that training be appropriate to the level of program maturity in each State. FP programs typically follow a pattern of organizational growth, with particular management skills more critical than others during each stage. For example, States in the initial stages require skills in selling the program to other members of the health structure while more advanced States need to respond to the organizational requirements of an expanding program. Unless participants apply acquired skills relatively quickly following the training, they will have to be retrained/refreshed at a later date.

3. that a Management Training capacity be developed in each State as a means of continuing training to various levels in the system. Such a capacity will also benefit other components of primary health care, where most of the same management principles apply. An in-State training capacity is particularly appropriate given the rapid turnover of personnel in the health system.

4. that all course elements be developed in modular form to facilitate their subsequent individual utilization by State FP Trainers during abbreviated meetings or courses for groups not requiring the full course content. These modules should be of short duration.

5. that participants include FP program staff from all relevant levels of the health system, including Federal, State, Zonal, and Local. In addition, it would be useful to include training for all State executive level personnel with authority over the FP program. Strong management skills at this higher level would benefit the FP program by enhancing the overall resource management of the health system, which is particularly important considering that in most instances Government FP programs are integrated into the other services.

6. that Management Training be as cost-effective as possible, seeking strategies which provide the greatest managerial impact per unit of investment. This impact

should be geared toward institutionalizing management behaviors and systems which will remain beyond the life of the project.

7. that the States be mutually supportive, and in particular that the experience of the more accelerated States be used to benefit those States with nascent FPPs.

8. that future management training activities build upon previous activities and learn from that previous experience in terms of content, process, and program design.

Initial FPMT Activities

During the course of the needs assessment visit, we considered many different training designs and strategies. From an early point, we were encouraged to schedule our initial workshop in conjunction with an MIS/Logistics workshop for Family Planning Coordinators to be held in July, 1986. This workshop, to be conducted jointly by Pathfinder and CDC, is an in-depth follow-up to workshops held in early 1985 for the coordinators. By combining the workshops, the FP Coordinators would spend less time away from their jobs, and there would be a reduction in cost to the sponsoring agencies. FPMT training activities will be scheduled for the first week.

It should be noted that the AAO would like very much to include FP program deputies as well as the Coordinators. We understand the validity of this desire, but feel with Pathfinder/CDC that their inclusion makes the size of the group too unwieldy for effective training. Furthermore, while the strategy of inclusion will undoubtedly force some States into an appointment of a Deputy, we do not believe that this process will consistently yield the appropriate persons and benefit the FP program in the long run. For these reasons, and in line with our other stated objectives above, until otherwise decided, we will assume a workshop limited to FPC's and Federal representatives.

There exists a strong desire on the part of all concerned to take advantage of the gathering of all the FPC's to initiate the formal management training process. The question remains open to debate as to what would be the most advantageous use of this opportunity. At the writing of this report there exist two proposed alternatives meeting very different objectives: the first would be to follow-up the plans to be developed in April at Johns Hopkins University (see attached Addendum); and the second, as a means for stimulating and helping the States at the beginning stage of their programs. Both options are discussed in some detail below.

In either case, we feel that the entire July workshop should not extend beyond two weeks for two main reasons: the FPC's should preferrably not be away from their jobs for more than two weeks at this stage; and also, their absorption capacity for the material will be significantly reduced during a third week.

In total, the workshop would extend to approximately 11 days including a weekend. We suggest that the Zaranda Hotel in Bauchi be selected as the site for the course, having excellent facilities at reasonable prices. A tentative budget for the program is included as Attachment I.

It should be added that we see the July workshop as an opportunity to develop case materials which would be used in subsequent workshops.

Alternative I: Development of State Plans

The primary objective of this option would be to insure that each State produces a Plan which could then be presented to the State Authorities for acceptance. The rationale behind this strategy is twofold: on the one side, as leverage to increase support and acceptance of the FPP program by State Authorities; and for USAID/Nigeria to demonstrate the growing commitment of Nigeria to family planning as a means of insuring continuing and growing support for this activity.

A secondary objective of this workshop would be to provide participants with some specific macro planning skills.

There is no question that the existence of State Plans would serve a useful purpose, and a workshop could be organized toward that end, drawing on the beginnings made at Johns Hopkins and the models being developed in two of the accelerated States, and the Federal plan as well. However, we have several reservations about this approach.

First of all, the objective of the FPMT project is to develop management capabilities through training in the participating countries. By focusing on the development of a particular product, we are concerned that the process through which one goes to develop such products in the future will be lost. This will, of course, depend in part on the training design. Nevertheless, one of the problems identified above was the fact that one weakness of the planning process has been the tendency to plan in isolation, and by asking each FPC to create an operational plan, we are tacitly reinforcing that behavior.

Furthermore, we feel that macro planning involves concepts which could benefit other members of the FP team, and would have to be taken up later in the Basic Course (discussed below), resulting in some duplication of effort and cost.

Finally, we have not noted a great deal of correlation between the existence of a plan and its implementation, particularly if it is developed in isolation, and are concerned that while the workshop might be successful in developing viable plans, their lack of acceptance by State authorities might negate the effort.

- an M.B.A. program for students who had an undergraduate degree and at least two years of professional experience; and

- a Ph.D. program.

The department also offers two short-term in-house courses for middle- and upper-level managers. These courses are open to professional participants who already hold positions in the private or public sector.

Alternative 2: Stimulation for Emerging States

One long-range of objective for the Family Planning Services in Nigeria is to insure that all States are moving ahead in developing those services. At present, there are 6-8 States which seem to be lagging behind.

One possible use of the workshop would be to assist emerging States to get their programs off the ground, while providing some skills which all FPC's could use. Activities might include:

-- a discussion of pertinent issues relating to FPP initiation faced and resolved by FPCs in other States. These issues might include such topics as over-coming political opposition, integrating FP services into other existing services, dealing with multiple organizations and organizational levels, building constituencies, and identifying and dealing with other specific obstacles.

   In the workshops in January, 1985, these topics were apparently broached, but not in much depth. Furthermore, in the intervening year and a half (to July 86), programs in the accelerated States have grown considerably, and it would appear appropriate to take up these topics in greater depth.

-- practice in communications skills in selling the FPP to diverse groups within the organizational context. Those groups might include influential people simply not knowledgable about FP services; groups or persons tacitly in favor but not vocal; and those people opposed for political or cultural reasons.

-- the development and definition of job descriptions for FP Coordinators as a means of orienting their own activities and to clarify their role within the existing health structure.

-- a module on basic program budgeting to enable all FPCs to develop budgets for their programs as a means of acquiring the funds necessary to make their FPPs viable.

These modules would precede the MIS component and would require 3-4 days to complete. These modules will be developed by the FPMT consortium, and would be taught by a trainer from that consortium.

The primary advantage to this alternative would be the opportunity to take advantage of the presence of all FPC's, but perhaps certain elements of this design could be incorporated into Alternative I. Furthermore, they might be covered in depth

at a subsequent workshop for the emerging States designed specifically for this purpose (see below).

At the final de-briefing, the team agreed to Alternative I, the AAO's request to devote most of the first week of the workshop to the development of the State Plans. The team is hopeful that the design of the training will also aid the trainees in acquiring planning skills in addition to developing an operational plan for family planning. Time permitting, the team also recommends two additional components for the training program: the development of job descriptions for FP Coordinators as a means of orienting their own activities and clarifying their role within the existing health structure, and; a module on basic program budgeting.

Strategies for Further Management Training

General Considerations

Following the workshop described above, the thrust of the Management Training activities would be toward providing the skills necessary to cope with the complexities of an expanding FPP. This training would be given to targeted groups of States in workshops of 2-weeks duration, as the individual State programs reach the level of complexity in which they can immediately benefit from the adquisition of specific skills, and a need for such training is felt.

The General Objectives listed above suggest several conclusions in terms of the configuration of future workshops. First of all, in the initial training States should be grouped according to their level of FPP maturity. Ideally, management training should be given on a state-by-state basis, but this is not feasible in terms of cost. As a compromise, we suggest separating the States into three general groups based on the criteria listed in Attachment II. This corresponds to our observation that there exist approximately three levels of FPP maturity: accelerated, actively beginning, and initiating. In the same Annex we have attempted to analyze the level of program maturity in all States, providing a rough separation into the three groups. This grouping is, however, only tentative, particularly as we were unable to obtain up-to-date information on all States. It should also be noted that within each grouping there exists a continuum of maturity.

Secondly, the separation of the States into three groups permits the inclusion of three people from each State in the initial training package. This is important as it represents the basis for a multiplier effect within each State. In addition to the FPC and her deputy, we suggest that the third person from each State be the person directly responsible for managing the training component of the State's FPP (clinical as well as

managerial). This will be the person ultimately responsible for organizing and actually doing the training for the other levels of the State system with the support of the other team members and a professional Nigerian trainer (see below).

Basic Management Workshop

Approximately three months following the conclusion of the initial workshop in July, a two-week Basic Management Workshop would be held for the accelerated group of States (Group "A") ,plus a delegation from the Federal level. The content will include specific skills identified as being of priority to those States already having relatively large, dynamic programs. The suggested program content is treated separately below.

This course will be taught by one or two FPMT trainers supported by two Nigerian management trainers, assuming the latter can be identified prior to the workshop. The FPMT trainer(s) would arrive one week prior to the workshop to brief the Nigerian trainers on the materials and their responsibilities. The Nigerian trainers would assume more responsibility for the subsequent workshops, and would provide support for the State FP Training Coordinators in their efforts to duplicate the workshop at the State Level (see below).

Shortly after the conclusion of the workshop for Group A, we expect that most of the States listed as Group B will be able to benefit from the same workshop. Thus, the same workshop (modified by feedback) would be given to that group tentatively in early February, 1987. This workshop would be given by the same training team with the Nigerians taking the lead, and additional support provided by two of the FP Training Coordinators from the A Group. We feel the inclusion of the latter to be useful in order to provide at least a few of the FP Training Coordinators with additional management training experience under supervision.

As Group C is likely to be significantly behind the other two groups in terms of FPP development, the Basic Management workshop for that Group will be postponed until such time as it is felt that the majority of those States can realistically benefit from the program. We foresee this workshop taking place in the spring of 1987 or somewhat beyond. Additional activities are proposed below for stimulating FPP development in those States included in Group C.

State-Level Courses

One of our primary objectives is to extend management training to a sufficiently large group in each State to insure that the concepts and behaviors become institutionalized, and do not depend on the presence of any one individual. For this reason we have suggested including a Training Coordinator among the three persons to attend the Basic Management Workshop. That person supported by the FPC and her Deputy would be expected to repeat all or part of the training received for personnel at other levels of the health system. Minimally those levels would

include the Zonal and Local Area Supervisors, but that does not exclude anyone else the State feels could benefit by the training.

Following the Basic Workshop, we would expect each Training Coordinator to organize a course for up to twelve people. He/she should have had prior experience as a trainer, and preferrably have attended a Training-of-Trainers workshop. Nevertheless, we doubt that this person will be able to replicate the Basic Workshop the first time alone. For that reason we suggest incorporating one of the Nigerian trainers mentioned above into the initial replication effort.

FPMT project funds would be provided to pay for one Nigerian trainer for up to 20 days per State, and the other costs of running a workshop for up to 12 FPP staff members. The project would thus stimulate the first management workshop in each State and support it both financially and technically. An estimated budget for this activity in each State is included as Attachment II.

Follow-up Modules

We have tentatively identified more areas of potentially useful management training than can be successfully dealt with in the Basic Management Workshop. For that reason we recommend subsequent yearly workshops of one-week duration to systematically deal with these and other areas identified as time goes on.

Approximately the same groupings of States should be maintained, subject to future FPP development, with the more active States receiving priority. Participation will depend on successful completion of prior modules, evaluation of the application of prior modules within the FPPs, and funding availability.

The scheduling of these subsequent workshops would proceed in much the same fashion as the Basic Workshop, and be conducted in much the same way.

Content will be determined from future evaluations, but will probably include elements such as supervision, alternative delivery strategies, marketing , and other areas already identified as priorities, but not included in the Basic Course.

Replication on the State Level would be carried out in the same fashion as in the case of the Basic Workshop with funds being provided to support technical assistance from a Nigerian Trainer and other workshop costs.

Further Training in MIS/Logistics

Assistance in this area is being provided primarily by Pathfinder/CDC, and it is assumed that this will continue to be

the case. Nevertheless, further modules in this subject area might be provided under the FPMT project subject to coordination and approval by all parties concerned.

Further Stimulation for Initiating States

Several States have demonstrated difficulty in seriously launching FPPs, and we have already suggested that some special attention be provided to this issue in the July 1986 workshop. Nevertheless, we would like to suggest two additional activities geared to further stimulating/assisting those States.

First, we would suggest a one-week attachment of the FPC of those States identified as Group C (Initiating States) to programs in the Accelerated States. We spoke to one of the latter States (Plateau) regarding this possibility, and they were quite enthusiastic, providing a useful agenda could be developed.

Immediately following, we propose that a one-week workshop be organized for the FP Coordinators of the C-group. A curriculum would be previously developed as a spin-off of the July workshop to explore in additional depth some of the specific problems each of the C-Group Coordinators faces in getting their program underway.

This workshop would be attended by approximately 10 people including the indicated FPCs and representatives from the Federal Level. We feel it is important to include the latter as a means of bringing the Federal Level into the process of FPP leadership and coordination. This workshop would be conducted solely by a FPMT trainer, and is tentatively scheduled for late November, 1986.

Evaluation

Continuing evaluation should be a part of this entire effort, but formally carried out about four months following the completion of the Basic Workshop for the B-Group. In this way we will be able to assess the success of the strategy in terms of implementation of the skills taught in the Basic Workshop and the replication to other levels of the State FPP.

This evaluation should cover virtually all of the States, and be carried out by a four-member team consisting of the two Nigerian trainers and two members from the FPMT team. Each person would travel to several of the States, and then the Team would reassemble to draw its conclusions. It is estimated that this work could be carried out in approximately three weeks.

A similar evaluation should be scheduled for the end of the project with additional shorter efforts to evaluate intermediate goals as yet to be determined.

A time-line is included (Attachment II) describing the approximate phasing of all of these activities.

VII. MANAGEMENT PROBLEMS AND TRAINING OBJECTIVES

General Considerations

The general objective of the proposed training is to help the State FPCs and some of their co-workers acquire certain skills to solve the critical management problems they face in performing their daily tasks. A list of the most acute management problems has been compiled by the Needs Assessment Team in collaboration with health personnel directly and indirectly involved in the FP program. This was achieved through structured and non-structured discussions with the appropriate personnel and with expatriate consultants in FP, and through on-site visits, as described in Section II of this report.

The problems selected are those that urgently require intervention if the given program is to meet its objectives. There are, of course, other problems which are not acute in a given program at this time; they may well develop as the various programs and will have to be dealt with at a later time.

The problems selected have been separated into four categories according to the management component into which they fall:

- Planning;
- Organization;
- Leadership
- Evaluation and Monitoring

These problems are dealt with in the training courses described in Section VI. The initial design of the courses will involve:

- the writing of training objectives
- the identification and selection of the proper course content;
- the selection of the most appropriate training strategies
- the determination of an estimated development phase of the project.

More specific course objectives, activities, and materials will be developed during the curriculum development phase of the project.

List of Management Needs/Problem Areas

1. Planning

    1.1 Problem identification
    1.2 Problem analysis (the tendency to identify a solution prior to a thorough analyusis of the situation)
    1.3 Generation of alternative solutions before selecting one
    1.4 Setting of attainable objectives
    1.5 Analysis of resources needed; determination of those available and those to be acquired
    1.6 Short- and long-term planning for manpower development
    1.7 Management of financial resources (development of budgets and budgeting procedures and of activities to generate financial resources)

1.8 Planning for cost-effective use of time (organization of individual work and relationship with donor organizations)

Deficiencies in general planning and programming, though common to most programs, varied in their importance according to the level of advancement of the State programs. These problems often seemed to be more the result of external causes than of a lcak of skills on the part of the staff (i.e., lack of transportation, breakdown of the commodity distribution system, or the number of visitors from donor organizations, etc.)

2. Organization

2.1 Operating FP programs within a complex structure
2.2 Development of clearly defined job descriptions
2.3 Dealing with the multiplicity of roles assigned to some of the staff, especially the State FP Coordinator
2.4 Management information systems
2.5 Commodity Management (planning, improving distribution and storage systems)
2.6 Transportation
2.7 Integration of support systems for family planning

3. Leadership

3.1 Technical skills for gaining support for the FP program (especially in the States where the programs are at the initial stages of development)
3.2 Design of structures and mechanisms (i.e. job descriptions) for delegating tasks
3.3 Development of improved supervisory structures and mechanisms, with clear distinctions among supervision, control and evaluation
3.4 Coordination among national and international agencies intervening in FP program
3.5 Coordination between the public and private sectors

4. Evaluation and Monitoring

4.1 Operations research to provide information for decision-making
4.2 Procedures to monitor the evolution of activities and utilization of resources
4.3 Procedures to evaluate on a regular basis the achievements of the programs

List of Training Objectives

At the end of the proposed training, the participants should have skills in the following areas:

1. Planning

1.1 Identify specific management problems facing their programs;
1.2 Analyze these problems, identify their causes and outline the possible ways to solve them;

Rank problems by priority in terms of impact on the program, urgency, and possibility of resolution;

1.3 Identify possible ways to solve them;

Select an appropriate solution after a thorough analysis of pertinence, adequacy, feasibility, effectiveness, efficiency, acceptability, possible side outcomes and eventual integration with other programs such as PHC;

1.4 Set specific objectives that are feasible and measurable;

1.5 Identify the type and timing of appropriate activities that will be undertaken to reach the objectives;

Determine the material resources, expendable and non-expendable, necessary to undertake each activity (including evaluation and monitoring) taking into account the resources already available;

Determine the human resources necessary to undertake the activities, taking into account the different duty stations, the tasks to be performed at each duty station and the number and category of staff needed;

1.6 Develop a coherent plan for manpower development based on the tasks to be performed, the categories and number of personnel available and needed, and the skills needed;

1.7 Establish a budget, taking into account the different resources to be used;

1.8 Use basic programming techniques to optimize time management both in terms of the organization of work and in relation to donor agencies.

Organization

2.1 Analyze the structure within which the FP program operates; identify the different elements composing it, determine the lines of authority and communication between them and the functions of each level;

Whenever the structure is too complex or not clear, propose changes to make it more operational and effective;

2.2 Write job descriptions for staff operating within the various elements (e.g. FP State Coordinator, the Deputy FP Coordinator, the FP Training Coordinator), specifying areas of responsibility, specific tasks, relationships with others within the structure, as well as the conditions under which the tasks are to be performed;

2.3 Identify, after thorough analysis, areas of possible integration with other programs;

Propose mechanisms for such integration.

No training objectives have been proposed for organization problems 2.4, 2.5, and 2.6 since they are to be addressed by the CDC/Pathfinder training workshops.

3. Leadership

3.1 Analyze a working group to identify its power structure, the decision-making process, the communication network and the relationships among its members;

Identify within the group the members who are favorable to FP and those who are opposed;

Operate as a change agent within the group to build consensus by using group dynamics and communication principles;

3.2 Establish open mechanisms for delegating responsibilities based on job descriptions, qualifications, personnel qualities, and workload of staff members;

Define the limits of such delegation;

3.3 Establish mechanisms and procedures to monitor the performance of staff to whom tasks have been delegated;

Conduct task analysis for development of standardized check lists to determine job performance and to identify areas where staff can improve their work through feedback and/or training;

3.4 Establish procedures and mechanisms for coordination among persons involved in the FP program (e.g., regular meetings where plans, progress, and problems of the program are discussed and decisions are made by consensus);

3.5 Develop procedures and mechanisms for coordination between the public and private sectors;

4. Evaluation and Monitoring

4.1 Undertake operations research as a tool to generate data useful in the management of the FP program;

4.2 Develop an operational plan with procedures and mechanisms for monitoring progress;

Determine indicators and data needed in terms of target population covered, activities undertaken and resources used;

Determine how to collect the data, with what resources and how often;

4.3 Develop an operational plan including procedures and mechanisms to measure the results obtained and follow the progress of the FP program.

Proposed Course Content and Estimated Duration

Based on the needs identified, the main focus of the training will be on management by objectives and results, the decision-making process and the problem-solving process. The content will be covered in two workshops

for each of the State groups and one extra training sequence specifically designed for the group of States where FP programs are at the initial stages.

The First Basic Workshop (duration two weeks)

This workshop will deal with the problems that have been identified as priorities and will cover the following objectives:

1.1/1.2	Problem identification and analysis;
	The decision-making process;
1.3	Identification of solutions;
	Comparison of alternative strategies;
	Feasibility and cost-effectivenes analysis;
1.4	Objective setting;
1.5	Resource identification;
1.6	Planning for manpower development;
1.7	Basic budgeting techniques;
1.8	Basic programming techniques;
2.1	Organization analysis and development;
2.2	Job descriptions;
2.7	Program analysis and comparison;
3.2	Principles and procedures for delegation;
3.3	Task analysis and techniques for supervision;
3.4	Techniques and tools for coordination (EPI, ORT, MCH);
3.5	Techniques and tools of coordination (specificallly between the public and private sectors);

The Second Workshop (duration one week)

This workshop will serve as a follow-up to the first basic workshop and will begin with an evaluation of that workshop. It will also cover the following objectives:

4.1	Operations research;
4.2	Monitoring procedures and techniques;
4.3	Evaluation process and techniques.

Special Training Sequence for the Initiating States
(duration two weeks)

This sequence will be divided into two parts:

A one-week internship for the State coordinators with those working in the most advanced states;

A one-week workshop immediately following the internship which will include an evaluation and analysis of the internship experience, as well as the following objectives:

3.1	Group dynamics and behavior analysis;

Identification of target population;

Communication process and techniques.

Proposed Methodology for the Workshops

As the participants in the workshops are professionals already involved in carrying out the FP program, the methodology will be highly participatory, based on the discovery method using the experiences of each participant. This approach means that the trainers and trainees will serve as learning/teaching resources, making the learning experience more mkeaningful and more adapted to the needs of the participants. It will make use of teaching exercises and case studies that will be developed with the help of the participants during the CDC/Pathfinder/MSH workshop planned for July 1986. The group dynamics and communication components will be taught through role playing exercises.

Reading material containing basis information on each subject will be handed out to the participants prior to each session, with the expectation the the materials will be read beforehand.

The sessions will be organized in the following manner:

- Presentation and discussion of the objective(s) of the session;
- Analysis and clarification of the reading material through questions and answers;
- Group work around a case study, teaching exercise or role play;
- Presentation, discussion and analysis of group productions by the participants;
- Summary by the participants;
- Writing up of analysis of group productions and summary, typed and distributed to each participant.

ADDENDUM

As mentioned earlier, senior medical and administrative officers from approximately 15 States will attend a two-week workshop in Baltimore in April, 1986. JHPIEGO will sponsor this workshop, which will provide an update on reproductive health technology and begin the process of developing State Plans for the organization and implementation of family planning programs. FPMT will offer to conduct the portion of the workshop devoted to State Plans.

The plans developed at the Baltimore workshop will require additional work before they can be considered operational. The AAO has requested FPMT assistance in this endeavor, and has suggested that this activity be included as part of a previously proposed CDC/Pathfinder workshop and MIS/Logistics for Family Planning Coordinators. This two-week workshop is being proposed for July.

ATTACHMENT I

BUDGET SUMMARY

	Cost ($ = N)
July Course:	
Option 1A 25 participants	38,154
Option 1B 44 participants	50,254
Basic Management, Group A	68,982
Basic Management, Group B	53,991
Basic Management, Group C	66,741
Catalyst Course, Group C	
Internship	8000
Workshop	37,791
19 In-State Workshops	186,960
Mid-Term Evaluation	41,832
Final Evaluation	41,832
TOTAL	$594,537

ESTIMATED BUDGET FOR TRAINING

1A. July Course (For FPCS, FMOH, UNIV) = 25 participants

Transport:	
2 trainers, international travel	5000
25 participants, airfare and ground transport @ 200/person	5000
Per diem:	
2 trainers, 14 days @ 125/day	3500
25 participants, 4 days @ 100/person	10,000
Fees:	
2 trainers, 14 days @261/day	7308
Overhead (80%)	5846
Other:	
Materials	500
Car rental: 4 days @ 150/day	400
Rent for Conference Room: 4 days @ 150/day	600
TOTAL	38,154

1B. July Course (for FPCs, Deputy FPCs, FMOH, UNIV) = 44 participants

Transport:	
2 trainers, international travel	5000
44 participants, airfare and ground transport @ 200/day	9000
Per diem:	
2 trainers, 14 days @ 125/day	3500
44 participants, 4 days @ 100 day	17,600
Fees:	
2 trainers, 14 days @ 261 day	7308
Overhead (80%)	5846

Other:

Materials	1000
Car Rental 4 days @ 100/day	400
Rent for Conference Room 4 days @ 150/day	600
TOTAL	50,254

October Course, Basic Management Training for Accelerated States
6 States, 3 per State (18) + FMOH = 20 participants

Group A

Transport:

2 US trainers, international travel	5000
2 Nigerian trainers @ 200/person	400
20 participants @ 200/person	4000

Per diem:

2 US trainers, 21 days @ 125/day	5250
2 Nigerian trainers, 21 days @ 125/day	5250
20 participants, 12 days @ 100/day	24,000

Fees:

2 US trainers, 21 days @ 261/day	10,962
Overhead (80%)	8770
2 Nigerian trainers, 14 days @ 100/day	2800

Other:

Materials	500
Car Rental 4 days @ 100/day	400
Rent for Conference Room 11 days @ 150/day	1650
TOTAL	68,982

Basic Management Course for Group B
5 States, 3 per State (15) + FMOH (2) + State FP training coordinators from Group A

Transport:

1 US trainer, international	2500
2 Nigerian trainers @ 200/person	400
19 participants @ 200/person	3800

Per diem:

1 US trainer, 21 days @ 125/day	2625
2 Nigerian trainers, 21 days @ 125/day	5250
19 participants, 12 days @ 100/day	22,800

Fees:

1 US trainer, 21 days @ 261/day	5481
Overhead (80%)	4385
2 Nigerian trainers, 21 days @ 100/day	4200

Other:

Materials	500
Car Rental, 4 days @ 100/day	400
Conference Room Rental, 11 days @ 150/day	1650

TOTAL	53,991

Basic Management Course for Group B
8 States, 3 per State (24), FMOH (2) + 2 State Training Coordinators from Group A = 28 Participants

Transport:

1 US trainer	2500
2 Nigerian trainers @ 200/person	400
28 participants @ 200/person	5600

Per diem:

1 US trainer, 21 days @ 125/day	2625
2 Nigerian trainers, 21 days @ 125/day	5250
28 participants, 12 days @ 100/day	33,600

Fees:

1 US trainer, 21 days @ 261/day	5481
Overhead (80%)	4385
2 Nigerian trainers, 21 days @ 100/day	4200

Other:

Materials	650
Car Rental, 4 days @ 100/day	400
Conference Room Rental, 11 days @ 150/day	1650

TOTAL	66,741

Catalyst Course for Group C States
8 States, 3 Persons per State, FMOH (2)

Note: The number of States that can participate in the internship portion of this course will be determined during t July and October workshops. It may not be possible to inclu all coordinators from Group C in the internship portion of t course. The budget below calls for coordinators from 8 Group States to do internships.

INTERNSHIP

Transport:

8 participants @ 200/person	1600
8 coordinators @ 200/person	1600

Per Diem:

8 participants, 6 days @ 100/day	4800
TOTAL	8000

Course
8 Group C States, 2 per State (16), FMOH (2)

Transport:

1 US trainer	2500
18 participants @ 200/person	3600
2 Nigerian trainers @ 200/person	400

Per Diem:

1 US trainer, 21 days @ 125/day	2625
18 participants, 6 days @ 100/day	10,800
2 Nigerian trainers, 14 days @ 125/day	3500

Fees:

1 US trainer, 21 days @ 261/day	5481
Overhead (80%)	4385
2 Nigerian trainers, 14 days @ 100/day	2800

Other:

Materials	400
Car Rental, 4 days @ 100/day	400
Conference Room Rental, 6 days @ 150/day	900
TOTAL	37,791
GRAND TOTAL	45,791

Evaluation Budget

Transport:	
2 US consultants, international travel	5000
2 US consultants, in-country travel	1000
2 Nigerian trainers, in-country travel	1000
Per Diem:	
2 US consultants, 21 days @ 125/day	5250
2 Nigerian trainers, 21 days @ 125/day	5250
Fees:	
2 US consultants, 21 days @ 261/day	10,962
Overhead (80%)	8770
2 Nigerian trainers, 21 days @ 100/day	4200
Other:	
Communications	200
Materials	100
Miscellaneous	100
TOTAL	41,832

State-Level Course

Transport:		
1 Nigerian trainer @ 320/person		320
12 participants @ 120/person		1440
Per Diem:		
1 Nigerian trainer, 20 days @ 125/day		2500
*12 participants, 12 days @ 120/day		2880
Fees:		
1 Nigerian trainer, 20 days @ 100/day		2000
Other:		
Materials		600
Miscellaneous		100
	TOTAL	9840
Total for 19 workshop (1 per State)		$186,960

* This per diem rate assumes that participants will stay in their own homes or with friends/family.

ATTACHMENT II

STATE	STRUCTURE PERS. RESP.	STRUCTURE COMPLEX STRUCTURE	ESTIMATED (7/86) # CLINICS	TRAINING CAPACITY	BUDGET	STATE PLAN	ADVISORY GROUP	NO INFO.	CLASSIFICATION
Lagos	X	X	±10	X (I,J)	?	X	?		B
Ogun	X	X	±50	X	X	X	X		A
Oyo	X	X	±25	X		?	X		A
Ondo	X	X	30+	X		X	X?		A
Bendel						NO	X		C
Rivers			<10						C
Imo	X	X	±40	X (I)	X	X	X		A
Cross River								X	C
Anambra	X?	X?				NO		X	
Benue	X	X	20+	X	NO	X	X		A
Kwara	X	X	?	?	NO	NO	NO		
Niger	X	X	±25	X	NO	X?	X		A or B
Sokoto	X	X	?	X	NO	NO	X		?B
Kaduna	X	X	?	NO	NO	?	X		?B
Kano	X	X	?	?	NO	X	?		C
Bauchi	X	X	<10	X	NO	X	X		B
Plateau	X	X	±70	X (I)	NO	X	X		A
Gongola								?	C
Borno	X			X				?	C

I = INTRAH, J = JHPIEGO

A = Accelerated, B = Actively Beginning, C = Initiating

Criteria for Advanced States

1) Organizational Structure for FP services - 1 person in charge and at least 1 level of supervision;

2) 25 clinics in operation for at least 6 months by July 1986;

3) Have demonstrated ability to carry out FP training.

Intermediate

1) 10 clinics in operation for at least 6 months by July 1986;

2) Someone in charge w/o structure;

3) Sporadic training.

Initiating

All other States

PROPOSED TIMETABLE OF TRAINING ACTIVITIES
YEAR 1

Attachment III

ACTIVITY	1986 July	Aug.	Sept.	Oct.	Nov.	Dec.	1987 Jan.	Feb.	Mar.	April
1. MIS/Logistics/ Program Initiation Course Groups A,B,C	A,B,C X——X									
2. Basic Management Group A				A X——X						
3. Catalyst Course and Internship Group C					C X——X					
4. Basic Management Group B								B X——X		
5. Basic Management Group C										C X——X
6. Basic Management (In-State)										

PERSONS CONTACTED

AMERICAN EMBASSY

Dr. Keys MacManus, AID Affairs Officer
Mrs. H.O. Shitta-Bey
Mr. Larry Eicher
Mr. Richard Callisto, Commodities Field Officer

FEDERAL MINISTRY OF HEALTH, LAGOS

Dr. A.B. Sulaiman, Director of Health Planning
Dr. J.M. Adekeye, Federal Coordinator for Family Planning
Dr. Shobawole, Primary Health Care Division

BAUCHI STATE

Mrs. N.B. Ahmed, FP Coordinator, Assistant Chief Health Sister
Mrs. H.A. Ali, Assistant Chief Health Sister, Deputy FP Coordinator
Dr. S. Mahdi, Director of Health Services, Health Management Board
Dr. I. Mohammed, Chariman, State Health Management Board
Mrs. H.M. Dantayi, Senior Nursing Sister, FP and Child Welfare Clinic
Dr. I.J. Daudu, Principal Medical Officer, SMOH
Mrs. P. Dogo, FP Supervisor
Mr. C.D. Bala, Permanent Secretary

PLATEAU STATE

Mrs. Z. Mafuyai, FP Coordinator, SMOH
Mrs. S.O. Dung, Coordinator for Primary Health Services, SMOH
Mrs. P. Chollom, Coordinator for FPIA CBD program
Dr. S. Jebwi, Chief Medical OFficer, SMOH
Mrs. S. Ayina, Senior Health Sister, HSMB, Maternal and Child Welfare Division
Mrs. M. Shemu, Chief Health Sister, HSMB
Dr. S. Mutihir, Chief Medical Officer, Plateau Hospital
Mrs. H. Jatau, Chief Nursing Officer, SMOH

IMO STATE

Mrs. G. Ogbonna, Family Planning Coordinator
Mrs. S. Dike, Deputy Family Planning Coordinator
Dr. R. Eke, Chief Health Officer, SMOH
Dr. Kalu, Senior Consultant for Health, SMOH
Dr. G.C. Nwosa, Chief Consultant, SMOH
Mr. A.E.N. Izuwah, Outgoing Permanent Secretary, SMOH

Rev. Odoemenam, Incoming Permanent Secretary, SMOH
Mr. R.A. Iroegba, Deputy Permanent Secretary, Ministry of Local Government
Mrs. C.I.R. Obi, Chief Nursing Officer, Health Management Board
Mrs. E. Obi, Senior Nurse Administrator, Owerri General Hospital
Mrs. E. Onyegere, Principal Nursing Officer, (INTRAH Co-Trainer)
Mrs. C. Onuoha, Principal Health Sister (INTRAH Co-Trainer)
Mrs. S. Dike, Principal Health Sister, Deputy FP Coordinator, (INTRAH Co-Trainer)
Mrs. R. Onyinke, Assistant Chief Health Sister, Ministry of Local Government
Mrs. J.U. Madamike, Chief Health Sister, Ministry of Local Government
Mrs. E. Achilike, Family Planning Clinic, Nwaorieubi Health Centre
Mr. O.O. Obasi, Secretary for Administration, SMOH
Mrs. M. Onyekwere
Mrs. Ashimonte, Assistant Chief Health Sister
Mrs. M. Okoro, Senior Nursing Sister
Mr. R. Ude, Chief Officer, IEC Unit, SMOH
Mrs. C.N. Arosike, Health Educator, SMOH
Dr. Ico Obiri-Ibe, Principal Health Educator, SMOH
Mr. A.M.S. Okpokin, Assistant Chief Health Educator, SMOH

LAGOS STATE

Dr. Salami, Ikeja LGA FP Coordinator
Mrs. M.G. Bodede, FP Coordinator, HMB
Dr. Mrs. Akimbeinge, Chief Health Officer

OGUN STATE

ABEOKUTA, SMOH

Mr. A.A. Odulana, Permanent Secretary, SMOH
Dr. B.A. Onadeko, Director of Medical Services
Mrs. I.V. Mako, Director of Nursing Services and FP Coordinator
Mr. M.O. Somuyiwa, Secretary State Health Board
Mrs. H.S. Afonja, Principal Health Sister (Statistics)
Mrs. Odubakun
Mrs. A.O. Taiwo, Deputy FP Coordinator and Coordinator of FP Training Center
Mrs. Ogitti, Deputy FP Coordinator, Assistant Coordinator of FP Training Center

ABEOKUTA, STATE HOSPITAL SOKENU (AND ZONE OF ABEOKUTA)

Mrs. Taylor, Assistant Director of Nursing
Dr. Y.O. Aina, OB/GYN, Chairman of FP Advisory Board, Principal of FP Training Center
Mrs. Oguneolu, Health of FP Unit at State Hospital

ABEOKUTA, FP Training Center at Iberrekodo Primary Health Center

ABEOKUTA, School Health Services Unit (State Store for Contraceptive/ FP Supplies)

Mrs. A.O. Dosunmu, Principal Health Sister
Mrs. T. Shylon, Head of FP Unit and Commodity Store Supervisor

IJEBU-ODE

MCH Unit Ita Alapo Ijebu-ode

Mrs. M.O. Olukoya, Senior Health Sister
Mrs. L.T. Oduwone, Health Sister
Mrs. F.A. Onanuga, Health Sister & Organizer of Father's Club and TBA meetings

IJEBU-ODE, STATE HOSPITAL

Dr. B.A. Akinda, OB/GYN
Mrs. A.O. Akinyera, Senior Nursing Sister in FP Unit
Miss Ademosu, Staff Nurse Midwife
Mrs. O.A. Adeshemowa, FP Trainee
Mrs. Y. Ismail, FP Student

COOPERATING AGENCIES/DONOR ORGANIZATIONS

INTRAH/IHP Santa Cruz

Ms. Terry Mirabito
Ms. Pauline Muhuhu
Ms. Mary Kroger
Mr. Jim Williams
Ms. Helen Sirica
Ms. Emily Lewis
Ms. Kelly O'Hanley
Ms. Gilberte Vanisintejan

AVSC

Mr. Joe Dwyer
Dr. Adetunji
Dr. Douglas Huber

WORLD BANK

Mrs. K. Mojidi

TIPPS

Mr. Kevin Kingheld
Mr. Jonathan Meyer

PATHFINDER FUND

Mrs. Olabisi Olatokunbo
Mr. James Crawford
Mr. Ayo Ajayi

FPIA

Mr. Jean Karamibizi

PRIVATE ENTERPRISE

Mr. Bill Chester
Mr. Norman Bramble
Ms. Nancy Harris
Mr. David O'Brien

ANNEX I

LIST OF INSTITUTIONS AND PEOPLE CONTACTED

Training and Consultancy Institutions

- Faculty of Business Administration - University of Lagos Yaba - Lagos:
  - Prof. Abel Ekpo-Ufot - Head of the Department
- Institute of Public Administration and Extension Services - University of Benin
  - Prof. Omoruyi - Director
  - Mrs. O. D. E. Ossai - Senior Consultant Lecturer Coordinator for Nursing Management
  - Mrs. F. A. Iweze - Tutor
  - Mr. Osa Osemwata - Lecturer
  - Fg. Off. H. J. Amadasu - Lecturer
  - Mr. H. O. Enabulele - Assistant Lecturer in Health Statis
- Department of Business Administration - Ahmadu Bello Universit Zaria
  - Mr. V. Janakiraman - Senior Lecturer and Acting Head of Department
  - Prof. N. R. Chatterjee - Professor and Ex-Dean of the faculty of Business Administration at Delhi University in India
  - Mr. E. O. Onipe - Lecturer
  - Mr. J. M. Ayuba - Lecturer
- Department of Economics - University of Ibadan - Ibadan
  - Prof. A Soyode - Professor and Head of the Department
- Center for Management Development - Lagos
  - Mr. Udo Udo-Aka, Ph.D. - Director General
  - Mr. John N. Orife, Ph.D. - Director, Institutional Coordination and Development Department
  - Mrs. J. MaCauley - Liaison Officer 1
- Amit Consultancy Services - Lagos
  - Mr. S. O. Oluwole, B.A., M.B.A., - Deputy/Managing Direct
- J'Aiye Management Consultants - Lagos
  - Bola Aiyelabola, Director of Programmes

- **African Resources Management Consultants - Lagos**

  Mr. J. O. Ajai - Managing Partner

- Other Organizations

  - The World Bank - Lagos
    - Mrs. Kndijat Mojidi - Population Officer
  - UNFPA - Lagos
    - Dr. K. B. Sagde - Program Officer
  - UNICEF - Lagos
    - Mr. Aliu Bello - Asst. Progam Officer E.P.I.
  - Industrial Training Fund
    - Mr. B. Mojidi - Training Manager

ANNEX III

INSTITUTE OF PUBLIC ADMINISTRATION & EXTENSION SERVICES

INSTITUTE BROCHURE 1982-83

"KNOWLEDGE FOR SERVICE"

UNIVERSITY OF BENIN,
BENIN CITY.

INSTITUTE OF PUBLIC ADMINISTRATION & EXTENSION SERVICES

UNIVERSITY OF BENIN, BENIN CITY.

INSTITUTE BROCHURE 1982-83

"KNOWLEDGE FOR SERVICE"

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FULL-TIME ACADEMIC STAFF 1982 – 83 ACADEMIC YEAR

NAME	QUALIFICATION AND AWARDING UNIVERSITIES	RANK
1. Dr. R. O. F. Ola	B.A., (London) Dip. Ed. (Wales) D.P.A. M.P.A. Ph.D. (Carleton	Director
2. Prof. O. Nwanwane	B.Sc. (Econ) M.Sc. (Econ) Ph. D. (London)	Professor
3. Mrs. O. O. E. Ossai	B.Sc. (Ibadan), SRN, SCM	Senior Consultant Lecturer
4. Mrs. F. A. Iweze	B.Sc. Nursing Ibadan SRN, SCM, RN, RNT, RNA	Tutor 1
5. Mr. Osa Osewota	B.Sc. M.Sc. (Winaconsin-Madison) M. P. A. (New York)	Lecturer 1
6. Mr. E. E. Oyibo	B.Sc. (Hons) M.Sc.	Lecturer 11
7. Dr. S. O. Irune	B.Sc. (Econ) (London), M.Sc. Mgs.) (H. W Edinburgh) Ph.D. (H-W, Edinburgh, Dip. Admin AMBIM	Lecturer II
8. Dr. H. S. Nnamdi	B.A. Ph.D. (Ibadan)	Lecturer II
9. Dr. C. K. Eboh	B.A., Accounting, M.A., MBA, Ph.D. (University of Houston, U. S. A.)	Lecturer II
10. Lt. Col. S. N. Ahiable (Rtd.)	B.A. (Hons) MGIM M.B.A. (Ghana)	Lecturer II
11. FG. OFFR. H. J. Amadasu	B.Sc. (New York Institute of Technology) MPS CW Post, Long Island University Green Vale	Lecturer II
12. Mr. H. O. Enabulele	B.Sc., M.A. (Administration and Management) (Howard), Certificate in Health Care Admin.	Assistant Lecturer
13. Mr. O. Okaka	B.Sc. Florida, M.B.P.A., South Eastern University	Assistant Lecturer
14. Mrs. T. Okiwelu	B.Sc. (Hons) Ibadan M.Sc. (Benin) R. N., N.R.M. R. N. A.	Assistant Lecturer
15. Mrs. R. I. Ogbimi	B.Sc. (Hons) Ibadan	Assistant Tutor I
16. Mr. G. Osagiede	B.Sc., M.P.A.,	Tutor II
17. Mrs. O. Oshodin	B.Sc.	Secretary to the Institute & Assistant Registrar.

INSTITUTE OF PUBLIC ADMINISTRATION AND

EXTENSION SERVICES
UNIVERSITY OF BENIN
BENIN CITY
1982 — 1983
INSTITUTE BROCHURE 1982 — 1983 ACADEMIC YEAR

INTRODUCTION AND HISTORY

The Institute of Public Administration and Extension Services, University of Benin, was established in response to the sound reasoning that in order to achieve substantial improvement of managerial and administrative competence and professionalism in a developing nation like Nigeria, appropriate institutions are needed for training, education, research, consultancy and development of staff. It was this ideal that led to the creation of this Institute. It was created to serve as a management and administrative centre of excellence from which administrative and managerial expertise in the health and social-economic and administrative areas could be made available to the Nigerian public and interested organisations in particular and the African region in general.

The Institute started out in the 1978 — 79 academic year with the Diploma in Nursing Administration and Management programme. In the 1979 — 80 academic year it added on the Diploma in Health Administration and Management and the Diploma in Health Statistics both in the Health Management area. All three Health Diploma courses continue to be in high demand.

ACCOMMODATION:

The University of Benin of which the Institute of Public Administration and Extension Services is an integral part, does not guarantee accommodation to its students. Accommodation is provided subject to availability of units and every year the Students Affairs Officer and the Students Welfare Board rank their priorities as to how to dispose of the few units available. However, the University has a limited number of spaces at the Ekenwan campus for post-graduate students. Normally our Diploma in Public Administration students qualify for this accommodation.

The Institute, however, has some rented hostels used for accommodation in the Ekenwan area. Here we accommodate as many of the DNAM, DHAM, DHS and the CPA participants as we can provide for. Our target each year is to provide for about 50% of the participants in this group. Since we have students from all the States of the Federation, preferences for these hostels are given to those from other States outside Bendel. Normally Institute hostel accommodation will not be available to participants from metropolitian Benin. They will be expected to show the way to other students in providing for themselves within Benin City.

MEALS:

Meals are available to all registered students of the University at the canteens at Ekenwan and Ugbowo Campuses of the University. A subsidized very low rate of 50k per meal is payable.

POSTAL SERVICES:

A skeletal postal services is available at the Ekenwan campus. The main post office of the city is sited at Akpakpava whilst branches exist among other places at Uselu, Mission Road, Sapele Road and a few other places within the City.

BENIN ENVIRONMENT:

The University is located in one of the most traditional of African cities. The heritages, customs and traditions of ages are visible everyday and more especially during the festivals. Edos believe in giving the departed a worthy burial. On such occasions dancing groups take over the roads. You will be advised to keep within Ekenwan campus on such days.

In the midst of these heritages, exists a growing modern city. Industries and more important commerce excel. The major industrial centre is along Sapele Road whilst the commercial centres are spotted all over the city and concentrate along Akpakpava and Mission Roads.

EXAMINATIONS: REGULATIONS UNDER THE COURSE CREDIT SYSTEM

A semester system has been adopted in the University of Benin Examinations are held at the end of each semester in the courses taken that semester. Resit examinations take place at the end of the academic session.

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Courses are evaluated in the Institute in terms of Credits. A credit is defined as a series of lectures/tutorials of one hour per week lasting a semester. A normal course in the Institute carries three credits, that is it consists of a series of lectures and tutorials of three hour duration per week.

Students under this system are not asked to repeat an entire year. They repeat only those courses which they fail and which they need to fulfil some requirement.

Students who are doing very poorly will be asked to withdraw from the Institute. Students who fail to pass 10 credits during the session by the end of the June/July examinations will be deemed to have failed.

A student must pass all his courses to be awarded his Diploma.

END–OF–COURSE EXAMINATION:

All courses shall be examined as soon as possible after the courses are completed. Candidates will earn the number of credits assigned to the course which they have passed.

CONTINUOUS ASSESSMENT:

Continuous assessment during the Semester will form part of the end-of-course grade. Its overall contribution will not exceed 25%.

RESIT EXAMINATIONS:

Resit examinations may be conducted in September each year for the purpose of re-examining those candidates who failed courses during the previous session.

(a) The time table for Resit Examinations and the exact dates for the examinations shall be published well in advance as prescribed by Senate and on the advice of the Institute Board of Studies.

(b) Ten (10) Minimum Credits are required before Resit is allowed at the end of the first semester. By the end of the session 21 credits must be accumulated before Resit is allowed.

(c) The exact score at a resit examination shall be recorded. For the purpose of calculating weighted mean grades, a pass score shall however count as only 40%.

PASS MARK:

All examination papers (theory and practical) shall be graded with a minimum pass mark of 40%.

MODERATION AND EXAMINERS

(a) Institute Board of Examiners: There shall be appointed an Examination Coordinator who will be responsible to the Director. He will be in charge of the conduct of examinations and the recording and return of results. The Board of Examiners in the Institute shall consist of all the academic staff.

(b) The Institute Board of Studies shall meet at the end of each semester to consider the results of the examinations held in that semester.

(c) Provisional results shall be published by the Institute after being approved by the Institute Board of Studies. These provisional results shall be in letter grades.

(d) At the end of every academic year, each student shall be given an authenticated result slip for that session. This slip will indicate in which courses he can take resit examinations.

Students shall be given their results in terms of the following letter grades.

Percentage Score	Letter Grade	Grade Point
70 – 100%	A	5
60 – 69%	B+	4
50 – 59%	B	3
45 – 49%	C+	2
40 – 44%	C	1
29 – 39%	D	0
0 – 29%	E	–

INSTITUTE ADVISOR

An Institute adviser is a member of academic staff who is selected to assist a student in every sphere of his career in the Institute. Academically he advises students individually and assures that their choices are consistent with regulations and requirements. Socially he provides required guidance.

TRANSCRIPTS:

A transcript shall be issued on behalf of the students on demand and payment of the appropriate fees. The transcript shall include the name of the student, date of birth, year of admission to the diploma programme, all courses taken and grades obtained, the diploma awarded and the signature of the appropriate University Officer.

CLASSIFICATION OF DIPLOMA:

Four classes of Pass exist within the Institute:

i. Pass with Distinction – With a weighted average of 4.51-5.00
ii. - Pass with Credit with weighted average of 3.51–4.50
iii Pass with Merit with weighted average of 2.51 – 3.50
iv. Ordinary Pass with weighted average of 1.00 – 2.50

CONTACT ADDRESS:

INSTITUTE OF PUBLIC ADMINISTRATION
AND EXTENSION SERVICES,
UNIVERSITY OF BENIN,
EKENWAN CAMPUS,
P. M. B. 1154,
BENIN CITY.
Phone: 240115
240034 (Ext. 294)

TELEGRAMS AND CABLES: ADMINISTRATION INSTITUTE UNIBEN.

PROFESSIONAL ATTACHMENT:

This is an essential part of each programme. All the Health Management courses engage in a one month attachment usually between Mary–April every year. This takes place in reputable health Institutions all over the country. From year to year the venue changes from one state to another.

The CPA has one month professional attachment within Benin City. Usually the State Government, some government parastatals (public companies) and the University Registry host the attachment.

The D. P. A. has a fortnight lecture-free "DPA Workshop and Visitations Period". At this time they get exposed to both public and the private organisations both within and outside Bendel.

BOOKS:

These are formally recommended by Individual teachers. A most reputable organisation with long experience in the ordering and sales of books caters for the needs of the courses in the Institute.

Courses currently available in the Institute include the following:-

1. The Certificate in Public Administration (CPA)
2. The Diploma in Public Administration (DPA)
3. The Diploma in Nursing Administration and Management (DNAM)
4. The Diploma in Health Administration and Management. (DHAM)
5. The Diploma in Health Statistics (DHS).

CERTIFICATE IN PUBLIC ADMINISTRATION (C. P. A.)

INTRODUCTION:

The Certificate course is intendeded mainly for Civil Servants holding executive and other middle management positions in the Federal, States and Local governments, Statutory corporations, other state-owned companies and related bodies.

OBJECTIVE OF THE CPA COURSE:

(i) To provide relevant framework necessary for an understanding and workings of public section and related bodies.

(ii) To develop a better understanding and appreciation of the theories, concepts and modern management techniques relevant to managing human, financial and material resources in the public sector.

(iii) To improve the participants' working skills and competence necessary for implementing public policy and effective organisation and supervision of day-to day administration on return to their jobs and working environment.

(iv) To provide an opportunity for the participants serving in various parts of the Federation to explore, exchange ideas and share experiences on administrative and management problems in the public Sector.

ADMISSIONS POLICY

(i) Applicants will be required to have a minimum qualification of West African School Certificate (or equivalent) and

(ii) They must be of the executive class in any of the Federal, State and Local Government services, statutory corporations, state-owned and other related organisations (or equivalent position in the private sector organisations).

(iii) They must be on Grade Level 07 and above and must have served in the public sector or related organisations (or in exceptional cases private sector organisations) for a period of not less than two years.

Duration of the C. P. A. Course Programme:

The course will last one academic year and will begin as each University year opens.

Course Methods

Course methods will include lectures, seminars, workshops, a practical attachment, a final Ter Paper and written examinations.

CPA: CURRICULUM

A. The C. P. A. course-work is divided into two parts. The first part consists of subjects which the students are expected to cover in the first semester (October – February) at the end of which they will be examined on the subjects.

The second part consists of another series of subjects to be covered by the students in the second semester (February – June) with an end-of-semester final examination based on the subject areas taught.

In addition to the C. P. A. written examinations the students are expected to submit a term paper or a report on a problem-oriented assisgnment as directed by selected members of the academic staff before the start of the second semester examinations. Students will be, expected to start planning their project work before the end of the first semester.

The subjects usually offered on the course are as follows:

FIRST SEMESTER

COURSE NO.		TITLE	CREDITS
CPA	001	Nigerian Government and Administration	3
CPA	002	Elements of Management	3
CPA	003	Personnel Management	3
CPA	004	Office Organisation and Management	3
CPA	005	Principles of Economics	3
CPA	006	Bheavioural Science	3

SECOND SEMESTER

			CREDITS
CPA	011	Budgeting and Financial Management	3
CPA	012	Problems of Economic Development in Nigeria	3
CPA	013	Administrative Law	3
CPA	014	Comparative Administration	3
CPA	015	Research Methods and Social Statistics	3
CPA	016	Project Report	4

A2. CPA COURSE DESCRIPTION

2. NIGERIAN GOVERNMENT AND ADMINISTRATION

The Nigerian administrative system – the functions and structure of the central state and Local government institutions, the parastatals and other government-owned institutions. Federal State – Local administrative and governmental relationships. Control of the administrations. Credit 3.

3. ELEMENTS OF MANAGEMENT

The nature and significance of, and approaches to, management in the public service. Problems of Federal Administrations. The hierarchy in government. The executive, his functions and role. The supervisor in government and the role of middle management.

Credit 3

4. PERSONNEL MANAGEMENT

Methods of Recruitment and Selection. Promotion in the Public Service. Staff Discipline, Human Relations. General Conditions of Service. Education, Training and Development.

Credit 3

5. OFFICE ORGANISATION AND MANAGEMENT

The hierarchy in the organisation — Vertical and horizontal relationships. Records, and their usage. Compilation and interpretation of simple statistical data. Work flow and improvements. Job description, job evaluation and work measurement in the office. Official Reports, Documents and Styles and Inter- and Intra-governmental communication.

Credit 3

SECOND SEMESTER

1. BUDGETING AND FINANCIAL MANAGEMENT

The budgetary process in the Nigerian Federal and State Governments. Preparation of estimates and financial reports. Financial regulations and budgetary control. Controls of expenditure. Sources of funds. Investments, Expenditure analysis. Auditing in government.

Credit 3

2. PROBLEMS OF ECONOMIC DEVELOPMENT IN NIGERIA

Economic and non-economic factors in the development process. Role of government in economic development. Capital forms Criteria for investment of public funds. Effect of public investment. Fiscal federalism in Nigeria. Development plans in Nigeria.

Credit 3

3. ADMINISTRATIVE LAW

The constitutional and legal framework of the administration. Legislative, Executive and Judicial powers in government. Parliamentary and Judicial control of administration. Subordinate legislation. Remedies against the administration. Rights and privileges of the administration. Place of public enterprise officials.

Credit 3

4. COMPARATIVE ADMINISTRATION

An introduction to the administrative system of select developed nations and at least one other under-developed country. Comparison with Nigeria and with reference to organisation of the civil service and the public enterprises; the provision of public utilities; levels of social administration — the provision of health, education, protective-security measure, the Court, Prisons. Collective bargaining, secrecy; Relationship of elected executive and the administration. Career, or elected public service.

Credits 3

5. PROJECT REPORT

Report will be directed by select members of the academic staff.

Credits 4

6. Business Methods: 3 Credits

7. Principles of Econ. 3 Credits

8. Behav. Sc. 3 Credits.

DIPLOMA IN PUBLIC ADMINISTRATION (D. P. A.) PROGRAMME

The Institute offers graduate training in Public Administration leading to the Diploma in Public Administration. This programme is aimed at improving the skills and competence of young administrative officers and experienced principal executive officers who have the potential of advancing to top administrative cadre. It is especially meant for those persons who, shortly, expect to have the possibility of filling important administrative and management positions.

ADMISSION POLICY

Applicants are expected to hold a University degree and possess at least one year of administrative experience. In addition, principal executive officers will also be considered subject to their satisfying examination or interview requirements.

REQUIREMENTS:

The Diploma programme will commence at the beginning of an academic year and will last a full academic year. It will consist of lectures, seminars, workshops and the production of a final project paper. Field work for the project paper will be undertaken between December and January.

DPA CURRICULUM

B1 FIRST SEMESTER		TITLE	CREDITS
DPA	620	Nigerian Government and Administration	3
DPA	621	Theories of Administration	3
DPA	632	Management Techniques	3
DPA	633	Research Methodology	3
DPA	634	Principles of Economics	3

SECOND SEMESTER

DPA	635	Administrative Law	3
DPA	636	Personnel Management	3
DPA	637	Comparative Public Administration	3
DPA	638	Economic Development and Planning	3
DPA	639	Managerial Accounting and Finance	3
DPA	640	Project Paper/Thesis	6

DPA COURSE DESCRIPTION

B2. 1. NIGERIAN GOVERNMENT AND ADMINISTRATION

The framework of Nigerian administration: the Head of State, Federal and State Governments, co-ordinating machinery between Federal and State Governments and within each Government. The Civil Services – Ministries, Departments, Corporations and Boards; controls in the Government. Local Governments – history and background Development.

Powers and functions, finance, staffing and inter-governmental relations.

Administration of justice. Financial administration, Social administration, public order, External Relations; Africa and outside.

Credits 3

2. THEORIES OF ADMINISTRATION

The classical organisation theorists, the Human Relations School and the structuralists. The basis and purpose of government organisation and corporation; the need for leadership in the public service; the civil service role in policy formulation; civilian and military administrators.

The budget and policy formulation. Decision-making process. Policy formulation and long range planning – Development Plans. Resource management – human, material and financial. Organisational performance measurement. Techniques of Administration. The Principles of Administration and Management.

Credits 3

3. MANAGEMENT TECHNIQUES

The basic functions of management. Management and Communications: Role of effective communication. Barriers of communication. Techniques and their application: Organisation and Methods, Management by objectives, flow charting, Network planning and analysis and the Queue technique, Quantitiative methods and applications in management, simple statistical analysis and interpretation. Interpreting accounting reports; their forms and content. Importance to Management. Workshop, Group Discussion, Seminar and Simulation approaches are to be employed here.

Credits 3.

4. RESEARCH METHODOLOGY

An introduction to the methods of research and systematic survey. The modes of inquiry in survey research, data gathering, interviewing techniques and elementary statistics analysis and interpretation of data.

3 Credits

5. Principles of Economics; 3 Credits

SECOND SEMESTER

1. ADMINISTRATIVE LAW:

Classification of government powers. Delegated legislation and the rule-making powers of administrative agencies. Rule making in the legislature. The Courts and rule making. Sub-delegation. Parliamentary and judicial control of delegated legislation.

The doctrine of Natural justice. Rights and Remedies. Judicial Review of administrative actions, legal liability of government.

3 Credits

2. PERSONNEL MANAGEMENT

Public sector Recruitment compared with Private Sector Industry and Commerce.. Promotion. Discipline and Delegation in both sectors.

Human relations and motivating employees. Interviews and techniques in interviewing. Compensations and incentives in both sectors. Line and staff in the hierarchy. Collective bargaining in both sectors. Performance appraisal.

Credits 3

3. COMPARATIVE PUBLIC ADMINISTRATION

A comparative study of systems and processes in select developed and developing administrations (including Nigeria). The ecology of Public Administration; organisation of the Public Services; public corporations and other public enterprises, Social Administration, Financial Administration, Judicial Administration are all compared. Public Complaints Officers, Administrative secrecy and Collective Bargaining are examined in some detail.

Credits 3

4. ECONOMIC DEVELOPMENT AND PLANNING

Factors in economic development. Problems of economic development in Nigeria and some select developing countries. The role of the state in economic development. Social accounting and planning. Economic planning in Nigeria. Project preparation, analysis and management; the place of projects in economic planning; identifying development projects. The role of government budgets in the determination of policy. Techniques of budgeting. Nigeria's fiscal system analysis. Fiscal relations and planning in Nigeria.

Credits 3

5. PROJECT PAPER

Topics will be decided upon in consultation between the students and select members of the academic staff.

6 Credits

6. Managerial Accounting and Finance.

3 Credits

DIPLOMA IN NURSING ADMINISTRATION AND MANAGEMENT PROGRAMME (DNAM)

1. PHILOSOPHY AND OBJECTIVES OF THE DIPLOMA PROGRAMME

1. To give the participants requisite knowledge of Administration and Management.

2. To offer them cooportunities for the application of that knowledge to the Health Services in general and the Nursing Services in particular.

3. To give the participants further opportunities for the development of managerial and administrative skills and techniques germane to their professional fields of operation.

4. To offer participants opportunities to broaden their attitudes, widen and deepen their aptitudes, enlarge their view-points, perfect their communication skills and improve their social skills.

5. To acquaint the participants with the principles, techniques and the methodology of training their staff.

6. To provide a forum for discussing the contributions the accomplished nursing personnel should make to their profession, to Social Administration and to National Development.

7. To encourage the participants to internalise the Ethics of the Public Service in general and those of the Health Services in particular.

8. To acquaint the participants with the modern philosophy and practice of Peronnel Management with a view to improving the quality of their personnel work.

9. To familiarise the participants with the Public Health Laws and Regulations and Rules that they have to operate in the performance of their professional duties.

10. To acquaint the participants with the socio-cultural, economico-political and the largely under-developed techno-scientific environment in which they have to function with a view to focusing their attention on the challenging conditions of under-development calling for their dynamic and imaginative leadership.

DIPLOMA IN NURSING ADMINISTRATION MANAGEMENT: CURRICULUM

The course is made up of course-work, field work and dissertation. The course-work entails the study of the following subjects.

First Semester			Credits
1. DNA	040	Principle of Economics	3
2. DNA	041	Management of organization	3

3. DNA	042	Beahvioural Science	3
4. DNA	043	Environment of Health Services — Political Economic and Techno—Scientific	3
5. DNA	044	Research Methods	3
6. DNA	045	Elements of Business & Admin. Law	3

Second Semester

1. DNA	046	Nursing Science	3
2. DNA	047	Ethics	3
3. DNA	048	Nursing Management	3
4. DNA	049	Organisational & Management of Health Service	3
5. DNA	050	Personnel Management	3
6. DNA	051	Project Paper	6

The course-work examinations take place at the end of each semester. Participants are examined on either parts of courses or whole courses, to be decided by the faculty member(s) responsible for the courses. This takes place at the end of each semester. The field work entails four to five weeks of visits to and observation of different types of hospital and Community Nursing Services.

In addition to course-work examination each participant is expected to write a dissertation of acceptable standard approximately of about 10,000 words on a topic chosen from the field of Nursing Administration. Each participants, for the purpose of this aspect of the course, is assigned a supervisor from the academic staff of the Institute of Public Administration and Extension Services and any other academic staff members of the University, as the Director. of the Institute considers fit. The thesis carries six credits.

DETAILED CONTENT OF THE COURSE

1. ENVIRONMENT OF THE HEALTH SERVICES

The political organisations: Federal, State and Local; Functions, powers and finances. The socio-cultural scene: nature and organisation of society; the dynamics of cultural change. The economic dimension: principles and problems of economic planning and plan implementation. The under-developed nature of the techno-scientific scene. Special emergent problems: industrialisation and urbanisation. Impact of the environment on the organisation and performance of the Health Services.

Credits 3

2 THE ORGANISATION AND MANAGMENT OF THE HEALTH SERVICES

The philsophy of the Health Services. The development of the Health Services. The place given to the Health Services in the National Development Plans since 1946. The Organisation and Management of the Health Services: Ministries of Health, Teaching Hospitals, other Health Establishments including State, Local and Voluntary Agency ones, as well as drugs, equipment and manufacturing organisations. The Health Laws, including Public Health Acts, Medical and Dental Practitioners Act, the Pharmacy ACt and the Pharmacist Acts, Midwives Act and the Nurses Act; the organisations for running the Medical and Health professional bodies. Government and other reports on the Health Services in Nigeria.

Credits 3

3. THE MANAGEMENT OF ORGANISATIONS

Principles and functions of Management: theories of organisation and practices of Management; Management Techniques. Management in Post-Industrial and Developing Societies. The Management of multi-national organisations like WHO; The profession of Management: Management Associations: NIM, AMA, etc; Industrial Management Associations; Management Ethics; Management Journals. Comparative study of organisational structures from business industry, academic institutions, professional organisations, trade unions, hospitals, etc. Management of groups and Departments. Accountability, Delegation and Control. Financial Management, Committee procedure. The preparation and presentation of Reports of technical nature.

Credits 3

4. PRINCIPLES AND PRACTICES OF PERSONNEL MANAGEMENT

The Principles of Personnel Management. The functions of Personnel Management including staffing the organisation; staff development; promotion of staff; staff discipline; remuneration of staff; staff welfare, conditions and health staff services including sick-pay and pension schemes; personnel research; personnel audit; industrial relations and public relations; personnel records and statistics; communications, including public speaking, etc. National Manpower Planning and Corporate Manpower Planning. The concern for people in organisations. Labour Laws including Trades Union legislation.

Credits 3

5. BEHAVIOURAL SCIENCES

A survey of concepts, techniques and research from the behavioural sciences selected for their relevance to the study of work and organisational behaviour. The application of behavioural research findings to Africa will be given special emphasis. Topics covered will include social skills, motivation, communication, leadership, conflicts and conflict resolution, stratification systems and such institutional factors as the family, associations, educations, education and community. The study here will be related to Personnel Management.

Credits 33

6. ADMINISTRATION OF THE NURSING SERVICES

The place of Nursing Administration in the organisation of hospital and the community. The responsibilities of the Nurse Administrator. Administrative aspects of Patient Care; definition and inculcation of acceptable standards of patient care; the provision of all facilities and equipment needed to enable those standards to be met, and the estimation of future requirements; setting work loads for staff and supervising performance; volunt-

ary services; definition and evaluation of the contributions of all members of the health team and the limits of their responsibilities evaluation of old method and introduction of newer and better ones. Advisory services; planning and maintenance of buildings; planning of Departments; catering and supplies; cleaning and maintenance; noise and accident prevention. Education and Training; Staff Orientation, in-service training, refresher courses, post-registration courses, training for promotion: Student and Pupil Nurses: Survey of nurse education programmes in the country. Statutory requirements. Methods of selection. Teaching responsibilities of Tutors, Clinical Teachers, Ward Sisters, Community Nursing Staff and Nurse Administrators. Relationship of the Nursing Schools to the Nursing Service. Organisation of the Nursing Services: The ramifications of the Services; co-ordination of the services; relationship between the Services and other Health Services responsibilities of the Nursing Council of Nigeria. The profession of Nursing.

Credits 3

7. ETHICAL PRINCIPLES AND PRACTICES

Nature and significance of Ethics, Ethical theories from Plato to Kurt Baier: selected examples of the great traditions in Ethics. Ethics of Public and Private Services. The definition and Administration of justice. Ethics of the Health Services; Ethics of and ethics relevant to the nursing profession.

Credits 3

8. Principles of Economic

9. Environment of the Health Services

10. Research Methods

11. Business and Admin Law.

12. NURSING SCIENCE Credits 3

E. PARTICIPANTS

Only candidates with recognised Nurses and Midwives qualifications with at least five years post qualification hospital experience are normally admitted to the DNAM programme. However, other nursing personnel who have similar qualifications and experience may be admitted to the programme.

The University reserves the right to set formal entrance examinations for applicants, where such examinations are prescribed and conducted only successful applicants will be admitted to the DNAM course.

DIPLOMA IN HEALTH ADMINISTRATION MANAGEMENT: CURRICULUM

The course-work covers two semesters. The courses taught are spread over both semester with final examinations at the end of each semester. The following courses will normally be covered:—

Group A

First Semester			Credits
DHA	060	Behavioural Sciences	3
DHA	061	Personnel Management	3
DHA	062	Environment of the Health Services — Political, Economics and Techno—Scientific	3
DHA	063	Organisation and Management of the Health Services	3
DHA	064	Management of Organisations	3
DHA	065	Principles of Economics	3
DHA	066	Philosophy and Sociology of Health	3

DIPLOMA IN HEALTH ADMINISTRATION & MANAGEMENT (DHAM)

A. Philsoophy and Objectives of the Diploma Programme.

The philosophy and objectives to the DHAM are rooted in the making and the implementation of Nigeria's Health Develop-

ment Plans. Specifically, this Diploma Programme is designed to give the participants requisite knowledge of the principles and techniques of Administration and Management to enable them to develop their skills and attitudes for the effective and efficient performance of their duties in managerial positions in the Health Industry.

D1 The course-work covers two semesters. The courses taught are spread over both semester with final examinations at the end of each semester. The following courses will normally be covered:-

Group A

			Credits
First Semester			
DHA	070	Behavioural Sciences	3
DHA	071	Personnel Management	3
DHA	072	Environment of the Health Services — Political, Economics and Techno-Scientific	3
DHA	073	Organisation and Management of the Health Services	3
DHA	074	Management of Organisations	3
DHA	075	Principles of Economics	3
DHA	076	Philosophy and Sociology of Health	3

Group B

			Credits
DHA	067	Purchasing and Supply Management	3
DHA	068	Managerial Accounting and Finance	3
DHA	069	Administrative and Business Law	3
DHA	070	Research Methods and Social Statistics	3
DHA	071	Ethics	3
DHA	072	Thesis or Research paper of acceptable standard, about 6,000 to 10,000 words	6

Detailed Content of the Programme — Credits

D2.i) Principles of Economics

A review of the basic concepts and principles of Economics with particular reference to choice and decision making in organisations. Topics to be covered include the concepts of efficiency and management effectiveness together with relevant decision and performance indexes and their application to the Health Industry. The role of the public sector in a developing economy, fiscal policies and governmental finance are also discussed.

3 Credits

ii) Behavioural Sciences and Social Statistics

During the first part of his course a survey of concepts, techniques and research from the behavioural sciences selected for their relevance to the study of work and organisational behaviour will be made. The application of behavioural research findings to organisational problems in developing countries with special reference to Africa will also be given special emphasis. Topics covered will include social skills, motivation, communication, leadership, conflicts and conflict resolutions, stratification system and such institutional factors as the family, associations, education and community. The study here will be related to Personnel Management.

During the second part of the course the following topics will be covered:

a) Nature and Sources of Statistics

b) Descriptive Summary Statistics, e.g. Mode, Mean, Median, and Measures of Dispersion;

c) Correlational Analysis, e.g. Lambda, Spearman Pho; and Product Movement Correlation; and

d) Tests of Statistical Significance e.g. Chi-square and t-test.

Credits 3

iii) The Management of Organisations

The Principles and functions of Management: theories of organisation and practices of Management; Management Techniques, Management in Post-Industrial and Developing Societies. The Management of multinational organisations like WHO. The profession of Management: Management Associations: NIM, BIM, AMA, etc; Industrial Management Associations; Management-Ethics; Management Journals. Comparative study of organisational structures from business industry, academic institutions, professional organisations, trade unions, hospitals, etc. Management of groups and department. Accountability, Delegation and Control. Financial Management. Committee procedure. The preparation and presentation of Reports of technical nature.

iv) The Organisation and Management of the Health Services

The Philosophy of the Health Services. The development of the Health Services. The place given to the Health Services in the National Development Plans since 1946. The Organisation and Management of the Health Services: Ministries of Health Teaching Hospitals, other Health Establishments including State, Local and Voluntary Agency ones as well as drugs, equipment and other manufacturing organisations. The Health Laws, including Public Health Acts, Medical and Dental Practitioners Acts, the Pharmacy Act; the organisations for running the Midwives Act and the Nurses Act; the organisation for running the Medical and Health professional bodies. Government and other reports on the Health Services.

v) Environment of the Health Services

The political organisations: Federal, State and Local; functions, powers and finances. The socio-cultural scene; nature and organisation of society; the dynamics of culture change. The economic dimension: principles and problems of economic development; economic planning and plan implementation. The developed nature of the techno-scientific scene. Special emergent problems: industrialisation and urbanisation. Impact of the environment on the organisation and performance of the Health Services.

vi) Purchasing and Supply Management

A survey of the procedures and techniques of procurement, storage and issue of materials and equipment needed for organisational performance. Topics include the economics of purchasing; the procedures and documentation for requisitioning; ordering, receiving, inspection, storage and issue; perpetual inventory; minimum, maximum and re-order levels; economic order quantities, etc. A study of the laws relating to contracts and sale of goods and some private and state-owned purchasing and supply agencies, etc. 3

vii) Principles and Practices of Personnel Management

The Principles of Personnel Management. The functions of Personnel Management including staffing the organisations; staff development; promotion of staff; staff discipline; remuneration of staff, staff welfare, conditions of health; staff services including sick-pay and pension schemes; personnel research; personnel audit, industrial relations and public relations, personnel records and statistics; communications including public speaking, etc. National Manpower planning and Corporate Manpower planning. The concern for people in organisations. Labour laws including Trade Unions legislation. The Federal Ministry of Labour: Organisation and functions. Educational institutions training high-level manpower. Disciplines relevant to Personnel Management.

viii) Managerial Accounting and Finance

An appreciation course of the nature, compilation uses and limitations of Accounting and Financial Statements will be offered. Emphasis is on the use of accounting data for planning and control, with particular reference to public sector organisations. Topics include Accounting Systems and Procedures; Accounting Documentation; Interpretation of Financial Accounting Statements; Elements of Costing and Costing Systems; Budgeting and Budgetary Control Procedures; Public Sector Budgets and Fiscal Policies; Internal Controls in the Public Sector. 3

(ix) Philosophy and Sociology of Health – 3 Credits

(x) Admin and Business Law – 3 Credits

(xi) Research Methods and Social Statistics — 3 Credits.

(xii) Ethics 3 Credits

(xiii) Thesis 6 Credits

Entry Requirement and Duration

Candidates with one of the following qualifications are admissible to the DHAM Programme.

i) A professional qualification in Hospital/Health Administration, of one of the professions relating to medicine including the Diploma in Public Health.

ii) A University degree in medicine, nursing, hospital administration or any ofthe medical sciences. The Diploma in Health Administration and Management lasts for an academic year.

DIPLOMA IN HEALTH STATISTICS (D H S)

Philosophy of the Diploma in Health Statistics:

The programme is designed to help in the making and implementation of the health development plans of Nigeria.

Objectives:- (1)

(1) To help participants acquire indepth knowledge and skills in statistical methods.

(2) To increase participants awareness of the health problems in Nigeria.

(3) To increase the ability of participants in the application of statistical methods to the identification and solution of health problems in Nigeria.

Pre-requisites for admission into the Diploma of Health Statistics (DHS) Programme:-

The following candidates are eligible for admission into the diploma programme:

1) Candidates with professional qualification in hospital/health administration or one of the professions relating to medicine, including the Diploma in public health.

2) Candidates with a University degree in medicine, nursing, hospital administration or any of the medical sciences.

3) Candidates with any other University degree or professional or other equivalent qualification and who have had at least one year experience in health services administrative work.

E) DIPLOMA IN HEALTH STATISTICS (D. H. S.) CURRICULUM

FRIST SEMESTER

DHS	080	Principles of Economics
DHS	081	Philosophy and Sociology of Health
DHS	082	Applied Health Statistics
DHS	083	Environment of Health Services
DHS	084	Basic Statistics
DHS	085	Health Economics

Research Methods

SECOND SEMESTER

DHS	086	Administrative and Business Law
DHS	087	Management Accounting and Finance
DHS	088	Ethics
DHS	089	Demography
DHS	090	Epidemiology
DHS	099	Thesis

E2. (i) Basic Statistics: This course introduces students to basic concepts and field in statistical analysis and topics covered include: The nature and sources of proportions; The nature measurement; representation of proportions; frequency

polygons; description of central tendencies and variability; probability; correlational analysis; regression analysis; time series and index construction.

(ii) Applied Health Statistics:- Covers the following: The need for adequate statistical information on health statistics needed in developing countries; Identification of Nigeria's health are needs and organisations for satisfying them; Typification of health care needs and health organisations; Health records and Statistics; National, State, Local and individual institutional arrangements: Centralisation and Decentralisation of organisations for health statistics; Health manpower analysis; Planning and conducting health censuses; Uses of statistical methods and principles and techniques in the health industry: Health and Medical balance sheets; Health and Medical Consumption Surveys and Analysis; The uses and application of health and Medical Statistics in National and other Health development planning and health development plan implementation; Treatment of health statistics; intepretation, presentation and communication of health statistics to all prsons and institutions that need them.

(iii) Demographic Analysis:-- The following topics are covered: Basic concepts of sex-age specific measures; courses of data; questions to be asked; special problems in and techniques for the collection of population statistics in countries which lack reliable data; Analysis of mortality: mortality table and their construction, uses of the United Nations model life table system; Analysis of fertility data; Population projections; smoothing of age distributions; use of population models; Mobility: recording and analysis of internal migration; Sources of demographic statistics in Nigeria. The inter-relationship between socio-economic variables and demographic parameters.

(iv) Health Economics and Accounting: There will be selected topics in the broad fields of Economics and Accounting designed to give the requisite, conceptual and practical grounding in the environment of an anlaysis for managerial decisions and actions.

Suitable illustrations will be drawn from the health industry. Topics include the process of price determination in different market conditions; the financial markets; employment; Output and efficiency; fiscal policies: basic financial and cost

accounting concepts; marginal costing and break even analysis; interpretation of accounting statements; budgeting and budgetary control.

(v) Sociology and Philosophy of Health:– This course deal with the general concepts and specific ones related to the health industry with special reference to African conditions. Comparisions with other systems will be used. The scope of Sociology and Anthropology, Aims, Objectives and limitations, methods and problems.

Sociology of Health– Covers such areas as: How different cultures conceptualise health, illness, stress ano death; close idea systems and open idea system;s Religion, Science, magic, witchcraft, society: Resistance to new ideas: the scientific world-view; the world of patient; the world of doctors and nurses; the role of patients, doctors and nurses in the hospital and community networks; Crises in human life-cycle; Social facts of illness and concept of social security; Government policy and Health Services; Social stratification and health.

Phisolophy of health care:–

Covers the concept of health care: Philosophy of health care: Aims: objectives and criteria; Nature of health care; health maintenance; health promotion, early detection and treatment; Institutional care; Rehabilitation; Health Care as a National Service Scope of public involvement; Self-help and Community participation; The work of voluntary organisations; Health care as an intergral part of social administration, Ethics of Health.

(vi) Epidemiology of Diseases:–

This course is to equip the students with the knowledge of the distribution and determinants of diseases in man. This knowledge will enable participants to elucidate causal mechanisms, occurrences of local and general diseases and the natural history of diseases.

Topics covered will include Epidemiological principles, hypotheses, methods and development, classification and treatment of diseases; Sources of data; related public health laws as regards the registration of births and dealths and the notificiation of communicable diseases; etc.

In addition to the course-work, there will be a period of field attachment to selected health institutions and dissertation on topics related to the course of study and based on data gathered during the field attachment.

The period of attachment will be for four weeks or any length of time considered by the Institute as being adequate for the purpose.

(vii) Principles of Economics 3 Credits

(viii) Environment of the Health Services – 3 Credits

(ix) Admin and Business Law – 3 Credits

(x) Managerial Accounting and Finance – 3 Credits

(xi) Ethics – 3 Credits

(xii) Theis 6 Credits

MAKING THE MOST OF THE NEW ACADEMIC YEAR

On behalf of the Institute of Public Administration and Extension Services, University of Benin I welcome all our students to the new academic year 1982–83

There lies ahead a year of hard work, a year which you will find shorter than a good number of the years you have spent in the past and yet a year packed with incomparably greater responsibilities and activities than you have known in the recent past.

The professional attachment will continue to pose a challenge. In 1981 – 82 we had it at Kwara State for the Health Students. In the new year whereever it chances to come up, it will challenge your patience, maturity, sense of dedication and ability to cope. Our classrooms situation is far from excellent and the Institute library is just growing. Learn to accommodate yourself within available resources. You should see yourself as one of the fortunate pioneers and builders of the Institute. That opportunity may not be available to those coming ten or twenty years from now. If there are suggestions and/or criticisms, make them constructively. We will appreciate.

The Hostels are reasonably comfortable. Problems about this should be directed to the Hostel Wardens.

Get to know your Institute Advisor and meet him/her as the need arises. Office hours are indicated on the office doors but you should make appointments for other times. Despite the inconveniences of two of more staff sharing the same room, you still will need to consult with your advisor regularly.

The Institute has adopted the Course credit system as indicated in this brochure. Your level of performance is computed on your weighted average. The overall total raw marks are not vital. What is important is to do well in all your subjects. All our courses are core courses and you must pass them all. It does not help very much to obtain a 90% pass in one subject and a 30% in another. Spread your time evenly.

The Institute in answer to demands from the public has been working on a Master's in Health Science (Management). We hope we will complete all arrangement to be able to start this programme in co-operation with one or two other relevant Departments by the beginning of the next academic year. In addition we are planning for a professional Master's in Public Administration. These are further challenges widening your horizon.

If you have any problems or any questions to ask, feel very free to come and ask me at any time. I live at House 360 at Ugbowo Campus – adjacent to the Senior Staff Club (in case you need me outside office hours).

Let me wish you all a very successful 1982-83 academic year.

DR. R. F. OLA
(Ag. Director).

ADDEX IV

DEPARTMENT OF BUSINESS ADMINISTRATION

AHMADU BELLO UNIVERSITY

ZARIA

STUDENTS HAND-BOOK 1982/83

DATE OF TERMS

10/10/82 - 19/12/82

11/1/83 - 27/3/83

19/4/83 - 3/7/83

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INTRODUCTION

This Hand-book is designed mainly for those seeking to enter or are already registered students of the Department of Business Administration. It contains details of the undergraduate (first degree) and Diploma course, and it is therefore the intention of this hand-book to provide students with just the kind of information needed for this department together with enough additional information to give you some idea of the general background to the courses within this department.

The Department's Motto is "SSS", that is "Service to Students through the Staff", states our firm belief that the long-run interests of the students are consonant with the long-run interests of the staff and the department.

This Motto bears serious implications for the department, the staff and students. If the students are to be served well, they have to be good masters, and therefore students both collectively and as individuals, should try to be dutiful, understand our common problems, and team up with the staff in trying to achieve the goals and objectives of the Department, the University, the students and the nation as a whole. The Department should on its part create an ideal environment for staff and student development. When we attempt to recruit adequate staff for the Department, we are in fact attempting to improve the standard of teaching by reducing the work load of staff, and as a result the staff teaches less but better and has more time for research; the students receive better education, while the image of the Department improves. We are however, proud of our past records of success. But even in the face of this, we just cannot guarantee success to every student, but perhaps to every good

student who works hard. Finally, whichever course of study you may choose, the Department wishes you a happy and successful Student Life and assured you a full and rewarding life in lecture rooms, library etc.

The Department of Business Administration

1. **Institute of Administration**

The Institute of Administration was founded in 1954, and was incorporated into Ahmadu Bello University when it was established in 1962. It has two Faculties: The Faculty of Administration and Faculty of Law. The Dean of a Faculty, who is usually a Professor is elected each academic year by the entire academic staff of the Faculty. Each Department is under a Head of Department appointed by the Vice-Chancellor.

2. Structure of the Department of Business Administration

(i) The Department of Business Administration is one of the four Departments under the Faculty of Administration. The other Departments are the Department of Accounting, the Department of Public Administration, the Department of Local Government /Research and Consultancy.

The Departments of Accounting and Business Administration together make up the School of Business.

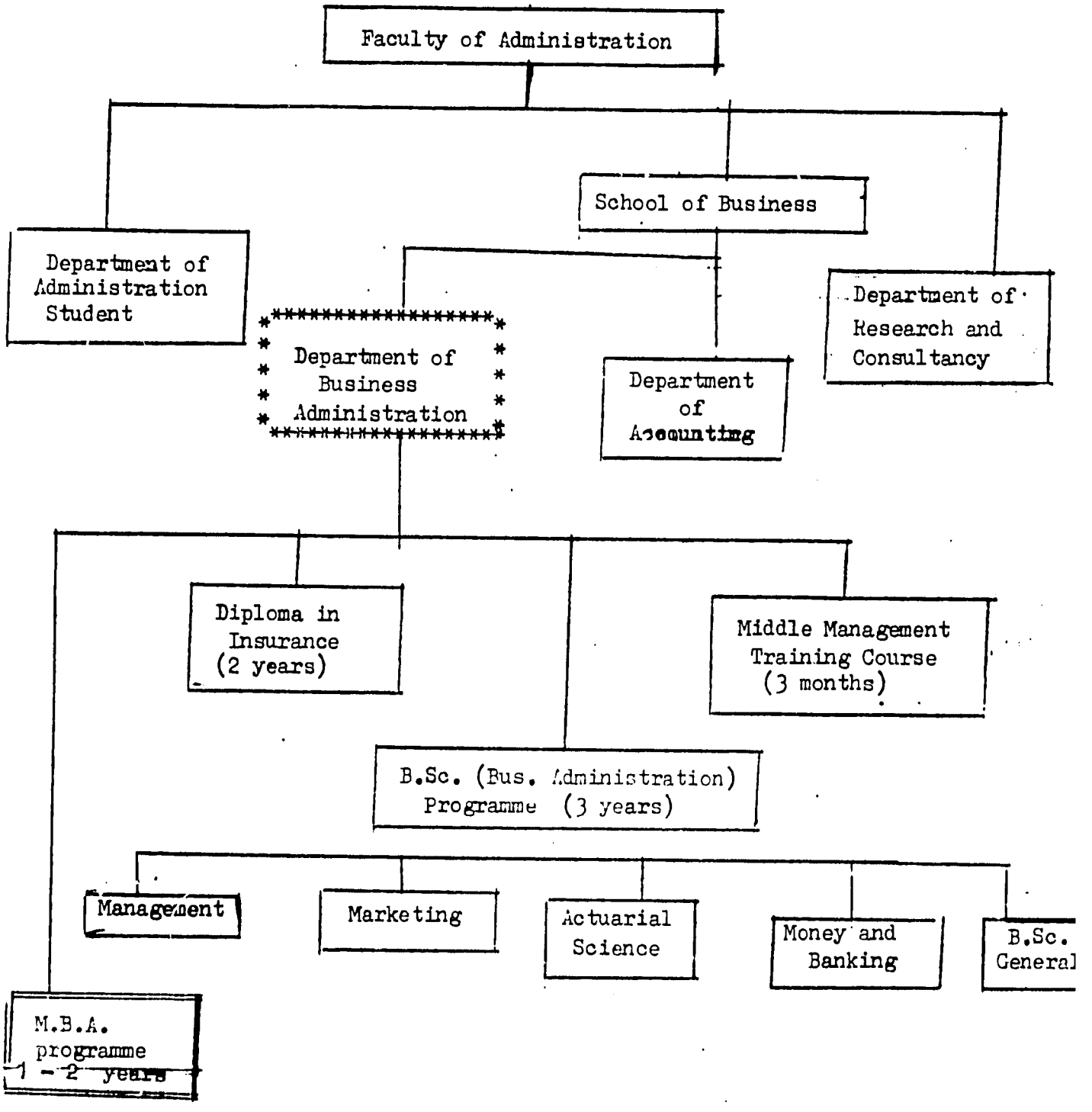
(ii) The Department offers a three-year course leading to the award of the degree, B.Sc. Business Administration. Students are offered five areas of specialization: Marketing, Management, Money and Banking, B.Sc.(General) and Actuarial Science.

(iii) The Department also offers a two-year Diploma Course leading to the award of the Diploma in Insurance. This Diploma in Insurance is the first of such programme of studies offered by any Nigerian Institution of higher learning.

(iv) In addition to these, a one-term course is offered each session to practising Middle Managers. Participants who complete their courses successfully are awarded certificates.

Fig. 1

The Department of Business Administration



3. **Academic Staff of the Department**

1.	Alhaji S. A. Abdullahi B.Sc.(A.B.U.); M.B.A.(Syracuse).	Lecturer I and Ag. Head of Department; Co-ordinator Middle Management Programme.
2.	Professor Matin Ahmed Khan Master of Commerce, Agra University; M.A. (Econ.) Agra University; M.B.A. Pennsylvanice University; D.B.A. University of Southern California	Visiting Professor and Departmental Research/Report Officer. Professor of Marketing.
3.	Professor Nisith Ranjan Chatterjee B.Sc.(Hons.); Master of Science; Doctor of Philosophy.	Professor of Management.
4.	Dr. M. C. Kapoor M.Com. Ph.D. Gscame (Stanford, U.S.A.)	Reader
5.	Dr. Bob. E. Osaze B.Sc.(A.B.U.); M.B.A.(California); Ph.D(University of Bath).	Senior Lecturer; Curricula Research/Extension. Service.
6.	Dr. O. P. Gupta M.Com. Ph.D.(Delhi),India.	Senior Lecturer
7.	Mr. O. Philip B.A., M.A.(Kerala); M.B.A.(Mankato State); A.M.N.I.M.	Senior Lecturer; Officer i/c. Departmental Seminar.
8.	Mr. V. Janakiraman, B.E.(India); Dip. in Marketing (Delhi) Pg. Dip. Bus. Admin (Ahmadabad) M.I.E.(Electrical); M.B.I.M.(London).	Senior Lecturer, Coordinator M.B.A. Programme.
9.	Mr. M. Mirza B.Sc.(Aligarh); Diploma in Management (Bristol), A.M.N.I.M.; M.B.I.M.	Lecturer I Archivist/Departmental Registration Officer.
10.	Mrs. A. S. Olufeagba B.Sc.(A.B.U.), M.B.A.(Wisconsin).	Lecturer I Coordinator, Student Consultation/Organization.

11.	Mr. E. O. Onipe B.Sc.(A.B.U.) M.B.A.(A.B.U.)	Lecturer II Officer i/c. Departmental Library.
12.	Mr. E. N. Akubo B.Sc.(A.B.U.); M.B.A.(A.B.U.)	Lecturer II Coordinator Insurance Programme.
13.	Mr. Saola O. Kale-Adenowo B.S.(Fordham), M.B.A.(Fordham University)	Lecturer II; Procurements Coordinator.
14.	Mr. Ben Imuse B.Sc.(NY Inst. of Technology), M.B.A.(Long Island) University U.S.A.	Lecturer II; Departmental Examinations and Time-Table Officer.
15.	Mrs. Joan Nwasike B.S.I.M. Degree in Industrial Management, U.S.A.	Assistant Lecturer; Planning/Budgets Co-ordinator.
16.	Mr. John Markus Ayuba B.Sc.(A.B.U.), M.B.A.(A.B.U.)	Assistant Lecturer Social Secretary
17.	Mr. I. A. Dankano B.Sc.(A.B.U.); M.Sc.(A.B.U.)	Assistant Lecturer; Officer i/c. Teaching Equipment Management.
18.	Mr. I. O. Sule B.Sc.(Bayero Univ.) Kano, M.B.A.(A.B.U.)	Assistant Lecturer; Environment Manager.
19.	Mr. Danjuma Ndackson B.Sc.(A.B.U.)	Graduate Assistant; Archivist/Department Registration Officer.
20.	Mal. Abdullahi Tafida B.Sc.(A.B.U.)	Graduate Assistant; Co-ordinator Actuarial Science/Students Placement

STAFF ON STUDY LEAVE:

Mr. J. G. Donli - Undergoing Ph.D at New York University.

PART-TIME LECTURERS:

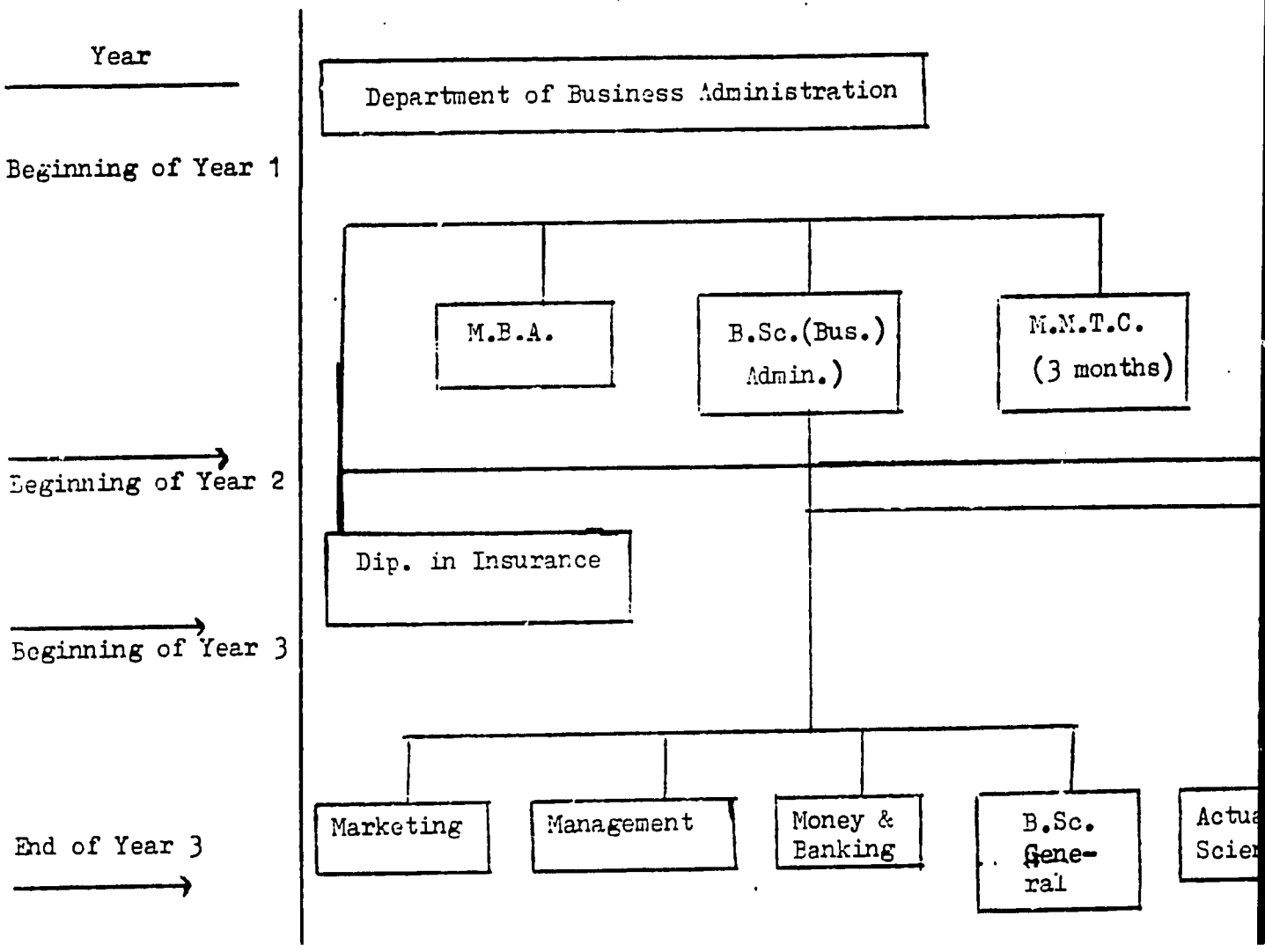
Mal. Yusufu Uba	-	Area Manager, Nigerian Re-Insurance Corp., Kaduna.
Mr. S. A. Bhatti	-	from Department of Mathematics (A.B.U.)

ADMINISTRATIVE STAFF:

1.	Mr. M. A. Olawuyi	-	Ag. Executive Officer(Admin.)
2.	Mr. James Omonu	-	Departmental Secretary
3.	Mr. Joseph O. Akor	-	Ag. Chief Clerical Officer

Fig. 2

PROGRAMME CHART - DEPARTMENT OF BUSINESS ADMINISTRATION



4. ACADEMIC PROGRAMMES

(i) The B.Sc. Business Administration is a three-year degree programme. The first year is common to both B.Sc. Accounting and B.Sc. Business Administration.

To be admitted to this programme, a student must have passed a minimum of five subjects in the General Certificate of Education, of which at least two must be at the Advanced Level OR Passes in four subjects in the General Certificate of Education of which at least three must be at the Advanced Level OR equivalent qualifications.

(ii) Preference would be given to those whose subject combination includes Passes in Mathematics and Economics at Ordinary Level or Credits in these subjects in the West African School Certificate provided that the University General Requirement in English has been satisfied. Entry into the B.Sc. Business Administration is highly competitive with the result that many of the students who are admitted to this programme exceed the minimum requirement. Students who enter the Actuarial Programme should in addition have an "A" Level Mathematics.

(iii) The B.Sc. Budiness Administration is geared towards the training of young managers to fit into both the private and the Public Sectors of the Nigerian economy. During the first year the students is introduced to the disciplines of Economics, Government, Accounting, Mathematics and Law. In the second year, more consideration is given to business courses. In this same year, the specialization in the Actuarial Programme starts, and continues into the third year.

In the third (and final) year, the student has to specialize in one of the five areas - Marketing, Management, Actuarial Science, Money and Banking or B.Sc.(General).

5. ACADEMIC PROGRAMME

B.Sc. BUSINESS ADMINISTRATION

Part I:

1. BUA 301 - Elements of Business Administration
2. BUA 311 - Principles of Accounting
3. BUA 321 - Theory & Practice of Government
4. BUA 331 - Elements of Economics
5. BUA 341 - Commercial Law
6. BUA 351 - Business Mathematics

Part II:

1. BUA 411 - Statistics
2. BUA 431 - Principles of Marketing
3. BUA 401 - Principles of Management
4. BUA 421 - Principles of Finance
5. BUA 451 - Business Communication and Report Writing
6. BUA 441 - Cost Accounting

Part II (Specialization in Actuarial Science)

1. BUA 411 - Statistics
2. BUA 401 - Principles of Management
3. BUA 461 - Elements of Insurance for Actuarial Students

Part II (Specialization in Actuarial Science)

4. BUA 471 - Actuarial Maths & Theory of Interest
5. BUA 481 - Numerical Analysis & Computer Science.
6. One elective from any other Part II course.

Part III:

1. BUA 501 - Sales Management & Consumer Behaviour
2. BUA 502 - Retailing & Marketing Management
3. BUA 503 - Marketing Research and Advertising
4. BUA 511 - Financial & Investment Management
5. BUA 512 - Money & Banking
6. BUA 513 - Law Relating to Financial Institutions
7. BUA 521 - Life Contingencies
8. BUA 522 - Demography & Mortality Table
9. BUA 523 - Principles of Rate Making - Insurance Statistics
10. BUA 551 - Production Management
11. BUA 531 - Personnel Management & Industrial Relations
12. BUA 561 - Business Policy & Decisions (Policy & Enterpreneurship)
13. BUA 541 - Nigerian Economy.

The Department of Business Administration reserves the right not to offer one of the listed areas of concentration due either to a shortage of staff or lack of sufficient number of students.

A final year Part III Student is free to select any course outside his field of specialization with the advice of his Academic Advisor and the approval of the Head of Department.

6. ACADEMIC PROGRAMMES - DIPLOMA IN INSURANCE:

The Diploma Course in Insurance is closely linked to the Diploma cou in Accounting and Banking Servised by the Department of Accounting. The entry requirement for this course is G.C.E. 'O' Level or W.A.S.C. with cre passes in 5 subjects including English and Mathematics. Students nominat Insurance Companies are given preference.

7. COURSE STRUCTURE FOR DIPLOMA IN INSURANCE:

Part I

1. BUA 121 - Accounting
2. BUA 101 - Business Administration
3. BUA 131 - Economics
4. BUA 141 - Commercial Law
5. BUA 151 - Business Mathematics and Statistics.
6. BUA 111 - Elements of Insurance.

Part II:

1. BUA 201 - Property, Pecuniary and Liability Insurance.
2. BUA 231 - Insurances of the Person.
3. BUA 211 - Motor Insurance Practice.
4. BUA 241 - The Law Relating to Insurance.
5. BUA 251 - Fire Insurance Practice

8. ACADEMIC PROGRAMME - MIDDLE MANAGEMENT TRAINING COURSE:

The minimum entry qualification for the Middle Management Training Course (M.M.T.C.) is G.C.E.'O' Level or W.A.S.C. In general, only candidates nominated by Firms, Statutory Bodies and Ministries are considered and these should have experience in Industries, Firms or governments.

9. Course Structure

1. Personnel Management & Industrial Relations
2. Economics
3. Marketing Management
4. Commercial Law
5. Accounting & Financial Control
6. Production Management & Quantitative Analysis.

10. EXAMINATIONS:

(I) Terminal Examinations

Examinations are normally held three times a year at the end of each term, but the instructor may waive the Second term examination. Terminal Examinations and Continous Assessments carry a weight of not less than 30% of the total marks for the course. Subject to this, the allocation of marks between the sessional examination and continuous assessments is at the discretion of the instructor.

(II) Continuous Assessment

This consists of any assignments given to students during the session. It may take the form of tests, examinations, quizzes, research papers or a combination of these. They carry a minimum of 30% of the total

grade for the course. However, the instructor is expected to inform the students in advance that a particular assignment is to form part of the continuous assessment and the instructor has to specify in advance the percentage of marks to be allocated to that assignment.

(III) Sessional Examinations

Sessional Examinations are held once a year, for each course towards the end of the third term. The Examination usually, but not always, cover all the work done during the session and carries a maximum of 70% of the total grade. For courses taken in Part II and Part III the examination questions and the students' answers must be moderated by external examiners who must not be staff of Ahmadu Bello University. Students are expected to use examination number, and answers are to be written in booklets provided by the University. Cheating in examinations is punished severely, although this has not been common in the past.

(IV) Generally the two weeks preceding the sessional examinations are designated revision period and are lecture-free. However, lecturers are available in their respective offices for consultation.

(V) Student is expected to pass in all the courses before going to the next class, i.e. there are no optional courses. All courses are equally important. Electives once chosen must be passed.

(VI) For degree students, sessional examinations for Parts II and III are university examinations. This means that the classification of the degree to be conferred is based equally on the performance in the course taken for Parts II and III. For the two-year Diploma in Insurance, classification is based on the performance in Part II only.

(VII) Where a student fails in not more than 50% of the courses he may be allowed to resit the papers in the following September, and student must pass all the subjects before proceeding to the next class. A student who fails more than 50% of the courses may be asked to withdraw or repeat the courses depending on the gravity of failing. Students are advised to read the appropriate regulation governing examinations in the faculty. Copies of the regulation can be obtained from the Dean's office.

11. Lectures/Tutorials:

(I) For each course, a minimum of one hour lecture is given three times each week. In addition to the lectures, tutorials are given at least two hours per week. A tutorial is a form of discussion lesson, the air is less formal. The students and the lecturer raise problems arising from the lectures and these problems are in turn solved by the students and the lecturer as the case may be.

(II) Classes may be held in the morning, in the evening or in the night in one of the classrooms available. A student is expected to attend both the lectures and the tutorials. Lecturers are also expected to give reading assignments to the student. The approach to university teaching is one of self-development. The lecturer gives leadership while the bulk of the learning is done by the student himself. The student is encouraged to

discover the facts by himself, make maximum use of the library, raise problems, find solutions to them and discuss them intelligently with fellow students.

(III) Missing lectures is highly undersirable, where this is inevitable the student should ensure that all the notes taken during the lectures and all the handouts distributed are collected by him, and studied thoroughly.

12. The Departmental Tutorial System

One of the problems faced by the present day educated man is that of specialization. The problem in specialization is that the specialist spends so much time in a small area and gives so much effort to his field that he does not know what the other specialist is doing. There is a communication gap among Specialists giving rise to conflict and misunderstanding. In the tutorial system, this Department tries to mitigate this tendency. Students of the Department are divided into small groups such that each group is composed of students from all levels of their academic career. A lecturer is assigned to each group. Students are expected to discuss personal and academic problems with the lecturer on an individual basis. Occassionally, the group may sit together to solve common problems.

13. Textbooks

Your instructor will provide you with a list of books relevant to your course. Such books are classified into two. Prescribed, textbooks which are books the students are required to buy. Usually, lectures are drawn from the books and any student who does not have the books is seriously handicapped. The other group of books is the recommended books. A student

is advised but not required to buy these books. He is expected to read them so as to broaden his knowledge. This will enable him to draw from a broad field in answering questions and tackling problems. The prescribed textbooks for each course is given in the course Description Section. At least ₦150.00 should be earmarked for buying textbooks per session.

In addition to these books, there are many periodicals in the library. Such periodicals usually carry very good articles on general business topics. Many of these periodicals are published outside the country. However, some are published within Nigeria including the "Nigerian Journal of Economic and Social Studies" of the university Ibadan. "The Quarterly Journal of Administration" of the university of Ife and "Management in Nigeria" of the Nigerian Institute of Management. In addition to these, there are international weekly journals and magazines as well as daily papers and student journals which are available in the library. A business student should make it a must to read the "Business Times" every week.

14. Projects and Field Research

Most of the Textbooks available are foreign. So, there is a crying need to engage in research so as to bring the knowledge home to the Nigerian situation. Students should therefore be assigned projects, papers and field researches. In Part III, a sum of ₦200.00 is considered the minimum required to carry out these assignments.

15. The Libraries

(I) The Institute of Administration has a very good library with over 58,000 volumes and about 570 current serials mainly in Business Administration, Public Administration, Law, Accounting, Economics, etc. Students are required to present identity cards before gaining admission into the library or while changing out books from the library. Such identity cards are obtainable from the library free of charge.

(II) In addition, the Department of Business Administration has a library rich in Business literature, Business Students are free to borrow books from it, but must return the books within the stipulated time. The library will be converted into a reading library as soon as there is a well qualified staff to run it.

16. Extra Curriculum Activities and Student Associations

Extra Curriculum activities are part and parcel of university education. We are not interested in turning out book-warms. We expect our students to participate actively in games, Atheletics, Debates, Dances, Social gatherings, Religion and in students union politics. Students will also find membership in some other good associations a rewarding experience.

(I) In the various Student Associations, of particular interest to us in this Department are the Business Student's Association, the Insurance Students' Association and the AISEC. The Business Students Association, ABUBSA, is an association of all degree students in Business Administration. Membership is obligatory not mandatory. This association organises field trips, excursions, debates, etc. We expect the association to have the closest

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possible relationship with the Accounting Students' Association as well as the Insurance Students' Association.

(II) The Insurance Students' Association is an association for students taking the Diploma in Insurance. This association has been very virile in the past and has organised many activities successfully. The Insurance Week activities organised in the past sessions were particularly successful and attracted to this campus the cream of the practising insurance executives in Nigeria.

(III) The AISEC, a short form of Association Internationale des Etudiants en Sciencies Economics et Commerciales (International Association of Students in Economics and Management) is an association run by students reading business and other management courses. It was founded in 1948 by Student from 12 Universities in seven European Countries. It has branches all over the world, including local chapters in Ibadan, Lagos, Ife, Enugu and Zaria. Students of this Department have taken very active interest in AISEC.

17. Incentives and Prizes.

Various firms and respectable individuals have endowed funds for the awarding of prizes to outstanding students as an incentive to academic excellence. These prizes are:

(1) Bruce Greatbatch Prize for the outstanding all round performance by a graduate in the Faculty of Administration.

(2) British Petroleum (BP) Prize for the outstanding graduate in Business Administration.

(3) Isa Dutse Memorial Prize for the outstanding performance in Part I, B.Sc.(Business Administration), B.Sc.(Accounting) and B.A.(Administration

(4) First Bank of Nigeria Prize for the best final year student in Business Administration specialising in Banking and Finance.

(5) NICON Prize for the best final year Insurance Student.

(6) Destiny Insurance Company Ltd. Prize for the best student in Elements of Insurance.

(7) British American Insurance Company Prize for the best student in Insurance of the Person.

(8) Bendel Insurance Company Ltd. Prize for the best final year Student in Insurance.

COURSE DESCRIPTION

B.Sc. BUSINESS ADMINISTRATION PART I

BUA: 331 ELEMENTS OF ECONOMICS

(I) Introduction to Economics; (a) Definitions of Basic Concepts, Scarcity and Choice (individual and group), Command Vs Pure Economics; (b) Market Process, Demand amd Supply, Prices, Factors Affecting.

(2) Demand, Micro Economics; Theories in Economics, Demand, Supply, Production Distribution, Costs and Firm. All theories will be thoroughly discussed and explained with the help of Graphs and Mathematics.

(3) Macro Economics; National Income; (a) National Income Accounting; GNP, GDP, NNP, NDP, NI, PI, PS; (b) National Income Analysis; (1) The major compents (keynesian and Monetary Theories), (2) Changes in National Economy Short Run, Long Run; Leakages and Re-Injection, Planned Savings, Planned Investment, Consumption Function. Equilibrium Conditions. The Multiplier Planned and Actual Savings and Investment.

(4) Money and Banking; (1) Money, The Demand for Money, Banks, Central Banks, (2) Monetary Theory and Policy

(5) Public Finance; (1) Public Revenue and Expenditure, Stabilization Policies, National Debt; (2) Fiscal Theory and Policy.

(6) International Trade and Payments; Why Trade?, (Absolute and Comparative Trade Theories) Free Trade?, International Payment.

(7) Economic Growth and Development; Economic Development in Nigeria, An Emerging Nation. Comparative Economic Systems, Current Domestic Economic issues.

TextBooks: Micro Economics I. Koutsoyiannis A Modern Microeconomics 1966; (2) Watson, D.S., Price Theory and Its Uses, Houghton Mittlin and Co., London: MacroEconomics I. Hailstone, C.J. and M.J. Brennan Economics: An Analysis of Principles and Policies, Southwestern, Cincimmati 1970 (2) Lipsey, R.G. An Introduction to Positive Economics; Weidenfold and Nicolson, London, 1976: (3) McConnell, R.C. Economics: Principles, Problems and Policies: McGrawhill, N.Y., 1975.

BUA: 301 ELEMENTS OF BUSINESS ADMINISTRATION:

A: 1. Introduction (i) Business Administration; (ii) Administration and Management; (iii) Nature and Structure of Business (2) Business Ownership; (i) Sole Proprietorship and General Partnership; (ii) Special Types of Partnership and the Corporation. (3) Employment of Human Resources in Modern Business: (i) Human Resources and Personnel Management; (ii) Human Relations (iii) Labour Management Relations (4) (i) Planning; (ii) Organizing (iii) Co-ordinating; (iv) Command (v) Control

B: 1. General Principles of Management: (i) Formation of Policy and its Control; (ii) Delegation of Authority; reponsibility; (iii) Social Responsibilities of Management; (iv) Managers and Managerial Work; (v) Authority and Leadership. (2) Marketing and Sales Management: (i) Marketing Organization and Administration; (ii) Distribution; (iii) Market Research, Advertising; Publicity and Packaging; (iv) Sales Management; (v) Pricing Theory; (vi) Export Marketing. (3) Financing Business Enterprice: (i) Investment capital; (ii) The Financial Environment; (iii) Financial needs of Business; (iv) Financial News and Securities Market.

C: Office Management: 1. (i) Responsibility for Office Work; (ii) Planning and Organizing the Office; (iii) Organization and Methods; (iv) Office Machinery and Equipment; (v) Management Services (2) Production—Management of Production Resources; (i) Production Management; (ii) Nature of Production; (iii) Location of Business; (iv) Production Problems Product Planning, Product Development, Product Layout, Production Controls, and Control of Inventories. (3) Managerial Methods and Controls: (i) Decision-Making, forecasting and Budgeting (ii) Processes involved in Decision-Making; (iii) Guides to decision making. (4) Business Risks-Survival or Failure: (i) Business failure, Risks and Insurance; (ii) Business Re-organization or Liquidation. (5) Public Control of Business & Future Trends: (i) Government and Business; (ii) Past and Present-Guides to the Future.

Text-Books: 1. Hiner, Business Administration (Longmans)
2. Keith, Introduction to Business Enterprise (McGraw Hill)
3. Hall, Business Administration (Macdonald & Evans)

BUA: 321 THEORY AND PRACTICE OF GOVERNMENT: (As taught by the department of Public Administration)

BUA: 311 PRINCIPLES OF ACCOUNTING: (As taught by the Department of Acct)

BUA 351 BUSINESS MATHEMATICS:

A: Mathematics: (1) Number System: Real and Complex numbers (2) Theory of indices, Logarithms, Exponential Binomial Theorems (3) Elementary Set Theory (4) Relations and Functions (5) Two and 3 - dimensional Coordinate Geometry (6) Systems of Linear Equations (7) Matrices and Vectors (8) Inequalities (9) Sequences and Series (10) Mathematics of Finance

B: Calculus: (1) Introduction (2) Limits (3) Continuity (4) Definition of a Derivative (5) Rules for Differentiation (6) Differentials (7) High - Order Derivatives (8) Implicit Differentiation (9) Differentiability and Continuity (10) Applications of Derivatives (11) Applications of Derivatives in Business and Economics (12) Indeterminate Forms.

C: Integeral Calculus: (1) Introductions (2) Indefinite Integration (3) Application of Indefinite Integration in Business and Economics (4) Definite Integration (5) Applications of Definite Integration in Business and Economics (6) Special Methods of Integration (7) Numerical (Approximate) Methods of Integration (8) Multiple Integration

Text-Book: Draper and Klingman.

BUA : 341 COMMERCIAL LAW: (As taught by the Department of Law)

BUA : 431 PRINCIPLES OF MARKETING: (B.Sc. Bus. Admin. Part II)

I Understanding Marketing Principles: (a) Introduction (b) The Philosphies of Marketing (c) Marketing System Analysis (d) Marketing Environment

II Analyzing Marketing Opportunities: (a) Marketing Opportunities (b) Analysis of various Markets (c) Market Segmentation and Targeting (d) Review and Exams. Demand Measurement and Forecasting:

III Setting Marketing Objective: (a) Marketing Goals and Mission

IV Developing Marketing Strategies: (a) Market Penetration Strategies (b) Pricing Strategy (c) Marketing Mix Strategy (d) Timing Strategy (e) Competitive Strategy (V) Formulating Marketing Plans: (a) Marketing Plans and Budgeting (b) New Product Development (PLC) and Product Strategy (c) Product Life Cycle (PLC); Review and Exams.

VI Administering Marketing Programme; (a) Implementation (b) Marketing Research and Information System (c) Marketing Control Systems

VII Assembling Marketing Mix; (a) Product (b) Pricing (c) Promotion (Advertising) Personnel Selling, Sales Promotion and Publicity (d) Physical Distribution (e) Channels of Distribution (f) Sales Force etc: Review and Final Exams.

Recommended Text Book: Kotlar Philip, Marketing Principles, Prentice Hall, N.J. U.S.A. (New Edition)

Suplementary Text Books Any other textbooks in Basic Marketing or Marketing Principles.

BUA 401 PRINCIPLES OF MANAGEMENT

A: Introduction; Definition and Scope of Management, Management as a Science- Universality of Management; Transferability of Management Skills - Management and Administration - Management as a Separate Activity - Management as a Process. B: Emergence of Big Organization in Nigeria and great need for the applicant of modern Management techniques. C: Development of Management Thoughts; (i) Early Contributions to Management Principles (ii) Scientific Management by Taylor (iii) The Human Relations Movement (iv) Universal principles of Management D: Bureaucracy and Decision Making

E: Modern Functions of Management; (i) Formulation of objectives (ii) Planning (iii) Organizing and Staffing (iv) Direction (v) Coordination (vi) Control

F: Management in the Changing Environment; (i) Government and Business (ii) Social and Technological Development and their impact on Management.

G: Human Behaviour in Business Organization: Basic Pyschological Concepts of Perception-learning-Motivation-Job satisfaction-Group Structure-Functions

H: Role of Individual in Organization: (i) Leadership: Definition, Evaluation, Various styles, Leadership and Motivation-Authority and its Delegation. (ii) The style of Leadership for the Developing Countries.

I: Comparative Analysis of the Management of Selected Enterprises in Nigeria. Recommended Books: (i) Management Principles and Practice, by McFarland and Dalton.

(2) Principles of Management, by Koontz Harold and O'Donnel Cyril

(3) Principles of Management, by Sisk L Henry

(4) Principles of Management, by Gorge R.T. Terr

(5) Introduction to Behavioural Science for Business, by Blain J. Kolasa

BUA: 421 Principles of Finance

1. The Function of Finance and Scope of Financial Management; (2) Forms of Business Organizations and the Finance Function in the Organizational Framework; (3) Analysing Financial Performance: (i) Sources and uses of funds (ii) Financial Ratios; (4) Financial Planning and Control: (i) Financial Forecasting, (ii) Profit Planning, (iii) Cash Budgeting; (5) Working Capital Management: (i) Cash and Marketable Securities Management, (ii) Accounts Receivables Management, (iii) Inventory Management. (6) Principles of Inventory Management: (i) Time value of Money, (ii) Criteria for Investment Decisions; (7) The Capital Budgeting Model: (i) Concepts of Investment and Valuation, (ii) Techniques of Investment Appraisal; (8) The Cost of Capital and Management of Dividends; (9) The Financing Decision: (i) Financing short-term Assets (ii) Financing Long-term Assets

(10) Empirical Work in Business Finance: - The Efficient Market Theories.

(11) Combination, Re-Organization and Liquidations.

Full Titles of Books and Journals:

1. J. Fred Weston and E.F. Brigham, Managerial Finance (Holt, Rine hart and Winston, London, 1979): (2) James C. Vanttorne, Financial Management and Policy: 5th Edition, (Prentice-Hall, Inc. Engle Wood Cliffs, New Jersey, 1980); (3) Ezra Solomon, The Theory of Financial Management: (Columbia University Press, 1963); (4) Stephen H. Archer and Charles A.D'Ambrosio, Business Finance, 2nd Edition. The Macmillian Company, New York, 1972). Journal Articles: (5) F. Black on "Capital Borrowing" in the Journal of Business, July 1972: (6) Jersen and Bennington on "Random Walks and Technical Theories: Some Additional Evidence": Journal of Finance, May 1970: (7) Lamb, "The Information Content of Divivends"; Journal of Business, April 1973: (8) The Business Times and the Financial Punch

BUA: 461 Elements of Insurance for Actuarial Students:

1. Legal Aspects: (a) Sources of Law, the courts, the Judges, Legal status and Personality, Classification of Law; (b) Contracts, Agency, Torts.

2. Risk: Introduction, Management of ....., Insurable and Non-Insurable...

3. Insurance: History, Classes of ...., Market of ....., Function (domestic/International of.....; (4) Government in Insurance Businesss: Supervision, National Insurance: (5) Principles of Insurance: (Legal, Actuarial and Economic): (6) Insurance Documents: Proposal Forms, Policy Forms, Cover Notes/Certificate of Insurance Renewal Documents, Claims Forms. (7) Practice of Insurance: Contract, underwriting, Sum insured renewal procedure, cancellation of claims procedure, Reinsurance.

(8) Consumerism: The New Forces; (9) (a) Classes of Insurance: Carriage of goods, Motor Insurance, Aviation Insurance, Marine Insurance: (b) Insurance of the Person; (c) Property Insurance: (d) Pecuniary Insurance.

(10) Government in Insurance Business: (a) Acts-Insurance Act 1976, Reinsurance act 1972 (b) National Insurance Company of Nigeria, (c) Nigeria Reinsurance Corporation, (d) Insurance Division, Federal Ministry of Finance.

Text Books: CII Principles and Practice of Insurance: CII Introduction to Insurance: CII English Law: Irukwu, J.O. Insurance Management in Africa.

BUA: 471 Actuarial Maths. & Theory of Interest:

1. Real and Complex numbers; (2) Binomial thorem; (3) Elementary Set theory including Unions, Intersections and Complements; (4) Functions; (5) Equations and Inequalities; (6) Analytic geometry of two and three dimensions (7) System of Linear equations; (8) Determinants and elementary Matrix Algebra (9) Standard Algebraic and transcendental functions including polynomial rational, Trigonometric, Logarithmic and Exponomtial Functions: (10) Limits, Continuity, Differentiability and Integrability: (11) Derivatives: (12) The Fundamental theorem of Integral Calculus: (13) Applications of derivatives and Integrals-including multiple integrals: (14) Finit and infinite sequences and Series-including the Taylor Series expansion: (15) Mean and Value theorem (16) Measurement of Interest: (17) Accumulation and Discount (18) Present Value (19) Force of Interest and Discount (20) Equation of Values (21) Annuities, perpetuities, amortization & sinking Funds (22) Yield Dates, Bonds, and other Securities (23) Installment loans, depreciation, depletion and Capitalized cost.

Required TextBooks: 1. Cellia C.W., Introduction to Numerical Analysis 2. Donald, B.W.A., Compound Interest and Annuities-Certain: (3) Institute of Actuaries, An Introduction to Compound Interest: (4) Institute of Actuaries, Application of Programming Methods for Solution of Problems in Numerical Analysis

Recommended TexBook: Kellison, S.G., The Theory of Interest (1970)

BUA 481: Numerical Analysis & Computer Science:

1. Introduction to Computers; (2) Flowcharts and Algorithms; (3) Practical Programming; (4) Construction of Simple Programme including Construction and Specification of Sub-routines; (5) Introduction to Numerical Analysis (6) Finite difference; (7) Interpolation with equal intervals; (8) Central differences formulaas; (9) Interpolation with unequal intervals; (10) Summation (11) Approximate Differentiation; (12) Approximate Integration; (13) Difference Equations; (14) Iteration; (15) Matrices and Determinations; (16) Systems of Linear Equations.

TextBooks: 1. Cellia C.W., Introduction to Numerical Analysis (2) Insitute of Actuaries, Application of Programming Methods for the Solution of Problems in Numerical Analysis

Recommended TextBook: 1. Kellison, S.G., Fundamentals of Numerical Analysis (1974): Computer Science: Recommended TextBook: 1. Bhatti S.A., Fundamentals of Fortran Programming:

BUA 411 Statistics

1. Introduction; (2) Data handling (construction and use of schedules, questionaires, varibales, classification and tabulation).

(3) Frequency distributions, measures of central Tendency, measures of dispersion; (4) Index numbers; (5) Sets and Probability; (6) Random Variables; (7) Expectation Operator, Chebyshev inequality; (8) Discrete Probability distributions, Central limit theorem; (9) Normal distribution; (10) Sampling and Sampling Distribution, Sampling theory; (11) Statistical estimation, Estimation Theory, Sampling Procedures and Applications; (12) Regression and Correlation (13) Statistical decision making (classical) Tests of hypothese, decisions under certainty, uncertainty and risky conditions, Bayesian-decision and non parametric tests; (14) ANOVA

TestBooks - Prescribed: 1. Ronald E. Walpole, Introduction to Statistics, 2nd edition, Macmillian Co., Inc. N.Y.

Recommended: 2. J.E. Freund and F.J. Williams, Modern Business Statistics, 2nd edition, Pittman; (3) Neeter, Wasserman etal, Fundamental Statistics for Business and Economics, 4th edition, Allyn and Bacon, Inc.: (4) P.G. Moore and H. Thomas, the Anatomy of Decisions, Penguin.

BUA 441: Cost Accounting: (As taught by the Dept. of Accounting)

BUA 451: Business Communication and Report Writing:

A: Principles of Effective Business Writing: (1) Meaning of the term communication; (2) Importance of Communication in modern Society; (3) Objectives of Communication; (4) Reasons why Communication sometimes breaks down; (5) (5) Importance of Feedback on the Communication Process; (6) Importance of Planning before Communication; (7) Steps in Planning any written Communication; (8) Major types of Logical development; (9) Advantages of outling your Communications; (10) Basic rule for effective writing.

(11) Major keys to achieving an effective business Writing Style; (12) Baisc Steps in the revising Process; (13) Major kinds of editing necessary in a Business Communication; (14) Importance of the revising Process.

B: Practioal Business Letters: (1) Importance of letters in the modern Organization; (2) Letters of Inquiry; (3) Letters that Say 'Yes'; (4) Letters that say 'No'; (5) Effective sales letters; (6) Credit and Collection communications; (7) Letters for Special Situations; (8) Business Letters: Present and Future Systems

C: Practical Business Reports: (1) Role of the Written report in modern Organizations; (2) Baisc steps in Planning a report; (3) Chief sources of Secondary information; (4) Baisc methods of primary research used in preparing a report; (5) Aspects of a Short report; (6) Aspects of a long report; (7) Meaning of the Visual Concept; (8) Purposes of Visuals in reports; (9) Baisc techniques for making your own Visuals; (10) Rules for placing Visuals in reports; (11) Uses of Visuals in Business Communications other than reports.

D: Practical Oral Communications: (1) Importance of listening to effective Business Communication; (2) Difference between listening for facts and listening for feelings; (3) Major factors behind inefficient listening; (4) Baisc guide lines for improving your ability to listen for facts;;; (5) Basic guidelines for improving your ability to listen for feelings; (6) Basic types of short presentations; (7) Advantages and disadvantages in the four basic methods of delivering a short presentation,

(8) Six fundamental principles for preparing an effective short speech (9) Seven basic guidelines for presenting a short speech; (10) Three main purposes of the long speech or presentation; (11) Importance of audience analysis in the process of preparing an effective speech; (12) Role of the Introduction in a long speech; (13) Four keys to an effective body of the speech; (14) Advantages and disadvantages of different kinds of notes in presenting your speech; (15) Purpose of the conclusion of a long speech; (16) Keys to handling questions effectively; (17) Advantages and disadvantages of different types of visual aids to supplement a long speech; (18) Role of interviews in the modern organization; (19) Eight basic kinds of interviews; (20) Basic steps to follow in preparing for, conducting and following up on interviews; (21) Importance of meetings to Organizations: (a) Group roles and leadership; (b) Making Decisions; (22) Basic steps tp be taken in planning a meeting; (23) Basic procedures for holding a meeting; (24) Various steps to be taken during the post-meeting period.

E: Communication in Action: (1) Detailed planning prior to job search; (2) Various personal qualities about yourself that you must know; (3) Attitudes toward various aspects of all jobs; (4) Various formal sources of job information; (5) Various informal sources of job information; (6) Procedures for making up a data sheet to help organize your selling points; (7) Purpose of a resume; (8) Seven basic sections of most resumes and the contents of each; (9) Six baisc techniques of contacting employers; (10) Four basic goals of any employment letter; (11) Different kinds of employment letter and the qualities and purpose of each; (12) Purposes and qualities of various other employment communications.

Required TextBooks:

A: Communicating in Business, Norman B. Sigband, David N. Batteman, Scott, Foresman and Co., Pub. Co., Glenview IL.

B: Business Communication Applications and Exercises: A student's Resource Manual, Norman B. Sigband, David N. Bateman, Scott, Foresman and Co., Glenview 1981

C: Notebook and Pen.

Recommended Readings: (a) Communication in Business, Second Edition, Peter Little, Longman, London, 1975. (b) Functional Business Communication, Jessamon Dave and William Jackson Lord, Jr., Prentice Hall, New Jersey, 1968. (c) Communication for Management and Business, Second Edition, Norman Sigband, Scott, Foresman and Company, Glenview, Illinois, 1976.

B.Sc. BUSINESS ADMINISTRATION PART III

BUA: 501 Consumer Behaviour and Advertising

(I) The Study of Consumer Behaviour ; (a) Introduction; (b) Marketing and Consumer Behaviour ; The Macro-economic System; Marketing in Nigeria; Some Key Marketing Concepts; Why Study Consumer behaviour; (c) Perspectives in Consumer Behaviour; Defining Consumer Behaviour; The Study of Human Consumer; Major issues in the Study of Human Behaviour; A point of View for Marketing; Psychological issues relevant to Marketing; Problems in Studying Human Behaviour; Consumer Behaviour in decision process; Plan of presentation; (d) Theories of Models in Consumer Behaviour; The nature of theory; The function of theory; Characteristics of Theory; Forms in which theory is expressed; Traditional models of Consumer Behaviour; Criteria for a theory of Consumer Behaviour; Implications for students of Consumer Behaviour. (II) Social Influences; (a) Cultural and sub-Cultural influences on Consumer Behaviour ; (The nature of Culture; Definition of Culture; The dominant Culture in Nigeria; Sub-Cultures ; Cultures in Marketing; (b) The family group in Marketing ; The Family as a Social Group ; The family life Cycle; Marketing and the family life Cycle; The family decision process.; Family decision Patterns and Market Segmentation; Marketing and the family decision process; (c) Social Influence-Groups and Individuals ; Social influence and Social power; Social groups; The reference groups influence Social behaviour; Groups influence in individual behaviour; Reference groups theory in Marketing; Groups influence in face-to-face Selling; Opinion Leaders and Social emulation; Social influence and Marketing; (d) Social Stratification; Special Stratification and Social-Class; The question of Social Class;

Definition of Social Class; Social Class distribution in Nigeria; Social Mobility and the 'Over' and 'under' previliged; Social class influence on Consumer Behaviour; Social Class and Marketing; Review and Exams.

III Inter-Personal Influence; (a) Motivations; An overview; of human; Motivation; Problems in Studying Motivation; Motivation definition; Theories of Motivation; Implications of Motivation theories; Recent developments in Motivation theory; Motivation and Marketing; (b) Learning; The nature of Learning; Theories of learning; Stimulas response theory; Operant learning; Cognitive learning; Applications of learning theory to Marketing; Descrimination and generation; (c) Personality; An over view of personality; Friends Psychoanalytic theory; Self actualization theories; Trait and factor theory; Psychographics ; Personality and Marketing; (d) The self-Concept; An Overview of the Self-Concept; The development of the Self-Concept; Measuring the Self-Concept; Emperical evidence of the Self-Concept in Marketing; Marketing implications of Self-Concept; (e) Attitudes; The nature of attitudes; The functions of attitudes; The measurement of attitudes; The predictability of attitude change and Marketing; Theories of attitude change; (f) Perception; The nature of perception; Perceptial Categorization; Factors influencing Perception; Subliminal Perception; Review and Exams.

Part B Advertising (I) Introduction; The nature and roles of advertising; The marketing viewpoint of Advertising; The Communication viewpoint of Advertising; Ways of Classifying Advertising; The roles of advertising agencies in Nigeria; (II) Advertising moves forward; A Capstule history of

advertising; Recent development in
Protection of the Consumer; (III)
in advertising; The three Stages o
expenditure;(IV) Purpose of advert
group of six Specific purposes; Th
(V) Advertising; Influencing Consu
decisons; The sales Managers; (VI)
lines; Illustrations; (VII) The la
the layout; Creating advertising a
media; The Newspaper; Magazines; d
Outdoor media; Transportation medi
media; (x) Television and Radio; T
Direct mail media; why they are us
(XII) Advertising Strategy and Oth
tions.

Recommended Text-books; Consumer B
Consumer Behaviour and the Practice
Company; Columbus, Ohio [illegible]

D. Blackwell; Advertising; Recomme
R, and Stasch S.F; Marketing; Rese
Homewood, Illinois 4th ed. 1977; Kl
Hall; Inc.; Englwood; Cliffs; NJ;
Jr; Marketing Research; The prijder

Wienttz Marketing Research Management and Methods; Haper and Row Publisher Inc. 1972.; Personnel Management ; (a) Personnel Management Definitions; (b) Basic Concepts and Managerial; (c) Revolutionary Process; Detailed Analysis of the Binapal Functional responsibilities of the Personnel Manager; (d) Responsibilities of the Personnel Department and Evaluation of the Department; (e) The organization of Job(Job Analysis, Job Specification, Job desinption, etc); (f) Staffing the Organization; Recruitment, Selection and Training; (g) Manpower Planning and Management; (h) Wage and Salary Administration (Compensation Management); (i) Job Evaluation and wage classification;(j) Financial Incentives and Employee Security; (k) Management Development; Organizational Development; Management by Objectives;

Text-Books; 1. Personnel Management; Crudeen & Sherman; (2) Personnel Management; Micheal Jucius; (3) Reading in Personnel Management, Dale Yode; (4) Personnel Management in Nigeria; Ubeku; (5) Personnel-(The management of people at work); Dale S. Beach; (6) The Human side of Enterprise; D. Mcgregor; (7) Aspa Handbook of Personnel and Industrial Relation; Motivations & Committment by Yolde and Hebet Henneman; (8) The Management of Compensation; All Lush and Step hen Carrol n; (9) Management Contigencies; Structure and Process; Tosi & Carrol; (10)Personnel Management Derek Torrington & John Chapman; (11) P.C.A Hyes - Personnel Administration (1977); Industrial Relations ; (1) Industrial Relations (Definition); (2) The System of Industrial Relations in Nigeria; (3) Industrial Organization and Industrial Relations; (4) Trade union Organization, Growth and Problems; (5) Role of the State and the legal framework; (6) Employers Association and Workers Organization; (7) Collective Bargaining-Development

Procedures, issures; (8) Trade Disputes and Industrial Conflicts,(Causes & Solutions); (9) Management and Productivity; (10) International Aspects of Industrial Relation (ILO); (11) Industrial Democracy; Text-Books; (a) Personnel Management and Industrial Relations; Grant and Smith; (b) Industrial Relations for West-Africa- Afwn Akpala; (d) History of Trade Unionism - W. Anamaba; (e) Management and the Unions - Allan Flanders ; (f) Industrial Relations Contemporary Issues B.C. Roberts; (g) Trade Union - W.E.J. McCurthy; (h) Collective Bargaining- Chamberlain and Kuan; (i) Strikes - Richard, Hyman; (j) Industrial Disputes - Eludge; (k) Changing Patterns of Industrial Conflict -Ross and Hewtiman; (l) Policy Issues in Industrial Relations - M.G. Myers & J.B. Myers.

Organizational Behaviour;(1) Introduction - The Setting of Organization and Management (2) Evolution of Organization and Management Theory; Traditional Concepts, Behavioural and Management Science Revolutions, Modern view; Systems and Contingency Concepts; (3) Organizational Environment; (4) Organizational Goals; (5) Technology and Organization; (6)Organization Structure and design (7) Individual Behaviour and Motivation; (8) Status and Role Systems; (9) Group Dynamics; (10) Influence System and Leadership; (11) Managerial Information-Decision Systems; (12) Computational Decision-Making Techniques; (13) Behavioural Aspects of Decision -Making (14) Managerial Planning; (15) Organizational Control; (16) Organizational Change; (17) The future of Organizations; Text-Books; Fremont E. Kast and James E. Rosenzweig, Organization and Management, A Systems and Contingency Approach, McGraw-Hill (Kogakusha), Tokyo, 1979.; Marketing Research; (1) Research and Society; (2) Corporate Strategy and Research Strategy; (3) Nature of Scope of Marketing Research; (4) Scientific Research Design; (5) The Marketing

Research Process;(a) Identification and classification of problems; (b) Development of Hypothesis; (6) New Developments in Research Methodology and their applications in Nigeria; (a) Application of Surveying Method, - observational Method, Experimental Method; (7) Development of Marketing Research Activites; (a) Situation Analysis;(b) Formal and informal investigation; (c) Planning the Research Project; I. Clinical Method and Profective Techniques in Marketing Research; (8) The Process of Data collection, Secondary Data; (a) Examination of the sourdes of Secondary Data; (b) Evaluation of Secondary data; (9) The Process of collecting primary data; (10) Problems in collecting primary data for marketing decisions, Formulating Marketing Strategies in Nigeria; (11) Construction of (a) Questionnaire; (b) Schedules; (c) guide-lines for non-directive and free interviewers and Depth Interviews, (12) Survey Administration;(a) Drawing and Controlling his Sample plan (b) Training and Supervising field force; (13) Data Analysis; (a) Editing, (b) Coding, (c) Tabulation; (d) Validding the Sample plan; (14) Statistical Interpretations from Sample data; (15) Problems in Controlling non-statistical errors; (16) Presentation of Particular and Technical Report; Text-books; 1. Marketing Research by: Harper W. Boyd Jr. & Raph Westfall; 2. Marketing Research by K.L.M. McGown; 3. Introduction to Market Research by Clauford & Matin.

BUA 511 FINANCIAL MANAGEMENT

I. The Financial Analysis Planning and Control; (1) The Finance Function; (2) Statements of Financial Information; (3) Financial Planning and Control; (4) Financial Analysis; (5) Financial Forecasting; (6) Budgeting & Profit Planning, CVP Analysis ; CASE STUDY; II. Working Capital Management ;

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(7) An over view (8) Short-term financing; (9) Working capital policy; III. Concepts in valuation; (10) Concepts of value; (11) Time value of money; (12) Expected Returns; (13) The Interest Factor; IV. Capital Budgeting Decisions; (14) Techniques of capital budgeting; (15) Risk Analysis in Capital budgeting; (16) The cost of Capital; V. Financing Decisions; (17) Financial leverage; (18) Capital Structure Theories: M&M Propositions; (19) Capital Structure Planning; VI. Dividend Decisions; (20) Dividend Theories; (21) Dividend Policy Practice; VII. Introductory International Financial Management; Prescribed Text-Books;(1) James Van Horne, Financial Management and Policy, 4th Edition Prentice/Hall international inc. London; (2) J. Fred Weston and Eugene F. Brigham Managerial Finance, 5th Edition The dryden Press; Recommended Texts and References; (3) Journal of Finance; (4) Journal of Financial and Quantitative Analysis (5) Business Time-Every Tuesday; (6) Central Bank of Nigeria, Annual Report, Financial and economic Review; (7) IMF International Financial Statistics; (8) The money Game by "Adam Smith"; (9) Super Money, "Adam Smith".; (10) Pandey, I.M. Financial Management Villas Publishing House PVT Ltd. New Delhi 1979;

BUA: 541 THE NIGERIAN ECONOMY

1. A general Overview of the Nigerian Economy; (2) Economic Policies; (a) Fiscal Policy; (b) Monetary Policy; (c) Economic Planning; Aims and Objectives; Nigerian Development Plans, 1962 - 1968, 1970-1974, 1975-1980 and 1981-1985; (3) The Agricultural Sector; (a) Importance of the Agricultural Sector; (b) Problems of the Agricultural Sector; (c) Government and Agricultural Transformation; (4) The Manufacturing Section;(a) It's Structure and Growth (b) Spatial Structure of Manufacturing; (c) Structure of

Ownership and Government Invention; (5) The Mining Sector; (a) An Overview of the Mining Sector; (b) The role of various Minerals in the Sector and in the Economy; (6) Public Corporations - Monopoly Issues and Competition (a) NEPA; (b) Nigerian Airways; (c) Nigerian Railways; (7) Capital Formation (a) Structure of Capital formation in Nigeria; (b) The Financing of Capital Formation; (8) Role of Financial Institutions and Capital Markets in Nigeria Economic Development; (a) Central Bank of Nigeria; (b) Commercial Banks; (c) Merchants Banks (d) Insurance Companies; (e) Development Banks (9) The Foreign Sector and the Nigerian Economy; (a) Foreign Investment and Capital; (b) Equity Participations and Technology Transfer (c) Import/Export and Balance of Payments; (10) Economic Co-operations and Regional Blocks; (a) I.M.F. (b) ADB (c) OPEC (d) ECOWAS; (11). Ideological Issues: Implications for Nigerian Economic Development; Recommended Texts: 1. Industrial Development in Nigeria, Patterns, Problems and Progress. by O. Teriba and M.O. Kayobe; 2. Structure of the Nigerian Economy by F.A. Olalokun; 3. Money, Finance and Nigerian Economic; Development Edited by O Teriba and V.P. Diejomaoh; 4. An economic Survey of Nigeria by S.O. Olayide; Periodicals and Journals 1. The Bullion-Central Bank of Nigeria Publication; 2. Economic and Financial Review - C.B.N. Publication; 3. Business Week; 4. The Nigerian Trade Journal; 5. The Nigerian Journal of Economics and Social Studies; 6. The Nigerian Trade Journal; 7. The Quarterly Journal of Administration, University of Ife; 8. Journal of Public Affairs, Institute of Administration Ahmadu Bello University Zaria.

BUA 502 Marketing Management

1. Introduction to Marketing Management; 2. The Marketing Concept; 3. The Marketing System; 4. Environmental influences on Marketing decision making; 5. Market Opportunity Analysis (MOA); 6. Market Segmentation Strategy; 7. Market measurement and Forecasting; 8. Buyer behaviour and Buyer decision processes; 9. Planning Marketing Strategy; Marketing Planning; Competitive Marketing Strategy; Product life-Cycle and new-product-development Strategies; 10. Planning the marketing programme; Product decisions ; Price decisions; Communication - Promotion decisions; Distribution decisions; 11. Implementing and Controlling the Marketing Programmes; 12. Sales Management; Setting Personal Selling Objectives; Determining Sales Policies; Formulating Personal-Selling Strategy; Sales force Management; (a) Recruitment and Selection; (b) Training and development; (c) Assigning force to territories; (d) Compensation and Motivation; (e) Evaluating and Supervising the Sales force; (f) Controlling the Sales effort; Required Reading (Prescribed); 1. Kotler, P. Marketing Management: Analysis, Planning and Control-Prentice-Hall 4th Edition; 2. Cravens, Hills & Woodruff: Marketing Decision Making; Concepts & Strategy: Richard Irwin Inc (1976) 1st Edition;

3. Journal of Marketing (PKL) ; 4. Fortune (PKL)

Recommended Books: 1. Kelley & Lazer: Managerial Marketing: Richard Irwin Inc.; 2. Still R: Sales Management: Decision; Polocies & Cases Prentice-Hall (1976) 3rd Edition.

BUA 561 Corporate Policy and Strategy

1. Introduction; (i) Definition of Terms; (ii) Conceptual FrameWork; 2. The Corporate Strategy; (i) The Environment; (ii) Opportunities; (iii) Selection of a Corporate Strategy; 3. Strategic Planning; 4. Policies in Major Functional Areas ; (i) Marketing; (ii) Production; (iii) Finance; (iv) Personnel; (v) Research and Development; (vi) Mergers and Acquisitions; 5. Organization; (i) Organization and Strategy; (ii) Organizational Structure; (ii) Board of Directors and Central Management (iv) The Corporate Executive; 6. Execution; (i) Short and Long-range programming; (ii) Activating; (ii) Controls; 7. Evaluation; 8. Corporation and Society; 9. Corporation and Government; Main Text-Book; Newman, William and Logan, James. Strategy, Policy and Central Management. 7th Edition, U.S.A. 1976; Supplementary Text-Books; 1. Ackerman, Robert and Bauer, Raymond; Corporate social Responsiveness; The Modern Dilema. Reston Publishing Co. Inc. 1976 U.S.A.; 2. Shirley, Rover, Peters, Michael and El-Amsary, Adel, Strategy and Policy Formulation; 3. Stopford, John, Channon, Derek and Constable, Cases in Strategic Management. Chichester: John Wiley & Sons, 1980; 4. Lewin, Arie and Shakun, Melvin. Policy Sciences: Methodologies and Cases. U.S.A. Pergamon Press Inc., 1976; 5. Higgins, J.C. Strategic and Operational Planning Systems, Principles and Practice. London Prentice-Hall International Inc; 1980; 6. Anshen, Melvin Corporate Strategies for social performance mac. publishing Co; Inc; 1980; 7. Allio, Rover and Pennington, Malcolm. Corporate Planning Techniques and Applications 1979. 8. McNichols, Thomas, Executive Policy and Strategic; Planning NY: McGraw-Hill Book Co. 1977; 9. Rothberg, Robert. Corporate Strategy and Product

Innovation. NY: The free Press Press Mac. Pub. Co; Inc; 1976; 10. Hodgetts, Richard and Wortman, Max Jr. Administrative Policy; Text and cases in Policy Sciences NY: John Wiley & Sons, Inc; 1975;

BUA 551 Production Management

1. Introduction; 2. Production Function; 3. Linear Programming; 4. Transportation Model; 5. Network Planning Models; 6. Queuning Theory; 7. Inventory Control; 8. Product design and Process Planning; 9. Plant location; 10. Plant layout; 11. Job design and work Methods; 12. Quality Control; Prescribed Text-Book: Modern Production Management- Elwood S. Buffa John Wiley and Sons. Other Recommended Books - 1. Production and Operations Management - Ray Wild-Holt, Rinehart & Winston, 1977; 2. Production Management - Raymond S. Meyer Prentice-Hall; 3. Production Management - Martin K. Starr.

BUA 521 Life Contingencies:

1. Single Life, joint Life, and Last Survivor functions and probabilities ; 2. Special Laws of Mortality; 3. The force of Motality; 4. Select and ultimate Mortality Fables; 5. Single and Joint Life Commutation Functions, net premiums and reserves; 6. Life, temporary; Complete, Cash refund, and reversionary annuities and annuities with terms certain; 7. Whole life term, endowment, retirement income and family income insurance benefits. 8. Continous and varying annuities and insurances; 9. Modified reserve Systems; 10. Stationary population Theory ; 11. Multiple decrement tables and their application to pension, disability and accidental death benefits. 12. Derivatives of basic actuarial functions, including Multiple-life and contingent functions; Text Books - ReQuired. 1. Hooker, P.F. and Longley-Cook, Life and other Contingencies, Vol.I and Vol.II; 2. Institute of

Actuaries, A Note on the Development of Formulae for Contributions and Vatuation of Pension Bonds: Recommended Text: 1. Jordan C.W. Life Contingencies (1967);

BUA 522 Demography - Mortality Tables; 1. Contruction and graduation of Mortality, Sickness, Multiple - decrement and other similar tables; 2. The calculation of Mortality and other decremental rates and of fertility and Sickness rate; 3. The use of such statistics in the study of population changes; 4. Concepts of rates and other indices; 5. The analysis of data from investigations and the derivation of generalized exposed-to-risk formulac; 6. Multiple decrements; 7. selection; 8. Graduation Methods and their application; 9. Application of tests of graduation; 10. Distinctive features of the principal actuarial tables in common use, including national life tables; Textbooks 1. Benjamin, B. and Haycooks, H.W. The Analysis of Mortality and other Actuarial Statistics; 2. Cox, P.R; Demography; 3. Cersheson, H.; Measurement of Mortality; Recommended Textbooks: 1. Miller, M.D., Elements of Graduation; 2. Spiegelman, M. Introduction to Demography (1968)

BUA 523 Principles of Rate Making-Insurance Statistics; 1. The theory and Practice of rate making both for life insurance and for non-life; 2. Classification of risk, territories exposure, rates premiums, credibility Catastrophe Coverage, rates tariffs, schedule rating, experience, resnespective rating and other rating plans; 3. Planning and use of internal Statistics material, the comilation and presentation of insurance statistics for administrative and rate making purposes; Textbooks; 1. Casuality Actuarial Society, Casualty Contingencies; 2. Casuality Actuarial Society, Individual Risk

Rating plane; 3. Head, G.J. Insurance to value (1971) 4; Health Insurance Association of America, Statistical Plan for Individual Accident and Health and Individual and family Hospital, Surgical and Medical Policies (1958); 5. Insurance Service Office, Automobile Statistical Plan; 6. Insurance Service office, Recommended Procedures for State wide Rate level Analysis - Extended Coverage Insurance, Commercial Property; 7. Institute of Actuaries, Statistical Aspect of Non-Life Insurance; 8. Kimball S.J. and Denenberg, H.S., Insurance, Government and Social Policy; 9. Kulp C.A. and Hall, J.W. Casualty Insurance (1968); 10. Long & Gregg, Property and Liability Insurance; Handbook (1965); 11. Michelbacker, G.F. and Roos- N.R Multiple-Line Insurers Their Nature and Operation(1970)

BUA 513 Law Relating to Financial Institutions

1St Term A. General - Introduction; B. Banker and Customer; 1. Legal definitions Bank-Banker-Customer; 2. The Contract between Banker and Customer (Contract; General; Createm, Terms of Contract); 3. Relationship between banker and customers; (i) General Relationship (Debtor-Creditor) (ii) Principal and Agent; (iii) Bailor & Baile; (iv). Pawner & Pawnee; (v). Mortgager & Morgagee; (vi) Banker as Administrator, Trustee, Executor and Guarantor etc; 4. Rights & Duties of Banker; 5. Rights & Duties of Customer; 6. Opening of a Bank Account; Introduction and Its importance; Documentation); 7. Operation of a Bank Account; 8. Closing of an Account; C. Type of Account Holders; (i) Individuals (including minors & married Women) (ii) Joint Customers; (iii) Executors; Administrators; Trustees; Liquidators; and Receivers; (iv) Local Authorities and Public Bodies; (v) Registered and unregistered clubs, Societies and Association D. Negotiable Instruments; 1. Cheques and their payments; (i) Definition, The

requestes of a cheque; Parties to a cheque; (ii) Payment of cheques; Pass Book and its Entries; Countermand of Payment; Money paid by mistake; Rule in clayton's Case; (iii) (a) Duties of a paying Banker; (b) Statutory Protections to a paying Banker; (iv) Crossing of a cheque; Definition; various Types; Advantages; Persons authorised to open a crossed cheque (v) (a) Duties of a collecting Bank; (b) Statutory Protection to a collecting Banker; (vi) Endorsement; Definition; Principles; Advantages; Classification; 2. Bank notes-Dividend Warrants - Postal Orders- Interest Warrants; Coupons-Travellers cheques Promisory Notes etc; E. Bankruptcy and Liquidation; Act of Bankruptcy-Procedure leading to Adjudication-Property available for distribution - Assignment of Property-Distribution of Debtors; Property-Discharge of Bankrupt; F. The Nigerian Banking Act; G. Laws Relevant to Insurance Contract, Incorporation, Operation and Investment; (a) Legal principles; Insurance Interest; Utmost good faith; Proximate cause; Subrogation; Contribution indemnity; (b) Law Guiding Investment of Insurance Funds-Miscellaneous Provision Act - 1964; Recommended Text-books; (1) The Law & Practice of Banking in Nigeria; - Omolaja A. Adeniji; University of Ife Press Ltd., Ife.; (2) The Law & Practice of Banking - J.M. Holden; (3) The practice of Banking - E.P. Doyle; (4) Banker & Customer Relationship - J.M. Mather; (5) Insurance Law & Practice in Nigeria by J. O. Irukwu.

BUA 512 Security Analysis and Portfolio Management; A. Security Analysis; Objectives; Functions; Sources of Information; B. Investments; Types of Investors; Types of Investments; Macro-Economic and Micro-analysis; Technical Analysis; Fundamental Analysis; Analysis of the National Economy; Industry Analysis; Company Analysis; Quantitative and Qualitative Techniques;

C. Measuring the Performance of Securities; Criteria for judging Stocks; Quality of Earnings: Dividend Yield; Dividend Cover, Earning Yield; P/E ratio; Criteria for judging bonds and perferred Stock D. Value of Stock and Share Pricing; E. Choice of Investments; Value Approach to Security Selection; Methods of Investing; Investment Timing; F. Causes of Stock Price Movements; and the Stock Market Report; Random Walk Theory; G. The Capital Market and its functions; The Nigerian Stock Exchange; H. Portfolio analysis and risk diversification; Types of Portfolios; Capital Assets Pricing Model and the Efficiency; Frontier; The Capital market line; I. Portfolios and investment targets; J. Framework for Portfolio Selection; K. Efficiency of Security Markets; L. Investment Management institutions in Nigeria; Text-Books; Prescribed: 1. Osaze B.E. Investment Management in the Nigerian Securities Market, ABU Press; 1981. 2. Graham, B. Dadd, D.L. and Cottle, S. Security Analysis, 4th ed. NY: McGraw-Hill; 3. Jack Francis; Investment Analysis and Management McGraw - Hill; Recommended; 1. Ryan, M.T. Theory of Portfolio Selection; MacMillan Press, 1978.

DIPLOMA IN INSURANCE

Course Descriptions

BUA 101 Part I

Business Administration : 1. Introduction; Definition of Terms; Objectives of Business; 2. Establishing Business Firms;Forms of Business Ownership; 3. Financing Business Enterprise; Financial Management Defined; Major Sources of Financing Evaluation of Sources of funds; Capitalization and Capital Structure. 4. The Securities Markets; Securities; The Securities exchanges; The over-the-Counter Market; Business in Securities' Markets; Reading the financial News; 5. General Principles of Management Functions of Management Policy Formulation Organization Theory; Authority and Responsibility; Delegation of Authority; 6. Personnel Management; The Personnel Function; 7. Marketing; Marketing Philosophies; Marketing Mix; Market Research; Promotools; Management of the Sales force; 8. Communication in Business; Importance; Channels of Communication; Reports and Report Writing; Recommended Text-Books: 1. Keith Introduction to Business Enterprise. 2. Hiner: Business Administration; 3. Adams: The Business of Business; 4. Other Business TextBooks.

BUA 111 Elements of Insurance

1. Legal Aspects; (a) Sources of Law, the courts, The Judges, Legal Status and Personality, Classification of Law; (b) Contracts, Agency, Torts. Section B: 2. Risk; Introduction, Management of.....Insurable and Non-Insurable...; 3. Insurance; Histroy, Classes of..., Market of...Function (domestic/international) of...; 4. Government in Insurance Business Supervision, National Insurance; 5. Principles of Insurance; (Legal, Actuarial and Economic); 6. Insurance Documents; Proposal forms, Policy forms,

Cover Notes/Certificate of Insurance; Renewal Documents; Claims forms; 7. Practice of Insurance; Contract, underwriting; Sum insured renewal procedure, Cancellation claim procedure, Reinsurance; 8. Consumerism; The New Forces; Section C; 9.(a) Classes of Insurance; Carriage of Goods; Motor Insurance; Aviation Insurance; Marine Insurance; (b) Insurance of the person; (c) Property Insurance; (d) Pecuniary Insurance; 10. Government in Insurance Business; (a). Acts-Insurance Act 1976, Reinsurance Act 1977; (b) National Insurance Company of Nigeria; (c) Nigeria Reinsurance Corporation; (d) Insurance Division, Federal Ministry of Finance.

Text-Books: CII Principles and practice of Insurance; CII Introduction to Insurance; CII English Law; Irukwu, J.O. Insurance Management in Africa.

BUA 151 Business Mathematics

1. Numbers and Fractions; 2. Decimals, Ratios, Percentages, Indices, Square roots; 3. Lgarithm Functions; 4. Mathematics; (i) Set; (ii) Linear and Quadratic Equations; (iii) Graphs; (iv) Matrices; (v) Calculus; 5.Probability; (i) Venn Diagrams and definitions; (ii) Probability measure; (iii) Continous; (iv) Theories of Probability; (v) Pure risk premium; (vi) Decision Theory; 6. Measures of Central Tendency; (i) Population and their characteristics; (ii) Average; (iii) Mean median and mode; (iv) Location, Dispersion and Skewness; 7. (i) Correlation and Regression; (ii) Time Series and index numbers; 8. Introduction to Distributions; (i) Normal Distribution; (ii) Chi-Square Distribution; 9. Mathematics of Finance; (i) Compound Interest (ii) Annuities; (iii) Cashflows; 10. Actuarial Concepts, Principles and Terminology; (i) The Risk; (ii) The Premium; (iii) The Policy; (iv) The Portfolio of Policies; 11. Data Handling Equipments; (i) Development of Data

Processing; (ii) The Computer itself; (iii) Handling Data, etc; Required Textbooks 1. George H.J & Isted T.D, Quantitative Methods As Applied to Insurance, (The Burlington Press, Cambridge Ltd. 1981); 2. G.L. Thirkettle, Statistics and Statistical Methods; 3. R.E. Walpole, Introduction to Statistics; 4. Stephen P. Shao, Statistics for Business and Economics, 3rd edition; 5. Wessel, Willet and Simons, Statistics as Applied to Economics and Business; 6. Frank Ayres, Jr., Schaum's Outline Series, McGrawHill Book Co., 1963;

EUA 131 Elements of Economics

Part I; 1. Introduction to Economics-Economic System; Scracity; Goals we expect system to provide; Interactions occuring in Economy; 2. Economic Resources; Land; Labour; Capital; Law of Diminishing Marginal Returns; 3. Demand; Elasticity; Supply; 4. Product Market-Short Run; 5. Products Market-Long Run; 6. Product-Service Prices; Demand; Economic Rent; Interest Rate and Discounting Process; Wage rates; 7. Price System; Distribution of Income; 8. How is measure Economy ? 9. Money; Employment and Inflation and Output; Monetarist view; keynesian view; Text-Books 1. A Textbook of Economics - J L Hanson; 2. An Introduction to Positive Economics by Richard G. Lipsey;

EUA 141 Commercial Law

1. Introduction to Law; (i) The Sources of Nigerian Law-Customary and Islamic Law English Law. Cases and Statutes, Subsidiary Legislation ; (ii) The judicial system - the various types and levels of courts; (iii) "Classification" of Law-Civil and Criminal Law Contracts, torts and trusts; (iv) Outline of tortious liability-Negligence and defamation; 2. The law of Contract; (i) General Principales:- Formation of Contract: Offer, acceptance

intention to create legal relations, Consideration, form and Capacity-Vitiating elements: Mistake, Misrepresentation, undue influence, Frustration-terms of contract: express and implied terms, Conditions and Warranties: exemption clauses -privity of contract-remedies; rescission, damages, specific performance; (ii) Certain special contracts; Surety-ship and guarantee: nature of these contracts-from-content of liability-discharge of surety and revocation. Moneylending contracts; Carriage of goods; duties and liabilities:of carriers - remedies; 3. Sale of Goods and Hire Purchase; (i) Sale o Goods:- Definition; Passing of Property and Risk-duties of seller; conditions as to title, quality and description-duties of the buyer-remedies(including stoppage in transit); (ii) Hire Purchase; Nature of hire-purchase - role of hire-purchase company -implied terms at Common Law and under Hire Purchase Act 1965-duties of hirer-remedies.; 4. Agency; Relation between principal and Third Party, including undisclosed Principal, actual, usual, and apparent authority of agent-rights and duties of agent-vis-avis Third Party including Warranty of authority-rights and duties of agent vis-a-vis Principal.; 5. Arbitration; Nature of arbitration appointment, duties and removal of arbiterator, enforcement of award-control by court; 6. Executorship and Trusts; (i) Nature and creation of trusts-appointment, removal and duties of trustees-administration of trusts-remedies. Trustee investments. (ii) Principles of succession by will and under intestacy - grant of probate or administration-rights and duties of personal respresentatives administration of estate.

BUA 121 Accounting: (As taught by the department of Accounting)

DIPLOMA IN INSURANCE PART II

BUA 231 Insurance of the Person; 1. Introduction; (a) Review of Laws of agency; tort and contract; (b) Principles of Life Assurance, annuities, Pensions; 2. Benefits, Purpose, Scope of Life Assurance; 3. Annuities & Forms of Contract; 4. Group Life Assurance; Credit Life Assurance; 5. Premiums, bonuses; Policies; 6. Personal Accident and All sicknen Insurance and Permanent Health Insurance; 7. Claims and Reinsurance; 8. Introduction to Pension and Social Security Pensions; 9. Employers' Scheme; Planning; Rating; Framework; Tax Approval; and Approvable Benefits; 10. The Pension Scheme Running and Legal Aspects; 11. NPF, Gratuity, Superanuation and Other Social Security Arrangement; Text-Books 1. CII Tuition on i. Insurance of Person; ii. Pension; 2. Bacon & New, Principles and Practice of Life Assurance

BUA 251 Fire Insurance; Term 1 - Section 1; Introduction to Fire Insurance; The general theory of Insurance as applied to fire disasters; The Nature of Fires; Accoumulation of Fire Risk; The Fire Waste; Fire Insurance Proposal Forms; Wording of Proposal Forms; Application of the Principles of Insurance; Application in pecuniary Insurance; Fire Insurance Policies; Wordings of Standard Fire Insurance; Reinstatement Insurance; Declaration Insurances; Valued Policies; First Loss Policies; Blanket Policies; Fire Insurance Underwriting; Basic Theory; Use of Proposal Forms; Rating including Average Rate and Long Term Agrments; Accidental and Malivious Damage etc; Consequen ial Loss Insurance; Prpposals; Rating and underwriting; Policy; Claims; Reinsurance and Losses; MPL and EML; Excess,

Franchise; Reinsurance and Reinsurance Underwriting; Co-Insurance and Collective Policies; Claim Settlement; Principles underlying claims Settlement; Application of Insurance Principles; Measure of Indemnity; Conditions of Average; Contribution and Appartionment; Reviews; Required TextBooks and Jurnal; 1. CII Tuition Service, Property Insurance Underwriting Claims; 2. CII Tuition Service, Insurance of Property and Pecuniary Insurance; 3. CII Tuition Service, Consequential Loss Insurance 4. Smith Tuition Service, Theory and Practice of Fire Insurance;

BUA 241 The Law Relating to Insurance; (1) The Definition and Historical BackGround of Insurance Definition; General Historical Developments; Historical Developments in Nigeria; Modern Developments of Insurance Business in Nigeria; (2) The Parties to Insurance Contract; The Assured; The Insurers: (i) Insurance Companies and Societies; (ii) underwriters; (3) Classification of Insurance Contracts; According to the Nature of the Event According to the Nature of the Interested Affected.; According to the Nature of the Insurance; (4) The Nature of Insurance Contract; Difference between Insurance and Gambling; Subject-matter of Insurance Contract; Subject-matter of Insurance; Description of the Subject-matter; Insurers and the Alteration of the Subject - matter; (5) Insurance Interest; Nature of Insurable Interest; Necessity for Insurance Interest; Time for Insurable Interest; (6) Formation of Insurance Contract; Offer, Cover Note; Acceptance, Slip in layd's Policy; (7) Insurance Contract and the Principle of utmost ; Good Faith; Non-disclosure; Duty to disclose; Effect of Non-disclosure; Misrepresentation; Burden of Proof; (8) The Premium; Payment of Premium; Return of Premium; (9) The Policy; Classification of Policies; form and Contents of the Policy; Commencement and Duration of the Policy; Cancellation

of the Policy Alteration of the Policy; Rectification; of the Policy; Renewal of the Policy; Lapse and Revival of the Policy; Conditions of the Policy; (a) Classification of Conditions; (b) Constitution and Breach of Conditions; Alteration of Risk under the policy; Assignment of the Subject matter Insured under the Policy; Assignment of the Policy; Construction of the Policy; (10) Reinsurance; Nature and Types of Reinsurance; Advantage of Reinsurance; Effects of Misrepresentation and Non-disclosure in Reinsurance; (11) Claims and Settlement of Claims; Time of Loss; Doctrine of Proximate Cause; Making of Claims; Burden of Proof of Loss; Payment of the Loss; Reinstatement; Subrogation; Contribution; Indemnification; (12) Agency in Insurance Business; Relationship between the Principal and the Agent; Relationship between the Principal and Third Parties; Relationship between the Agent and Third parties

BUA 201 Property, Pecuniary and Liability Insurance; The application of insurance and its principles of property and Pecuniary risks and to legal liabilities; Uninsurable perils. Basis for fixing sums to be insured and to be paid in the event of loss. The problem of value, reinstatement and agreed values. Full insurance and first loss insurance. Average condition. Property insurance. The types of cover required and the provision of these by insurers in the insurance of ships. Cargoes, building, plant, machinery and stock, money, and Personal effects.

Pecuniary Insurance; The types of cover required and the provision of these by insurers in the insurance of consequential loss, credit and fidelity risks;

BUA 211 Motor Insurance; The evolution of Motor Insurance; Statutory requirements. Certificates of insurance.

An understanding of covers available to Owners and Users of Motor Vehicles, including common extensions and restrictions.

The essential requirements of proposal forms, Policy forms, renewal offers and Systems; Risk assessment; rating, and underwriting of all types of Motor Vehicles and Motor risks. The Procedures for handling and Setting fire. theft, and accidental damage claims; Reinsurance; Knock-for-knock, third party sharing and Other agreements.; Motor Insurers' Bureau; Green Card System.

Course Description (MMTC)

Management Course Outline: Marketing Management and Marketing Strategy Planning; Marketing Concepts and the environmental Factors influencing their adoption. Market Sementation. Marketing process and Classification of Marketing Activities; Company goals and the Marketing Organization, Marketing Institutions; Product Policy Planning; ,arketing Channels; Physical distribution; Promotion; Pricing; Sales force decisions; Case Studies; Personnel Management and Industrial Relations; History and Evolution of Modern Personnel Management; Role of Personnel Management; Maintaining the work force; Job description and Specification; Recruitment; Selection and placement. Communication and Training; Communication with employees and the Public; Employee Compensation; Remuneration and other incentives. Disciplinary Action; Definition; evolution; relationship; with other fields; Scope and Objects; Problems of industrial relations; The human factor; The Institutions, the framework of Industrial Relations; Trade Unions and Employees association; Development and growth of trade Unions; Labour relation policy; Machinery for collective bargaining and joint consultation; Industrial disputes and conflict resolution; Role of State and influence on public policy; The International Aspects; Kinds and functions; The ILO, OATUU, ICFTU; Accounting and Financial Control; The Role of Accounting and Financial Information in Business Decisions; The nature, Scope and purpose of accounting; Basic Financial Statements. Analysis and interpretation; Basic Principles of budgeting; The nature of Financial Planning and Control; Budgets as instruments of planning and control.

Production and Quantitative Analysis: System Analysis - input and output processes; fixed and variable costs; brake even analysis; Decision making; The desirability of alternatives; the Minimax regret Strategy; Project Planning: Network Planning; Critical path method; determination and probability models; Capacity Decisions; Linear Programming; graphical analysis; algebraic Solutions. Inventory Control Optional lot sizes; discount effects. Maintanance Policies; Repair facilities and breakdown time distribution; Preventive maintenance. Monte Carlo Simulation; Working time analysis; Idle time analysis; Economics; Demand and Supply Analysis; Types of Market Structures; The Theory of Distribution; The Economics of importsubstitution; Economic dualism and its consequences; Inflation and the Nigerian Economy; Nigerian international Trade. Form of Business Organization. The economics of Wages and Labour. Productivity; the marginal productivity approach. The West African Economic Union-Problem and Prospects.

Commercial Law (Serviced by Faculty of Law.

ANNEX V

PROPOSAL FOR THE INTRODUCTION OF HEALTH CARE MANAGEMENT PROGRAMME IN THE DEPARTMENT OF BUSINESS ADMINISTRATION, AHMADU BELLO UNIVERSITY ZARIA.

By: Professor N.R. Chatterjee
Department of Business Administration,
Ahmadu Bello University, Zaria.

Besides Government hospitals and health clinics there is a mashroon growth of private clinics meeting the needs of health care in Nigeria. Poor performances in managing government hospitals lead to expansion of private health care industry - a loosely connected, complex, multi-billion naira system.

Infected by foreign exchange crisis, escalating costs, inefficient use of resources, depersonalized and money making services, the system became even more complex for a growing number of health care providers who have to work within intensifying government regulations.

Nigerians who are ill expect and demand quality care and ready access to service from health care system no matter how complex or how difficult the system is to manage, and their concern grows as the health care system itself continues to grow in size and complexity. These complexities of the health care system — compounded by its pathological growth pains — demand emphasis on excellence in education in Health Care Management.

The Department of Business Administration, Ahmadu Bello University, Zaria, has designed the following educational programs: in Health Care Management.

I. B.Sc. (Health Care Management).
II. M.B.A. (Health Care Management).

The educational curricula of the programs have been developed to provide opportunities for learning and growth in what are perceived to be the elements of professional education in Health Care Management. These elements are:

1. A systematic understanding of historical and analysical perspectives of the Health Care System and the environmental and social forces shaping it.
2. A sound knowledge of theories, methods and techniques for
   a. assessing the health status and health needs of populations,
   b. converting this information into approprate policies,
   c. translating policies into plans and programs,
   d. managing and evaluating programs, and
   e. adjusting program direction for students in the light of new information.
3. A proficiency in interpersonal, technical, organizational skils.
4. A development of values and attitudes reflecting the primary of human well-being, the need for balanced individual/social action,

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a preventive approach and social accountability.

5. A development of professional mind-set reflecting a secure self image, creativeness, innovationness, leadership, high roles commitment, and sensitive and dynamic role style.

I B.Sc. (Health Care Management):-

Admission Requirements: Same as B.Sc. (Business Administration)

Required Courses: Greater emphasis will be given on operational skills than on policy and organizational issues because the programme is directed to train students for supervisory positions in hospitals and clinics.

B.Sc. (Helath Care Management) First year:

BUA	301	Elements of Business Administration with special emphasis on Health Care Management.
"	311	Principles of Accounting
"	321	Theory and practice of Government.
"	331	Elements of Economics.
"	341	Commercial law and law related to Health Care
"	351	Business Mathematics.

Second Year:

BUA	401	Principles of Management
"	411	Statistics
"	421	Principles of Finance
"	441	Cost Accounting
"	431	Principles of Marketing
"	451	Business Communication and Report Writing

Third Year:

BUA		Operation Management
"	561	Corporate Policy and Strategy
"	541	Nigerian Economics
"	531	Personnel Management
"	533	Industrial Relations

* Operation Management instead of BUA 551 Production Management.

Examination: Same as B.Sc. (Business Administration

II M. B. A. (Health Care);

Admission requirements: Same as MBA

Required courses: Greater emphasis will be given on health policy and organizational issues. The programme is directed to train Senior Non-doctors who are working as Head of the Department in hospitals and clinics.

Prerequisite Courses: Same as M.B.A.

Required Courses:

BUA	601	Business Policy with special emphasis on Health Policy
BUA	611	Managerial Finance
BUA	621	Marketing Strategies
BUA	631	Human Behaviour in Organization
BUA	641	Management Practices
BUA	651	Quantitative Methods in Management
BUA	661	Research Methodology and Seminar in Business
BUA		Epidemiology in Environmental Health
BUA	610	Labour-Management Relations (Elective)
BUA	612	Investment Analysis and Portfolio Management (Elective)
BUA	652	Data Processing & System Analysis (Elective)
BUA	770	Project.

* Epidemiology in Environmental Health instead of International Business.

/PROF. NRCH/VTB/

22nd November, 1984.

ANNEX VI

DEPARTMENT OF BUSINESS ADMINISTRATION
AHMADU BELLO UNIVERSITY, ZARIA

SENIOR STAFF LIST AS AT 1ST DECEMBER, 1985

NO.	NAME	RANK
1.	Dr. J. G. Donli	Senior Lecturer & Head of Department.
2.	Prof. N. R. Chatterjee	Professor
3.	Mr. V. Janakiraman	Senior Lecturer - ACTING HEAD OF DEPT
4.	Mrs. A. S. Olufeagba	Senior Lecturer
5.	Alhaji S. A. Abdullahi	Senior Lecturer
6.	Mr. M. M. Mirza	Lecturer I
7.	Mr. E. O. Onipe	Lecturer I
8.	Miss H. E. Jekelle	Lecturer I
9.	~~Mr. Benjamin Imuse~~	Lecturer I
10.	Mr. J. M. Ayuba	Lecturer II
11.	Mr. A. I. Dankano	Lecturer II
12.	Mr. I. F. Okeji	Lecturer II
13.	Mr. A. B. Akpan	Lecturer II
14.	Mr. D. Ndanckson	Assistant Lecturer
15.	Mrs. J. N. Nwasike	Assistant Lecturer
16.	Mr. A. A. Sombo	Assistant Lecturer
17.	Mal. Abdullahi Tafida	Assistant Lecturer
18.	Mr. A. U. M. Amedu	Graduate Assistant
19.	Mrs. Mary S. Akanet	Graduate Assistant
20.	Mr. M. S. Ikupolati	Graduate Assistant
21.	~~Mr. R. C. Nnaw~~	Graduate Assistant