



UPSA

UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA

Scholarship with Professionalism



ANNUAL REPORT 2016



ANNUAL REPORT 2016

A publication by
THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)
Compiled by the Public Affairs Directorate
University of Professional Studies, Accra
Ghana

CORRESPONDENCE

All general and academic correspondence including
correspondence relating to students,
should be addressed to:

THE REGISTRAR

University of Professional Studies, Accra
P. O. Box LG 149, Accra
Tel: (0302) 500171/500722/500723
E-mail: info@upsamail.edu.gh or publicaffairs@upsamail.edu.gh
Website: www.upsa.edu.gh

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Welcome to the
UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)



Scholarship with Professionalism

VISION AND MISSION STATEMENTS

Vision: To be a world-class higher education provider in both academic and professional disciplines, nationally entrenched, regionally relevant and globally recognized.

Mission Statement: We strive to provide and promote quality higher academic and professional education in business and other social sciences related disciplines by leveraging a structured mix of Scholarship with Professionalism in Ghana and beyond.

Credo: Knowledge and skills as basis for development are relevant when shared and used.

We believe our responsibility is to the students, parents, guardians, employers, community, country and international partners, who are the reason for our existence; the faculty and staff who are our pride that drives the knowledge and skills development process; the regulators who guide our quality process and our alumni and research output which are the evidence of the success of the University. In meeting their needs, everything UPSA does epitomizes scholarship with professionalism.

Scholarship to UPSA means “**the pursuit and acquisition of knowledge.**” Professionalism implies “application of knowledge for development in an ethical way.”

These two concepts are the key driving forces of UPSA's existence.

SHARED VALUES

Integrity, Respect and Service are the shared values of UPSA's code of conduct.

Integrity: UPSA is determined to act consistently in accordance with its principles and espoused values.

Respect: Respect in the University's community means respect for one's self, others, environment and the University's values.

Service: Service in the UPSA community means recognizing social needs and applying our strengths and knowledge to address those needs.

Norms: Developing a system that focuses on the head, heart and hands within an intensive teaching, learning and research environment is the stream flowing through UPSA's Code of Conduct. We consider the National Council for Tertiary Education Norms for universities in Ghana as our minimum academic standards; we operate within the ethical guidelines of all relevant professional bodies. Continual Improvement is the Hallmark of UPSA's vision and mission.

Quality Statement

"Superior Educational Value"

STRATEGIC DIRECTION AND FOCUS

The strategy of the University takes into consideration the scope of products currently offered by the University, what it intends to offer and the underlying environmental factors in relation to the tertiary education sector. It also takes into consideration the recognition of the key players in the University's strategic development. The strategy is to position UPSA as a unique business education and research model that blends scholarship with professionalism and an institution of excellence in Africa and beyond.

The following are among the four broad weighted strategic goals identified to achieve the mission and vision of the University.

- To build a new learning environment and image
- To enhance research enterprise
- To improve institutional effectiveness
- To compete in a global economy

LOGO OF THE UNIVERSITY OF PROFESSIONAL STUDIES



University Colour: Navy Blue & Gold

University Motto: Scholarship with Professionalism

The emblem depicts an adopted version of a Ghanaian traditional symbol called "Akoben" meaning the "horn of war". This symbol, at the centre of the shield symbolises vigilance and combat. For the University, life is a personal responsibility and a battle which can be won only by one's own attitude. The base signifies ones circumstances, context and support from the society which unfolds as life rolls out. Though society supports and shapes one's life, basically, life's outcomes are a reflection of one's choices, actions and attitudes. Life therefore means taking responsibility to find the right answers to life's challenges. Everyone therefore has the responsibility to create his own world through his thoughts, values and

THE UNIVERSITY ANTHEM

UPSA THE STAR OF HOPE

University of Professional Studies
The beacon path blazer
That trains, educates and grows Ghana
We feed our nation strong
Scholars raised from the cradle of
Truth courage, our nation to advance
Scholars nourished from our fathomless
Mind of knowledge our nation to advance

Chorus

UPS the star of hope
UPS our Nation's pride
That trains, educates and grows Ghana
We feed our Nation strong

Scholarship with Professionalism
The first among equals
We pledge to turn from sloth and ease
Pursue paths unchartered
Oh God Almighty inspire us
And illumine our minds
With God our help and victory
We shall remain the best

The Anthem was composed by four lecturers from the University; Mr. Brian Akrong, Mrs. Helen Arkorful, Mrs. Peace Adzadi, Mr. Frederick Doe and the late Prof. Willliam Anku from the University of Ghana.

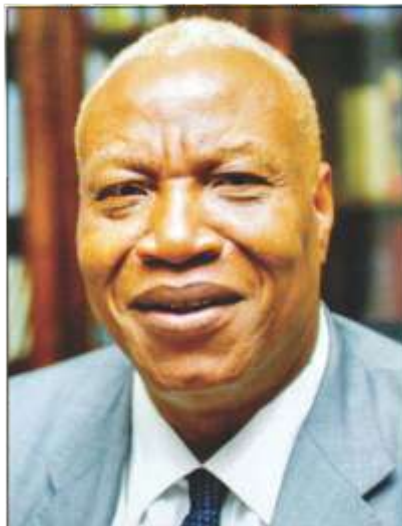
PRINCIPAL OFFICERS



HRM Drolor Bosso Adamtey I
CHANCELLOR



Mr. Justice Nii Aryeetey MPA
CHAIRMAN OF COUNCIL



Prof. Joshua Alabi MSc, MCIG, AMRS
VICE-CHANCELLOR

OTHER OFFICERS



Prof. A. Feehi Okoe Amartey PhD, MPhil
PRO-VICE-CHANCELLOR



Alhaji Dr. Seidu M. Mustapha PhD, MSc
REGISTRAR



Rev. J. K. Antwi
DIRECTOR OF FINANCE



Mr Elijah A. Mensah MA, BSc
AG LIBRARIAN



Mr. Thomas Atuam MBA, ACIS, ACCA, MID
DIRECTOR, INTERNAL AUDIT



Mr. Benjamin Osafo MSc, VPI, MBA
DIRECTOR, BUSINESS DEV'T CENTRE

MEMBERS OF THE UNIVERSITY GOVERNING COUNCIL

| | | |
|-----------------------------------|---|---------------------|
| MR. JUSTICE NII ARYEETAY | - | CHAIRMAN |
| PROF. JOSHUA ALABI | - | VICE-CHANCELLOR |
| PROF. OSBORNE A.Y. JACKSON | - | MEMBER |
| MR. JAMES BOK ABBAN | - | MEMBER |
| MS. KAY Y.QUAO SIMMONDS | - | MEMBER |
| MR. PAUL DZANDU | - | MEMBER |
| MR. EMMANUEL ACQUAYE | - | MEMBER |
| MR. ISRAEL NYATUAME | - | MEMBER |
| MR. AFRICANUS ANANE | - | MEMBER |
| MR. ANGELA PEASAH | - | MEMBER |
| DR. CHARLES BARNOR | - | MEMBER |
| DR. JOHN MENSAH MAWUTOR | - | MEMBER |
| MR. THOMAS ATUAM | - | MEMBER |
| MR. PATRICK ESHUN | - | MEMBER |
| MR. KRIS SAMUEL OBODAI | - | MEMBER |
| IN ATTENDANCE | | |
| PROF. ABEDNEGO FEEHI OKOE AMARTEY | | PRO-VICE-CHANCELLOR |
| DR. SEIDU M. MUSTAPHA | - | SECRETARY |
| REV. J.K. ANTWI | - | DIRECTOR OF FINANCE |



**VICE-CHANCELLOR'S
REPORT**

Prof. Joshua Alabi

The University of Professional Studies, Accra (UPSA) continued to make significant strides in the pursuit of academic excellence, staff development and in improving infrastructure aimed at enhancing teaching and learning. The 2016 Annual Report by the Deans and Directors, highlight these achievements and challenges.

The Report also marks the end of my tenure as Vice-Chancellor of the University.

One of our major achievements as a university was the award of accreditation status by the internationally renowned Accreditation Council for Business Schools and Programmes (ACBSP). This is in recognition of the University's strong academic credentials in its effort to become a world-class university.

Work has also started on a 3000-capacity auditorium project at a cost of GH¢ 77 million. The auditorium project which include facilities for hosting conferences and offices for seminars and training programmes, is expected to be completed within two and half years.

UPSA remains focused on its core mandate which is "to provide and promote quality higher academic and professional education in business and other social science related disciplines, by leveraging a structured mix of scholarship with professionalism in Ghana and beyond."

Let me acknowledge with gratitude, the contributions of past and present members of the University Council, faculty and staff; for their support, dedication and hard work towards the development of the University. I am also grateful to former Directors and Rectors of the institution for sowing the seed which has become a full grown tree and flourishing. The diverse contributions of all stakeholders; particularly the National Accreditation Board, GETFund, and the National Council for Tertiary Education, the student body, and the alumni association have laid a strong foundation for UPSA's phenomenal growth.

Finally, I trust that the in-coming administration led by the new Vice-Chancellor, Prof. Abednego Okoe Amartey, would enjoy your maximum cooperation and support as well.

Thank you.

MAJOR FUNCTIONAL AREAS

In achieving its mission and objectives, the University relies on three (3) functional areas which include:

- Teaching and Learning
- Research and Extension Services
- Business Development and Training

During the period under review, UPSA operated with three (3) main Faculties and a School of Graduate Studies as indicated below:

Faculty of Accounting and Finance

- Chartered Institute of Management Accountants (CIMA) UK
- Institute of Chartered Accountants, Ghana (ICAG)
- Association of Chartered Certified Accountants, (ACCA) UK
- Diploma in Accounting
- Bachelor of Science (BSc) – Accounting
- Bachelor of Science (BSc) – Banking and Finance
- Bachelor of Science (BSc) – Actuarial Science
- Masters in Business Administration (MBA) – Finance and Accounting
- Masters in Business Administration (MBA) – Auditing
- Masters in Business Administration (MBA) – Internal Auditing
- Masters in Business Administration (MBA) – Petroleum Accounting & Finance

Faculty of Management Studies

- Institute of Chartered Secretaries and Administrators, ICSA UK
- Chartered Institute of Marketing, (CIM) UK.
- Diploma in Management
- Diploma in Marketing
- Bachelor of Science (BSc) – Marketing
- Bachelor of Business Administration
- Master of Science (MSc) – Leadership
- Master of Philosophy (MPhil) – Leadership
- Master of Business Administration, (MBA) – Corporate Governance
- Master of Business Administration, (MBA) – Marketing
- Master of Business in Total Quality Management

Faculty of Information Technology & Communication Studies

- Diploma in Public Relations Management
- Diploma in Information Technology Management
- Bachelor of Science in Information Technology Management
- Bachelor of Science in Information Technology Management
- Bachelor of Science in Public Relations Management
- Faculty of Law: 3-Year LLB Law; 4-Year LLB Law

A BRIEF PROFILE OF UPSA

The University of Professional Studies, Accra (UPSA) is an autonomous public institution whose legal status derives from the University of Professional Studies, Act 2012 (Act 850).

Founded in 1965 as a private institution by the first Director, Nana Opoku Ampomah, the institution provided tuition in business professional courses such as ACCA, CIMA, ICAG and CIM.

In 1978, the University was taken over by government by the Institute of Professional Studies Decree, 1978 (SMCD 200).

It was subsequently established by the Institute of Professional Studies (IPS) Act, (Act 566) in 1999 and given the mandate to provide tertiary and professional education in the academic disciplines of Accountancy, Management and related disciplines.

In line with its mandate under Act 566, the University was granted accreditation to mount undergraduate degree programmes in September 2005, under the tutelage of the University of Ghana, Legon.

By dint of hard work, the institution received a Presidential Charter, in September conferring on it the status of a full-fledged public university with a mandate to offer undergraduate and graduate programmes leading to the award of certificates, diplomas and degrees for its accredited programmes. It started its Master's degree programmes in 2009. On 1st August, 2012, Parliament passed the University of Professional Studies Act 850, 2012 which came into force in November 2012 conferring on it the name University of Professional Studies, Accra (UPSA). The combination of scholarship and professionalism is the foundation of the University's unique profile.



ADMINISTRATION DIRECTORATE

Dr. Mrs. Vivian Amoako
Director of Administration

1.0. Introduction

This report presents activities of the Central Administration of the University for the period, January to December, 2015 and covers the following areas:

- Staff Strength
- Appointments
- Promotion
- Resignation
- Death
- Staff Development

2.0 Staff Strength

The staff strength of the University stood at Four Hundred and Thirty Seven (437), with the breakdown presented as follows:

Table 1: Staff Strength of UPSA (December, 2015)

| Gender | Senior Members | | Senior Staff | Junior Staff | Total |
|--------------|----------------|--------------|--------------|--------------|------------|
| | Teaching | Non-Teaching | | | |
| Male | 103 | 77 | 47 | 72 | 299 |
| Female | 33 | 28 | 49 | 28 | 138 |
| Total | 136 | 105 | 96 | 100 | 437 |

Source: Human Resource Unit, December, 2015

3.0 Appointments

Table 2: Staff Appointments into Various Grades

| | | |
|---|---------------------------------|----------------------------|
| 1 | Cynthia Acquaye | Infrastructural Planner |
| 2 | Mr. Kweku Rockson | Consulting Senior Lecturer |
| 3 | Ms. Naa Adorkor Cudjoe | Lecturer |
| 4 | Mrs. Maud Adjeley Ashong Elliot | Assistant Lecturer |
| 5 | Mr. Daniel Addae Adjepong | Lecturer |
| 6 | Prof. Kwame Frimpong | Consulting Professor |
| 7 | Mr. Richard Dua-Ansah | Assistant Lecturer |

Source: Human Resource Unit, December, 2015

4.0 Promotions

During the period under review, members of staff were promoted to various ranks in line with the Schemes of Service and Conditions of Service of the University. In all, six (6) Lecturers were promoted to the rank of Senior Lecturer, nine (9) Assistant Lecturers to the rank of Lecturer. In addition, twenty-four (24) Junior and Senior staff members were promoted to various positions. These are captured in the tables below:

4.1

a. **Table 3:** Senior Member Promotions (Lecturer/Research Fellow-Senior Lecturer/Senior Research Fellow)

| | | | |
|---|---------------------------|--|------------------------|
| 1 | Dr. Raymond Dziwornu | Banking and Finance | Senior Lecturer |
| 2 | Dr. Joseph Kwadwo Tuffour | Banking and Finance | Senior Lecturer |
| 3 | Mr. Godwin Adagewine | Faculty of Info. Tech. & Communication Studies | Senior Lecturer |
| 4 | Mr. Ibrahim Mohammed | Research Unit | Senior Research Fellow |
| 5 | Mr. James Ami-Narh | Information Technology | Senior Lecturer |
| 6 | Dr. Ebenezer Malcarm | Information Technology | Senior Lecturer |

Source: Human Resource Unit, December, 2015

b. Table 4: Promotion of Assistant Lecturers to the Rank of Lecturer

| No. | Name | Department | Rank |
|-----|---------------------------------|-----------------------------|----------|
| 1 | Mr. Agyemang Badu Collins | Business Administration | Lecturer |
| 2 | Mrs. Theodora Dame Adjin-Tettey | Public Relations Management | Lecturer |
| 3 | Mr. Richard Amankwa Fosu | Accounting | Lecturer |
| 4 | Mr. Bright Kwadzo Gakpe | Public Relations Mgt | Lecturer |
| 5 | Mr. Isaac Asampana | Information Technology | Lecturer |
| 6 | Mr. Albert Akanlisikum Akanferi | Information Technology | Lecturer |
| 7 | Mr. Ben Teye Ocra | Information Technology | Lecturer |
| 8 | Mr. William Allasani | Information Technology | Lecturer |
| 9 | Dr. Ummu Ibrahim | Business Administration | Lecturer |

Source: Human Resource Unit, December, 2015

4.2 Senior Staff

Table 5: Senior Staff Promotions

| No. | Name | Department | Rank |
|-----|-----------------------|----------------------|-------------------------------|
| 1 | Elikem Benedicta Denu | Business Development | Senior Marketing Assistant |
| 2 | Rebecca Tetteh | Finance Directorate | Administrative Assistant |
| 3 | Seth Mensah | ISTD | Principal IT Assistant |
| 4 | Janet Mingle | Stores | Senior Store Superintendent |
| 5 | Benjamin Kwahi | Library | Principal Library Assistant |
| 6 | Bernard Affram | Library | Senior Library Assistant |
| 7 | Daniel Acquah | ISTD | Principal Computer Technician |
| 8 | Matilda Azure | ISTD | Principal IT Assistant |
| 9 | Veronica Esi Morvey | Finance Directorate | Senior Accounting Assistant |
| 10 | Nii Amon Kotey | Internal Audit | Senior Audit Assistant |

Source: Human Resource Unit, December, 2015

5.0 Resignation

The following members of staff resigned from the services of the University during the period under review:

Table 7: Resignations

| No. | Name | Department | Effective Date |
|-----|--------------------------------|-----------------------------|----------------|
| 1 | Mr. Daniel Kasser Tee | Public Affairs | 01/02/2015 |
| 2 | Mr. Michael Obeng-Wiafe | Banking & Finance | 01/03/2015 |
| 3 | Mr. Joseph E. K. Attipoe | Public Relations Management | 20/04/2015 |
| 4 | Dr. Samuel Bucklock Ato Dadzie | Lecturer | 31/07/2015 |
| 5 | Mr. Elvis A. Amenyitor | Lecturer | 31/07/2015 |
| 6 | Mr. Abednego Opere | Lecturer | 30/09/2015 |
| 7 | Reuben Nii Ayi Tetteh | Senior Info. Tech. Officer | 20/10/2015 |
| 8 | Mr. Iliasu Farouk | Assistant Registrar | 19/11/2015 |
| 9 | Mr. Eric Ackah-Arthur | Junior Assistant Registrar | 31/12/ 2015 |

6.0 Retirement

The following members of staff proceeded on mandatory retirement with effect from 30th July, 2015.

Table 8: Staff on Mandatory Retirement

| No. | Name | Department | Effective Date |
|-----|------------------------------|--------------------------------|----------------|
| 1 | Mr. K. Owusu-Bediako | Senior Lecturer | 30/07/2015 |
| 2 | Miss. Elizabeth Bamford | Supervisor | 30/07/2015 |
| 3 | Mr. Halifax Donkor | Senior Guard | 30/07/2015 |
| 4 | Mr. Stephen Appau | Security Guard | 30/07/2015 |
| 5 | Mr. Ransford N. K. Koranteng | Chief Administrative Assistant | 31/12/2015 |

7.0 Leave of Absence

The following Senior Members were granted leave of absence by the University during the period under review:

Table 9: Staff on Leave of Absence

| No. | Name | Department | Effective Date |
|-----|-------------------------------|--------------------|----------------|
| 1 | Mr. Lawrence Yirenkyi-Boafo | Lecturer | 31/07/2015 |
| 2 | Dr. Ebenezer Malcalm | Senior Lecturer | 30/09/2015 |
| 3 | Mr. Eric Delle | Assistant Lecturer | 01/10/2015 |
| 4 | Rev. Bernard Nii Nmashie Nmai | Assistant Lecturer | 01/11/2015 |
| 5 | Mr. Ernest Nkrumah Addo | Assistant Lecturer | 01/12/2015 |

8.0 Study Leave with Pay

During the period under review, the following members of staff were granted study leave with pay to pursue doctoral and master's degree programmes:

Table 10: Staff on Study Leave With Pay

| No. | Name | Department | Effective Date |
|-----|---------------------------|---------------------------------|----------------|
| 1 | Mr. Haruna K. Rufai | Research Fellow | 01/08/2015 |
| 2 | Mr. George Agbemabiase | Lecturer | 02/09/ 2015 |
| 3 | Mr. Andrews Offei Nyanteh | Assistant Info Tech Officer | 01/10/ 2015 |
| 4 | Mrs. Freda Laweh | Senior Administrative Assistant | 01/09/ 2015 |
| 5 | Ms. Joyce Sackey | Senior Administrative Assistant | 01/09/ 2015 |

9.0 Death

During the period under review the University lost an Assistant Lecturer, Mr. Godwin Adzah on 31st October, 2015. May his soul rest in perfect peace!

10.0. Staff Development

10.1 Training

a) The University sponsored thirty-nine (39) Lecturers to participate in the Advanced Course on Teaching and Learning in Higher Education organized by WABER Conference from South Africa at the School of Graduate Studies, UPSA from 11th to 14th August 2015.

The course was designed to enable lecturers and anyone teaching in higher education institutions such as universities, polytechnics and other tertiary education institutions to acquire professional skills and knowledge on how to be a more effective teacher in the higher education context by mobilizing appropriate techniques to design courses for quality delivery.

b) A training workshop was organized for all Assistant Registrars of the University at the instance of the Chairman of UPSA Council, Mr. Justice Nii Aryeetey from 17th to 18th September, 2015. The facilitators were Mr. Justice Nii Aryeetey and Mr. Steve Van Kamassah, a Director currently in-charge of Human Resource at the University of Education, Winneba.

The workshop aimed at equipping Assistant Registrars with new skills, sharpen existing ones, and also informing them about procedures for execution of various tasks to enable them perform better and increase productivity.

c) The following Record Officers were sponsored by Management to participate in the Records Management Workshops organized by Laysia Infor Consult from October to December, 2015 at the Ghana Museums and Monuments Board, Accra:

- Mr. Felix Mawuli Zanu
- Mr. Denis L. Attuquayefio
- Mr. Augustine Ofori
- Mr. Kwasi Offei-Kwafo

d) An online training on the use of the Research Professionals' Platform was organized by the Office of the Vice-Chancellor in collaboration with staff of Research Professionals Africa for some selected Lecturers. The training took place at the Computer Laboratory of the UPSA School of Graduate Studies on Monday, 26th October, 2015.

10.2 International Conferences/Workshops

Workshops and Conferences attended by members of staff during the period under review are captured in Table 11 as follows:

Table 11: International Conferences/Workshops

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---------------------------------|---|---|-------------------------------|----------------|---------------------------------|
| 1 | Prof. Mrs. Goski Alabi | Dean, SOGS | 2015 INQAAHE Conference | 30th March to 3rd April, 2015 | INQAAHE | Chicago, Illinois, U.S.A |
| 2 | Ms. Ummu Ibrahim | Lecturer | International Conference for Social Sciences and Humanities | 18th to 21st May, 2015 | Self sponsored | Toronto, Canada |
| 3 | Mr. Stephen T. Akrobor | Director of the Institute of Professional Studies | 3rd African Congress of Accountants | 11th to 15th May, 2015 | UPSA | Mauritius |
| 4 | Mr. George Quartey | Dean of the Faculty of Accounting and Finance | 3rd African Congress of Accountants | 11th to 15th May, 2015 | UPSA | Mauritius |
| 5 | Mrs. Maud Adjeley Ashong Elliot | Assistant Lecturer | 3rd Edition of the African Internet Summit (AIS'15) | 24th May, to 5th June, 2015 | Self sponsored | Tunisia |
| 6 | Dr. John Kwaku Mensah-Mawutor | Lecturer | Forum for International Economics | 29th May, to 3rd June, 2015. | Self sponsored | Netherlands |
| 7 | Mr. Mawuli Feglo | Dean of students | PhD Academic Residency | 1st to 4th June, 2015 | UPSA | Rapperswil Castlein Switzerland |
| 8 | Prof. Joshua Alabi | Vice-Chancellor | 18th Biennial Conference of Rectors, Vice-Chancellors and Presidents of African Universities (COREVIP) organised by AAU | 1st to 6th June, 2015 | UPSA | Kigali, Rwanda |
| 9 | Dr. Seidu M. Mustapha | Registrar | 18th Biennial conference of Rectors, Vice-Chancellors and Presidents of African Universities (COREVIP) organised by AAU | 1st to 6th June, 2015 | UPSA | Kigali, Rwanda |
| 10 | Prof. Mrs .Goski Alabi | Dean, SOGS | 2015 ACBSP Conference | 10th to 15th June, 2015. | UPSA/DAAD | Philadelphia USA |

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---|---|---|------------------------------|---|------------------------------------|
| 11. | Dr. Abednego Feehi Okoe Mrs. Vivian Amoako | Dean, Faculty of Management Director of Administration | 2015 ACBSP Conference | 10th to 15th June, 2015. | UPSA/DAAD | Philadelphia USA |
| 12 | Dr. Godwin Utuka | Coordinator for Quality Assurance | 2nd workshop of TrainIQAfrica on "Tools and Procedures for Quality Assurance in Higher Education Institutions | 13th to 22nd June, 2015 | UPSA/DAAD | Germany |
| 13 | Mr. Richard Dua-Ansah | Assistant Lecturer | Intellectual Property Training Programme in Japan | 15th to 26th June, 2015 | Self Sponsored | Japan |
| 14 | Mr. Joseph Adu | Lecturer | United Nations Conference on Trade and Development | 15th to 19th June, 2015 | Self sponsored | North West University South Africa |
| 15 | Mr. Collins Badu Agyemang | Lecturer | 9th Biennial Congress of the International Academy of Intercultural Research | 28th June, to 2nd July, 2015 | University of Bergen, Dept. of Psychosocial Science | Norway |
| 16 | Mrs. Helen Arkorful | Lecturer | 9th Biennial Congress of the International Academy of Intercultural Research | 28th June, to 2nd July, 2015 | Self - Sponsored | Norway |
| 17 | Mr. Elijah Mensah | Librarian | 2nd Annual International Conference | 27th to 30th July, 2015 | UPSA | Athens, Greece. |
| 18 | Mr. Thomas Atuam | Director of Internal Audit | 74th Global Internal Audit and Governance Conference | 5th to 8th July, 2015 | UPSA | Vancouver, Canada |
| 19 | Mr. Gerald Dapaah Gyamfi | Dean of the Weekend School | International Police Executive Symposium (IPES) | 8th to 12th August, 2015 | UPSA | Pattaya, Thailand |

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| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---|-----------------------------------|--|----------------------------------|---------------------|---------------------------------|
| 20. | Dr. Abednego Okoe Feehi | Dean of the Faculty of Management | 18th International Academic Conference | 25th to 28th August, 2015 | UPSA | Strand Palace Hotel, London |
| 21 | Prof. Mrs Goski Alabi | Dean, SOGS | 7th International Conference on Quality Assurance in Higher Education in Africa | 22nd September, 2015 | European Commission | Abuja, Nigeria |
| 22 | Mr. Ampem Darko Aniapam | Lecturer | 5th International Financial Services Conference | 26th Sept. 2015 to 1st Oct. 2015 | Self sponsored | Port Elizabeth, S. Africa |
| 23 | Dr. Raymond K. Dziwornu | Senior Lecturer | 5th International Financial Services Conference | 26th Sept. 2015 to 1st Oc., 2015 | Self sponsored | Port Elizabeth, South Africa |
| 24 | Prof. Joshua Alabi Dr. Seidu M. Mustapha | Vice-Chancellor Registrar | 26th ICDE Conference | 12th to 16th October, 2015 | UPSA | Pretoria, South Africa |
| 25 | Dr. Charles Barnor | Senior Lecturer | Tuning Africa Project Phase II | 10th to 15th October, 2015 | UPSA | Cairo, Egypt |
| 26 | Dr. Godwin Utuka | Coordinator for Quality Assurance | TrainIQAfrica on Quality Assurance of Teaching and Learning in Higher Education Institutions | 2nd to 7th November. 2015 | UPSA | Nigeria |
| 27 | Prof. Joshua Alabi, Dr. Seidu M. Mustapha | V- Chancellor, Registrar | 2015 MENA Higher Education Leadership Forum | 7th to 12th November, 2015 | UPSA | Abu Dhabi, United Arab Emirates |
| 28 | Prof. Mrs. Goski Alabi | Dean, SOGS/Coordinator, ACBSP | 2015 ACBSP Conference | 23rd to 29th November, 2015 | UPSA | Barcelona, Spain |
| 29 | Prof. A. Feehi Okoe Amartey | Pro-Vice-Chancellor | 2015 ACBSP Conference | 23rd to 29th November, 2015 | UPSA | Barcelona, Spain |

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|--------------------|----------------------------------|---|------------------------------|---|-----------------|
| 30. | Mr. Daniel Bukari | Director of Academic Affairs | Advancing Improvement in Education (AIE) Conference | 16th to 18th November, 2015 | UPSA | Texas U.S.A |
| 31 | Mr. Nurudeen Rufai | Information Technology Officer | DATAD Annual Conference/Training Workshop | 23rd to 25th November, 2015. | Association of African Universities/ UPSA | Entebbe, Uganda |
| 32 | Mr. Benjamin Osafo | Director of Business Development | 5th Annual International Conference on Innovation and Entrepreneurship 2015 | 14th to 15th December, 2015 | UPSA | Singapore |

Table 12: Local Conferences and Workshops

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---|----------------------------------|---|---------------------------|---------|--------------------------------------|
| 1 | Prof. Anthony Ahiawodzi | Pro-Vice-Chancellor | First Experts' Forum-UTAG UCC | 24th February, 2015 | UPSA | UCC, Cape Coast |
| 2 | Dr. Mrs. Vivian Amoako | Director of Administration | National Gender Policy | 24th February, 2015 | UPSA | Mplaza, Roman Ridge, Accra |
| 3 | Mrs. Patience Mba | Assistant Registrar | | | | |
| 4 | Mrs. Patience Mba | Assistant Registrar | First National Conference on Guidance and Counselling | 11th to 12th March, 2015. | UPSA | University of Cape Coast, Cape Coast |
| 5 | Rev. Emmanuel Boateng | Junior Assistant Registrar | | | | |
| 6 | Prof. Anthony Ahiawodzi | Pro-Vice-Chancellor | IBM Collaboration with Universities in Middle East and Africa | 20th March, 2015 | UPSA | NCTE, Accra |
| 7 | Mr. Elijah Mensah Mrs. Rosemary Okai | Librarian Assistant Librarian | The Committee of University Librarians and their Deputies (CULD) Conference | 26th March, 2015. | UPSA | KNUST, Kumasi |

UPSA ANNUAL REPORT 2016

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---------------------------|---|---|--|---------|--|
| 8 | Mr. George Quartey | Dean of Faculty of Accounting and Finance | Institute of Chartered Accountants (Ghana) Annual Conference. | 26th to 30th April, 2015 | UPSA | University of Cape Coast, Cape Coast |
| 9 | Mr. Kwadwo Obeng | HOD, Accounting | | | | |
| 10 | Mr. Nicholas Nelson Adjei | Deputy Director of Finance, | | | | |
| 11 | Prof. Anthony Ahiawodzi | Pro-Vice-Chancellor | Internationalization Strategic Advisory Services (ISAS) | 30th April, 2015 | UPSA | UCC |
| 12 | Mrs. Patience Mba | Gender Coordinator | Health Seminar on Prostate and Cervical Cancer | 12th May, 2015 | UPSA | GIMPA |
| 13 | Ms. Rosemary Okai | Assistant Librarian | 3rd African Library Summit and 1st AIFIA Conference | 30th May to 2nd June, 2015 | UPSA | GIMPA |
| 14 | Ms. Ganiyatu Tiamiyu | Junior Assistant Registrar | | | | |
| 15 | Prof. Anthony Ahiawodzi | Pro-Vice-Chancellor | 3rd Ghana-France Higher Education Conference | 8th to 9th June, 2015 | UPSA | International Conference Centre, Accra |
| 16 | Mrs. Fidelis Quansah | Marketing | 2015 Senior Academic Leadership training programme | 23rd-26th August, 2015 & 13th-16th September, 2015 | UPSA | Institute of Statistical, Social and Economic Research (ISSER), University of Ghana, Legon |
| 17 | Mr. James Ami-Narh | Information Technology Management | | | | |

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|-----------------------------|--|---|--|---------|-------------------------------------|
| 18 | Prof. Anthony Ahiawodzi | Pro-Vice-Chancellor | National Education Sector Annual Review, 2015 | 21st to 22nd July, 2015 | UPSA | Alisa Hotel, Accra |
| 19 | Mr. Isaac Asampana | Lecturers | Information Security Training | 27th to 30th July, 2015 and 3rd to 6th August, 2015. | UPSA | Certified Ghana, Adjiringano, Accra |
| 20 | Mr. Albert Akanferi | | | | | |
| 21 | Mr. William Alhassani | | | | | |
| 22 | Mrs. Maud Ashong Elliot | | | | | |
| 23 | Rev. Emmanuel Boateng | Junior Assistant Registrar | Chaplaincy Conference | 2nd to 4th September, 2015 | UPSA | Abetifi Kwahu |
| 24 | Mr. Brain Fortunate Fio | Legal Officer | 2014-2015 Ghana Bar Association Annual National Conference | 14th to 18th September, 2015 | UPSA | Kumasi |
| 25 | Mr. Godwin Adagewine | Dean of Information Technology and Comm. Studies | International Arbitration organized by the Ghana Arbitration Centre | 5th to 9th October, 2015 | UPSA | Accra |
| 26 | Dr. Seidu M. Mustapha | Registrar | 7th Annual Public Forum organized by Public Procurement Authority | 28th October, 2015 | UPSA | Accra |
| 27 | Prof. A. Okoe Feehi Amartey | Pro-Vice-Chancellor | | | | |
| 28 | Mr. Edward Odjidja | Dep. Director of Works | | | | |
| 29 | Mr. Adam Alhassan | Procurement Officer | | | | |

UPSA ANNUAL REPORT 2016

| S/N | NAME | Position | Programme | Duration | Sponsor | Venue |
|-----|---------------------------|-----------------------------------|---|--|----------------|---|
| 30 | Mr. Michael Quaye | Internal Auditor | IPSAS Fundamentals – Comprehensive Workshop. Detecting and investigating Public Sector Accounting Fraud. | 16th to 20th November, 2015 14th to 16th December, 2015 | UPSA | Airport View Hotel, Accra |
| 31 | Mrs. Hannah E. A. Acquah | Lecturer | International Research Initiative Conference | 11th to 12th November, 2015 | Self Sponsored | International Conference Centre, Accra |
| 32 | Mr. Nicholas Nelson Adjei | Acting Deputy Director of Finance | Tax Seminar on the New Income Tax Act | 16th to 18th November, 2015 | Self Sponsored | Coconut Grove Regency Hotel, North Ridge, Accra |

Source: Administration Directorate, December, 2015

10.3. SPONSORED PHD/DOCTORATE PROGRAMMES

Table 13: Staff on Sponsored PhD/Doctorate Programmes

| S/N | Name | Programme | Institution | Commencement Date | Duration | Progress |
|-----|--------------------------|--|------------------------------------|-------------------|-------------|-----------------------|
| 1 | Mrs. Helen Arkoful | Doctor of Management | Swiss Management Centre University | September, 2009 | 4 years | Final stage of thesis |
| 2 | Mr. Gerald Dapaah Gyamfi | Doctor of Philosophy in Higher Edu. Administration | University of Phoenix, U.S.A | February, 2011 | 4 years | Working on thesis |
| 3 | Mr. S. T. Akrobor | Doctor of Management | Swiss Management Centre University | September, 2011 | 3 years | On course work |
| 4 | Mr. George Quartey | Doctor of Finance | Swiss Management Centre University | 2011 | 3 years | On course work |
| 5 | Mrs. Philomena Dadzie | Doctor of Philosophy in Higher Edu. | University of Phoenix, U.S.A | August, 2012 | 3 1/2 years | Thesis proposal |

| S/N | Name | Programme | Institution | Commencement Date | Duration | Progress |
|-----|----------------------|-----------------------------------|---|-------------------|----------|-------------------|
| 6 | Mrs. Fidelis Quansah | Doctor of Business Administration | Accra Institute of Technology | August, 2012 | 4 years | Working on Thesis |
| 7 | Mr. Mawuli K. Feglo | Doctor of Philosophy in Economics | UGSM-Monarch Business School, Switzerland | December, 2012 | 3 years | Working on Thesis |
| 8 | Mr. Kwadwo Obeng | Doctor of Finance | Swiss Management Centre University | September, 2011 | 3 years | On course work |
| 9 | Mr. Frederick Doe | PhD in Business Administration | Open University of Malaysia | August, 2013 | 3 years | On course work |
| 10 | Mr. Brian Akrong | PhD in English | University of South Africa | August 2014 | 3 years | On course work |



ACADEMIC AFFAIRS

Mr. Daniel Bukari
DIRECTOR

INTRODUCTION

This report covers the activities of the Academic Affairs Directorate for the period, January to December, 2016. It reports on staff, accomplishment, data on admissions, graduate outputs, withdrawals, registration, examinations, industrial attachments and monitoring among others.

The Academic Affairs Directorate is a Directorate under the Registrar's Department. It provides administrative support to academic affairs of the University; deals with advertising programmes on offer each academic year; admission of candidates to the various programmes; registration of students; conducting of examinations and graduation ceremonies.

The Directorate is headed by a Director who is responsible to the Registrar and concerned with the smooth administration of academic programmes in the University. The Office monitors compliance with academic regulations in the University. There are units under the Academic Affairs which help in ensuring academic excellence. These units are

- The Examinations Unit
- Registration and Graduation Unit
- The Student Services Unit of the University. The Unit works closely with the office of the Dean of Students.

STAFF STRENGTH OF THE DIRECTORATE

The Directorate has a Director, three (3) Senior Assistant Registrars, three (3) Assistant Registrars and five (5) Junior Assistant Registrars. There are five (5) Administrative Assistants of various ranks. The members of staff in the Academic Affairs Directorate are:

Senior Members

| | | |
|-------|------------------------|----------------------------|
| Mr. | Daniel Bukari | Director |
| Mr. | Lawrence O.M. Sakyiama | Senior Assistant Registrar |
| Mr. | Edward Bannerman-Wood | Senior Assistant Registrar |
| Mr. | Anthony K. Afeadie | Senior Assistant Registrar |
| Mr. | Robert Gyeke Darko | Assistant Registrar |
| Mr. | Joseph Nmai Kpakpo | Assistant Registrar |
| Mrs. | Vivian Nettey | Assistant Registrar |
| Mr. | Michael K. Akuoku | Assistant Registrar |
| Mr. | Abraham Agbemom Teye | Junior Assistant Registrar |
| Mr. | Mr. Samuel Mensah | Junior Assistant Registrar |
| Miss. | Ekua Yirenkyi Nyarkoa | Junior Assistant Registrar |
| Miss. | Leticia Ayorkor Laryea | Junior Assistant Registrar |

Senior Staff

| | | |
|------|---------------------|------------------------------------|
| Ms. | Mary Adonten | Chief Administrative Assistant |
| Mrs. | Patricia K. Ayertey | Principal Administrative Assistant |
| Mr. | Stephen Awuyah | Senior Administrative Assistant |
| Mr. | Imam Abdulai Amin | Senior Administrative Assistant |
| Mrs. | Joyce Rogers | Senior Administrative Assistant |
| Mr. | Timothy K. Donkor | Senior Administrative Assistant |
| Mrs. | Florence Bediako | Senior Administrative Assistant |
| Mr. | George Annan | Senior Administrative Assistant |

TEACHING & EXAMINATIONS UNIT

HEAD: Mr. Edward Bannerman-Wood

The Unit, consequent to its mandate undertook the following major activities during the year under review:

1. End of second semester examinations - 2015/2016 Academic Year in May
2. End of first semester examinations – 2016/2017 Academic Year in December
3. Mature Entrance Examinations – 2016/2017 Academic Year in July
4. Faculty of Law Entrance Examination -2016/2017 Academic Year in September
5. Supplementary Examinations for first and second semesters of 2015/2016 Academic Year in July, 2016.
6. Published teaching timetable for second semester 2015/2016 Academic Year in January, 2016
7. Published teaching timetable for first semester 2016/2017 Academic Year in August, 2016.

Other activities undertaken by the Unit on daily basis all year round include,

1. Processing of requests for academic transcripts
2. Resolution of results queries.

ADMISSIONS, REGISTRATION AND GRADUATION UNIT

HEAD: **Mr. Anthony K. Afeadie**

MAJOR ACTIVITIES UNDERTAKEN IN 2016

- The University's admission process for 2016/2017 Academic Year was carried with the support of the Faculties/Schools and ISTD. These include writing out of advertisement for admission to the University's programmes, management and processing of applications for admission, issuing out of admission letters, etc.
- Conducted the mature students' access course and examinations with the support of the Examinations Unit. The unit also coordinated mature students' interview.
- Conducted course registration of fresh and continuing students of the University with the support of ISTD, Faculties/ Schools and Finance Directorate.
- Handled re-sit of failed courses registration and add/drop elective courses with the support of the ISTD, Faculties/ Schools and Finance Directorate.
- Coordinated the vetting of the University's Level 400 answer scripts by external examiners with the support of the Faculties/Schools.
- Handled the graduation processes of the 2016 Graduating Class in conjunction with the ISTD and Faculties/Schools. These include printing of broadsheet for use at Board of Examiners meetings, generation and publication of list of graduating class, certification matters, etc.
- Handled issues pertaining to university colleges that applied to affiliate with the University.
- Organized 2016 matriculation ceremony with the support of Public Affairs Directorate and the Faculties/School.
- Organized the 8th Congregation of the University with the support of the Public

- Affairs Directorate and the Faculties/School. This included the compilation of the content of the congregation brochure, drafting of advertisement for the graduation ceremony, registration of graduands for the congregation, setting up of the congregation grounds and management of the congregation itself.
- Provided services for the following committees: Joint Admission, Board of Examiners and Affiliation Committee.

STUDENT SERVICES UNIT

HEAD: **Mr. Robert Gyeke-Darko**

ACTIVITIES UNDERTAKEN IN THE YEAR

Administrative duties to assist students

The Unit issued introductory letters, attestation letters, testimonials and filled various forms to both past and present students upon request.

Organized Orientation for Fresh Students

The 2016/2017 Academic Year Orientation, were held between Monday, September 7, 2016 and Saturday, September 12, 2016 for fresh Regular, Evening and Weekend Degree, Diploma and Professional Students.

The essence of orientation is to help fresh students acclimatize themselves to the University System. Faculty members also met with their respective fresh students and explained to them the prospects of the programmes being offered to the students.

The orientation for fresh Law and Actuarial Science students took place on Monday, October 17, 2016.

2015/16 & 2016/17 Students' Handbooks

The Unit facilitated the revision of the Students' Handbook for the 2016/2017 edition to include the ACBSP course structure for the Diploma programmes. The work is still in print and the publishers have promised to deliver them before the beginning of the second semester which will start in the first week of February, 2017.

STUDENTS FINANCIAL AID

Students Loan Trust Fund

The Unit assisted students on the mode of application, advised on the processes and endorsed application forms.

- List of registered students were submitted to the Loans Office to establish the registration status of applicants before payments were made to the students.
- Loan Application forms were endorsed by the Unit before submission to the loan office.

- Introductory letters were also issued to students who personally sought loans from various organizations.

There was a significant increase in the number of applications. This could be attributed to the information provided during the 2016/2017 orientation for freshmen and women.

Tertiary Education Scholarship Trust (TEST) for Ghana.

This is the third in the series of the TEST Scholarships. The 2016/2017 scholarship was advertised in February, 2016. At the end of the deadline in May, 2016, the names of eight (8) applicants were submitted. Some students, however; submitted their applications directly to the Test Office, and so were not captured by the office.

Eight (8) students had their scholarships renewed, whilst two (2) new awards were made. At the same time, two beneficiary students also graduated during the 2015/2016 academic year.

Total awards made for the 2016/2017 academic year were ten (10). Scholarship monies ranged from one thousand, one hundred and seventy Ghana cedis (GH¢ 1,170.00) to one thousand, eight hundred Ghana cedis (GH¢ 1,800.00).

The total scholarship amount given out to students as of December 31, 2016 stood at thirteen thousand, eight hundred and ninety Ghana cedis (GH¢ 13,890.00).

Below is the list of Awardees

| Names | Student ID | Level | Amount GH¢ |
|-------------------------------|-------------------|--------------|-------------------|
| Awuah Ayebi Kofi | 10016597 | 300 | 1,530.00 |
| Agyapong Derrick Kwabena | 10014518 | 400 | 1,800.00 |
| Agbenyadzi Ahmed Yahaya | 10013236 | 400 | 1,170.00 |
| Wassan N. Sampson | 10010945 | 400 | 1,530.00 |
| Kuri Dimah Sakina | 10010769 | 400 | 1,170.00 |
| Sossoe Anita | 10011391 | 400 | 1,170.00 |
| Apenteng Esther | 10012472 | 400 | 1,170.00 |
| Tuumyeridah Bebaradisam Hilda | 10017043 | 300 | 1,350.00 |
| Apreku-Antwi Lawrence | 10025161 | 300 | 1,500.00 |
| Tetteh Doris Narki Saki | 10055663 | 200 | 1,500.00 |
| TOTAL | | | 13,890.00 |

Shoprite Bursary Support Scheme

Shoprite Holdings Limited is a retail organisation operating chains of stores across fifteen (15) countries in and around Africa.

A list of fifteen (15) students of the University at various levels was submitted to Shoprite under an undergraduate Bursary Support Scheme. They have undergone two selection interviews.

The Unit also submitted transcripts of these students and is awaiting the final stage of the process. It is hoped that by the beginning of the second semester a number of the students will be awarded.

OBITUARIES

During the year under review, the University lost eight (8) undergraduate students made up of six (6) males and two (2) females. All the deceased students have since been buried. A delegation from the University attended all the funerals to mourn with the bereaved families.

Below is the list of the students who have passed on to glory.

| NAME | ID. NO | LEVEL | PROGRAMME | DATE OF DEATH |
|-------------------------------------|-----------|-------|-------------------------------------|----------------|
| Taylor Kwaku Christian | 10010869 | 300 | Bachelor of Business Administration | Jan. 31, 2016 |
| Piewuni Paamobi Mubarak | 10016674 | 200 | BSc. in Info. Tech. | March 31, 2016 |
| Okrahu Hannah | 10011537 | 400 | BSc. in Accounting | April 4, 2016 |
| Addo-Obiri Sylvia Aforo Nana Oye | 10048746 | 100 | Bachelor of Business Administration | April 18, 2016 |
| Dzeble Brown Eric | 12BAR0121 | | BSc. in Accounting | May 2, 2016 |
| Dzordzorny William | 100020377 | 200 | BSc. in Accounting | August 7, 2016 |
| Dovlo Wonder Kwabla | 10066518 | 200 | Bachelor of Laws | Nov. 18, 2016 |
| Awuni Daniel Akeyele | 10013670 | 400 | BSc. Marketing | Dec. 18, 2016 |

ADMISSIONS FOR 2016/2017 ACADEMIC YEAR

A total of six thousand, six hundred and fifty-five (6,655) applications including the professional programmes were received out of which four thousand, nine hundred and eighty-nine (4,989) students were offered admission as indicated in the Tables below.

APPLICATIONS RECEIVED

| PROGRAMME | SESSION | | | TOTAL |
|---|--------------|--------------|--------------|--------------|
| | MORNING | EVENING | WEEKEND | |
| Bachelor of Science in Accounting | 958 | 173 | 172 | 1,303 |
| Bachelor of Business Administration | 1,503 | 273 | 205 | 1,981 |
| Bachelor of Science in Banking & Finance | 458 | 34 | 37 | 529 |
| Bachelor of Science in Marketing | 259 | 89 | 53 | 401 |
| Bachelor of Science in Info. Tech. Management | 141 | 71 | 7 | 219 |
| Bachelor of Arts in Public Relations Management | 153 | 44 | 22 | 219 |
| Bachelor of Science in Actuarial Science | 27 | 1 | 1 | 29 |
| Bachelor of Laws | 93 | 143 | 3 | 239 |
| Diploma in Marketing | 259 | 89 | 53 | 401 |
| Diploma in Mgt. | 192 | 31 | 1 | 224 |
| Diploma in Accounting | 247 | 24 | 1 | 272 |
| Diploma in Public Relations Management | 99 | 8 | 1 | 108 |
| Diploma in Information. Technology Management | 82 | 11 | 3 | 96 |
| MBA in Accounting & Finance | 8 | 103 | | 443 |
| MBA in Auditing | 0 | 2 | 15 | 17 |
| MBA in Corporate Governance | 3 | 22 | 51 | 76 |
| MBA in Internal Auditing | 0 | 4 | 14 | 18 |
| MBA in Marketing | 3 | 37 | 44 | 84 |
| Mphil. in Leadership | 2 | 9 | 17 | 28 |
| Master of Science in Leadership | 3 | 6 | 14 | 23 |
| MBA in Total Quality Management | 2 | 37 | 64 | 103 |
| MBA in Petroleum Accounting & Finance | 1 | 7 | 18 | 26 |
| All eight (8) Professional Programmes | 9 | 35 | 35 | 79 |
| TOTAL | 4,355 | 1,184 | 1,116 | 6,655 |

APPLICATIONS RECEIVED

| PROGRAMME | SESSION | | | TOTAL |
|---|--------------|------------|------------|--------------|
| | MORNING | EVENING | WEEKEND | |
| Bachelor of Science in Accounting | 732 | 121 | 108 | 961 |
| Bachelor of Business Administration | 797 | 149 | 122 | 1,068 |
| Bachelor of Science in Banking & Finance | 364 | 26 | 23 | 413 |
| Bachelor of Science in Marketing | 237 | 73 | 29 | 339 |
| Bachelor of Science in Information Technology Management. | 72 | 60 | – | 132 |
| Bachelor of Arts in Public Relations Management | 70 | 38 | – | 108 |
| Bachelor of Science in Actuarial Science | 26 | – | – | 26 |
| Bachelor of Laws | 39 | 95 | – | 134 |
| Diploma in Marketing | 133 | 17 | – | 150 |
| Diploma in Management. | 271 | 37 | – | 308 |
| Diploma in Accounting | 309 | 27 | – | 336 |
| Diploma in Public Relations Management | 103 | 6 | – | 109 |
| Diploma in Information. Technology | 84 | 14 | | 98 |
| MBA in Accounting & Finance | – | 110 | 311 | 421 |
| MBA in Auditing | – | – | 19 | 19 |
| MBA in Corporate Governance | – | 22 | 50 | 72 |
| MBA in Internal Auditing | – | – | 17 | 17 |
| MBA in Marketing | – | 35 | 40 | 75 |
| MPhil in Leadership | – | – | 19 | 19 |
| Master of Science in Leadership | – | – | 22 | 22 |
| MBA in Total Quality Management | – | 36 | 61 | 97 |
| MBA in Petroleum Accounting & Finance | – | – | 24 | 24 |
| TOTAL | 3,237 | 866 | 845 | 4,989 |

EIGHTH CONGREGATION

The University on Saturday, July 30, 2016 organised its 8th graduation ceremony. A total of two thousand, five hundred and three (2,503) students, the highest number since the inception of the degree programme graduated.

The breakdown is as follows: Diploma had a total of three hundred and twenty-two students (322), the under graduate programmes had a total of one thousand, seven hundred and sixty(1,760) students with the Graduate School turning out four hundred and twenty-one (421)students.

The details are shown in the Tables below:

DIPLOMA

| PROGRAMME | CLASSIFICATIONS | | | | | | TOTAL |
|---------------------------------------|-----------------|----------|-----------|-----------|-----------|-----------|------------|
| | DISTINCTION | | CREDIT | | PASS | | |
| | MALE | FEMALE | MALE | FEMALE | MALE | FEMALE | |
| Diploma in Accounting | 6 | 1 | 26 | 36 | 24 | 25 | 118 |
| Diploma in Management | 1 | 0 | 27 | 30 | 14 | 31 | 103 |
| Diploma in Marketing | 0 | 0 | 17 | 14 | 20 | 27 | 78 |
| Diploma in Public Relations Mgt. | 0 | 0 | 1 | 4 | 0 | 2 | 7 |
| Diploma in InformationTechnology Mgt. | 2 | 0 | 8 | 0 | 5 | 1 | 16 |
| TOTAL | 9 | 1 | 79 | 84 | 63 | 86 | 322 |

UNDERGRADUATE

| PROGRAMME | CLASSIFICATIONS | | | | | | | | | |
|-------------------------------------|-----------------------|----------|-----------------------|------------|-----------------------|------------|-----------------------|------------|-----------|---|
| | 1 ST CLASS | | 2 ND UPPER | | 2 ND LOWER | | 3 RD CLASS | | PASS | |
| | M | F | M | F | M | F | M | F | M | F |
| Bachelor of Business Administration | 1 | 2 | 76 | 50 | 97 | 96 | 58 | 48 | 11 | |
| BSc. in Marketing | 0 | 0 | 18 | 24 | 60 | 47 | 67 | 72 | 28 | |
| BSc. in Accounting | 5 | 3 | 86 | 76 | 100 | 69 | 71 | 51 | 21 | |
| BSc. in Banking & Finance | 1 | 1 | 57 | 56 | 106 | 96 | 63 | 60 | 30 | |
| TOTAL | 7 | 6 | 237 | 206 | 363 | 308 | 259 | 123 | 90 | |

POSTGRADUATE

| PROGRAMME | CLASSIFICATIONS | |
|---------------------------------------|-----------------|------------|
| | MALE | FEMALE |
| MBA in Accounting & Finance | 148 | 63 |
| MBA in Auditing | 12 | 6 |
| MBA in Corporate Governance | 13 | 23 |
| MBA in Internal Auditing | 5 | 3 |
| MBA in Marketing | 23 | 14 |
| MPhil in Leadership | 20 | 3 |
| MPhil in Global Leadership | 0 | 1 |
| Master of Science in Leadership | 4 | 1 |
| MBA in Total Quality Management | 20 | 24 |
| MBA in Petroleum Accounting & Finance | 35 | 3 |
| TOTAL | 280 | 141 |

STUDENT ENROLMENT 2016/2017 ACADEMIC YEAR

The total enrolment of the University for the 2016/ 2017 academic year is twelve thousand three hundred and nine (12,309) students made up of:

| | | |
|-----------------------------------|---|--------|
| Institute of Professional Studies | – | 204 |
| Diploma Programmes | – | 956 |
| Undergraduate Programmes | – | 10,087 |
| School of Graduate Studies | – | 1,063 |

The breakdown of the various Programmes, Faculties and Schools are as follows:

ENROLMENT STATUS
DIPLOMA, BY PROGRAMMES & GENDER

| PROGRAMME | GENDER | | TOTAL |
|--|------------|------------|-------|
| | MALE | FEMALE | |
| Diploma in Information Technology Management | 94 | 10 | |
| Diploma in Public Relations Management | 23 | 70 | |
| Diploma in Marketing | 79 | 82 | |
| Diploma in Management | 126 | 126 | |
| Diploma in Accounting | 192 | 154 | |
| TOTAL | 514 | 442 | |

**ENROLMENT STATUS
UNDERGRADUATE BY FACULTIES & GENDER**

| DEPARTMENTS | GENDER | | TOTAL |
|--|--------------|--------------|---------------|
| | MALE | FEMALE | |
| BA Public Relations Management | 45 | 52 | 97 |
| BSc. Information Technology Management | 258 | 40 | 298 |
| BSc. Marketing | 705 | 592 | 1,297 |
| Bachelor of Business Administration | 1,985 | 1,479 | 3,464 |
| BSc. Accounting | 1,745 | 1,117 | 2,862 |
| BSc. Actuarial Science | 9 | 5 | 14 |
| BSc. Banking & Finance | 1,045 | 892 | 1,937 |
| Bachelor of Laws | 81 | 37 | 118 |
| TOTAL | 5,873 | 4,214 | 10,087 |

**ENROLMENT STATUS
POST-GRADUATE BY DEPARTMENTS & GENDER**

| DEPARTMENTS | GENDER | | TOTAL |
|-------------------------|------------|------------|--------------|
| | MALE | FEMALE | |
| Business Administration | 161 | 130 | 291 |
| Marketing | 44 | 49 | 93 |
| Accounting | 72 | 18 | 90 |
| Banking & Finance | 398 | 191 | 589 |
| TOTAL | 675 | 388 | 1,063 |

**ENROLMENT STATUS
POST-GRADUATE BY FACULTIES & GENDER**

| DEPARTMENTS | GENDER | | TOTAL |
|----------------------|------------|------------|--------------|
| | MALE | FEMALE | |
| Management Studies | 205 | 179 | 384 |
| Accounting & Finance | 470 | 209 | 679 |
| TOTAL | 675 | 209 | 1,063 |

**FULL TIME TOTAL ENROLMENT
2016/2017 ACADEMIC YEAR
ENROLMENT STATUS BY FACULTIES**

| FACULTY | GENDER | | TOTAL |
|--|--------------|--------------|---------------|
| | MALE | FEMALE | |
| Management Studies | 3,100 | 2,458 | 5,558 |
| Accounting & Finance | 3,461 | 2,377 | 5,838 |
| Information Technology Communication Studies | 420 | 172 | 592 |
| Law | 81 | 37 | 118 |
| IPS | | | 203 |
| TOTAL | 7,062 | 5,044 | 12,309 |

EXAMINATION MALPRACTICES

2015/16 SECOND SEMESTER & 2016/17 FIRST SEMESTER ACADEMIC YEARS

In the year under review, a total of fifty-three (53) students including six (6) post graduate students were involved in various examination malpractices.

| PROGRAMME | GENDER | | SESSION | | | TOTAL |
|--|-----------|-----------|-----------|----------|--------|-----------|
| | M | F | MORNING | EVENING | WKENDS | |
| BSc. Accounting | 8 | 5 | 6 | 3 | | 13 |
| BSc. Banking & Finance | 6 | 3 | 7 | 1 | | 9 |
| Bachelor of Business Administration | 8 | 6 | 3 | - | | 14 |
| BSc. Marketing | 2 | 3 | 4 | - | | 5 |
| BSc. Information Technology Management | 4 | 0 | 2 | 2 | | 4 |
| Diploma in Information Technology Management | 2 | 0 | 2 | - | | 2 |
| MBA Accounting & Finance | 1 | 3 | - | - | | 4 |
| MBA in Marketing | 2 | 0 | - | - | | 2 |
| TOTAL | 33 | 20 | 24 | 6 | | 53 |

WITHDRAWALS

A total of sixteen (16) students were advised to withdraw for poor academic performance. The details are as in the Table below.

| PROGRAMME | GENDER | | SESSION | | | TOTAL |
|---|-----------|----------|-----------|----------|----------|-----------|
| | M | F | MORNING | EVENING | WKENDS | |
| BSc. Banking & Finance | 2 | 2 | 4 | - | - | 4 |
| Bachelor of Business Administration | 6 | 1 | 5 | 2 | - | 7 |
| BSc. Marketing | 0 | 1 | 1 | - | - | 1 |
| BSc. In Diploma in Info. Tech. Management | 2 | 0 | - | 2 | - | 2 |
| Diploma in Marketing | 1 | 1 | 1 | 1 | - | 2 |
| TOTAL | 11 | 5 | 11 | 5 | - | 16 |

STAFF DEVELOPMENT AND TRAINING

- Mr. Edward Bannerman-Wood, the unit head for Examinations has successfully completed his studies abroad and has been at post since September 23, 2016. The Director also attended the following conferences:
 - Advanced Leadership Development in Higher Education, 29th to 31st March, 2016, Chicago, USA.
 - Conducting Credible Examinations, 4th to 8th July, 2016, Windhoek, Namibia.
- The Directorate is grateful to Management for these opportunities.

CHALLENGES

• **Declining Students' Enrolment**

Total number of applicants to the various programmes of the University has shown a decline over the past three years.

| Academic Year | 2014/2015 | 2015/2016 | 2016/2017 |
|----------------------------|-----------|-----------|-----------|
| Total Number of Applicants | 7,838 | 6,854 | 6,655 |

The existing programmes such as Bachelor of Business Administration, BSc. Accounting, BSc. Banking & Finance and BSc. Marketing suffered the most decline. The table below depicts the picture.

| Academic Year/ Existing Programmes | 2014/2015 | 2015/2016 | 2016/2017 |
|--|--------------|--------------|--------------|
| Bachelor of Business Administration | 2,873 | 2,478 | 1,981 |
| BSc. Accounting | 1,674 | 1,541 | 1,303 |
| BSc. Banking & Finance | 929 | 740 | 529 |
| BSc. Marketing | 719 | 536 | 402 |
| Total | 6,195 | 5,295 | 4,215 |
| Existing programmes as percentage of total Applicants | 79.03 | 77.25 | 63.34 |

This state of affairs ultimately affected the total number of students admitted as well as the total number that eventually reported.

Decline in Admission to the Weekend School

Decline in Admission to the Weekend School has also been noted over the past three years. Some of the notable complaints have been fees being charged at the Weekend School not being the same as that of the mainstream fees and absence of support services like unsanitary

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- **Late Registration by Students**

Students' failure to do their semester course registration on time still presents a serious challenge and has the potential of destabilizing the whole students' information system in the future apart from the difficulties it presents when it comes to processing of students' results for graduation.

- **Lack of Familiarity with the Students' Information System**

There is still the need for all users especially lecturers, heads of department and deans to familiarize themselves with the new students' information system otherwise called USIS. Limited knowledge of the usage of the USIS does create unwarranted ICs or NAs on students' transcripts, which eventually leads to the students' inability to graduate if not resolved in good time.

- **Increasing Tendency to Confuse ACBSP Course Structure with the Old Course Structure**

The ACBSP course structure is in the third year and second year of its implementation at the undergraduate and diploma levels respectively. The worrying development, however, is that there is a growing tendency to confuse the ACBSP and the old course codes and titles. A workshop to educate both staff and students on the ACBSP course structure would help in this direction.

- **Lack of Students' Knowledge on Requirements for Graduation**

Most students of the University do not see the need to get themselves abreast with various regulations including graduation requirements in the Students' Handbook. Consequently, those with deficiencies as far as their results are concerned are unable to do re-sit of their failed course before graduation. This results in high attrition rates recorded sometimes. For example a student will obtain a grade F in a paper at Level 100 but will choose to re-sit a grade D in a paper at Level 300.

DRESS CODE

Non-compliant to the Dress Code.

- **Conflict of Roles between Invigilators and Faculty**

Occasionally conflict occurs between invigilators and faculty in the examination halls. Some faculty try to dictate to invigilators what they should do. On one occasion a Lecturer ordered an invigilator to allow students who had massed up behind the door access to the hall. Another report was given of a lecturer who after walking into the examinations hall started sharing to students the question papers she was holding. Despite the prompting to stop, she went ahead till every student was served with a question paper. These sometimes result in avoidable verbal exchanges in the presence of students. The Examinations Unit views this as a clear usurpation of invigilators functions.

- Quality of Examination Questions set. Too much time allotment/Poor rubrics/unorganised nature of questions set. Sophisticated nature of exam malpractices.
- Late submission of Levels 400 & 600 question papers for external moderation.
- Limited office space.

PROFESSIONAL EXAMS

The University as a principle encourages students to enrol on professional programmes while pursuing their undergraduate studies. A challenge that has arisen as a consequence is that often times, the period of examinations overlap and so the Unit had to make alternative arrangements for our students to take their end of semester papers later

.

INVIGILATION RATES

The University continues to lose a good number of invigilators due to low remuneration. The standard rate in most universities now is sixty Ghana cedis(?60.00) as against thirty Ghana cedis (?30.00) for UPSA.

In other universities invigilation by lecturers is compulsory and is made to count towards their promotions as community service.

- Poor record keeping at the faculty level.
- Students' Handbook

Lack of Students'Handbook for graduate students makes it difficult to enforce regulations at that level. Currently there are a lot of graduate students below CGPA of 2.50 but there is no supporting regulation to withdraw them with its implications for their graduation.

PROSPECTS FOR 2017

- There is an urgent need for Academic Affairs and Public Affairs Directorates to

embark on outreach programmes to some selected Senior High Schools in the country. This will create an avenue for the University to recruit good WASSCE applicants.

- The Academic Affairs Directorate in conjunction with ISTD will adopt more innovative ways of making the admission process less stressful. For example using mobile money as a payment platform for the purchase of the Online Serial Number (OSN) for the online application for admission as well as device means of attaching scanned supporting documents for admission to the on-line admission forms.
- The process will also be initiated for Academic Affairs to liaise with ISTD to develop an on-line clearance system for graduated students. In the meantime, the clearance process for graduated students will be simplified by way of limiting the clearance process to Students Accounts Office and Stores (Finance Directorate), Alumni Office and Academic Affairs only.
- Newly introduced programmes such as BSc. Actuarial Science, Bachelor of Laws (LLB), and BSc. in Information Technology Management and Bachelor of Arts in Public Relations Management should be advertised separately to boost enrolment as well as to recruit quality students.
- There must be conscious effort to introduce BSc. Actuarial Science, Bachelor of Laws (LLB), and BSc. in Information Technology Management and Bachelor of Arts in Public Relations Management at the Weekend Session.
- There is the need to make the Weekend School programmes more attractive.
- ISTD should complete the graduation component of USIS to speed up the process of decentralizing the generation of graduating students' broadsheets and published lists to the Faculties. This will help process students' results in a more efficient and prompt manner for graduation.
- The Admissions Unit will liaise with the Students' Representative Council to educate students on the essence of doing course registration in good time. Bulk messages will also be sent from time to time in the course of the semester to prompt unregistered students about the need to register at the appropriate.
- There must be regular follow-ups on programme affiliation of Ghana Technology University College. For example their admissions and examination processes have to

be monitored. ISTD and Academic Affairs must get acquainted with the kind of students' information system being used and the possibility of importing students' grades for graduation and certification purposes

- There is the need to collaborate with ISTD wto develop an on-line certificate verification system for graduated students

The Financial Aid Unit is in a discussion with the SRC Executives and by extension the General Assembly to collaborate with the unit to support the Needy Fund. It is hoped that this will become a reality so that students who are unable to meet their financial obligations would be able to breathe a sigh of relief.

The Unit intends to look at other sources of funding from:

1. UPSA Management
 2. Alumni
 3. Corporate Entities
- The Student Services Unit in collaboration with the Office of the Dean of Students and some financial institutions, will organize seminars on Interviewing Techniques Work Ethics, Career Management and CV writing for final year students
 - To help reduce attrition rate
 - To help review the undergraduate Students Handbook (which has not had any major review since the degree programme started)
 - As a means of reducing examination fraud, signatures would be introduced on answer booklets and that of interim assignments
 - To include the Student's Identification Number on the certificate

RECOMMENDATIONS

- Substantive Deputy position to be created to help co-ordinate the activities of the Directorate especially in the absence of the Director
- Affiliation of University Colleges to UPSA processes have just begun and needs serious attention
- Due diligence should be paid to documents of the University
- The re-introduction of the wearing of name tags by staff



FACULTY OF MANAGEMENT STUDIES

Prof. Albert Puni
DEAN

1.0 OVERVIEW OF THE FACULTY

The Faculty of Management Studies is made up of two major departments which provides teaching, learning and research. These are: the Department of Business Administration and the Department of Marketing,. The Faculty derived its vision and mission from that of the University as follows:

1.1 OUR VISION

We envision an educational culture grounded actively in service to the university community and our stakeholders: embodying honesty, cooperation, self-responsibility and delight in diversity. The vision recognizes the interdependence of all beings and support for all in the provision and acquisition of knowledge.

1.2 OUR MISSION

The mission of the Faculty of Management Studies is to create an environment where the values of the University community reinforce self-acceptance in education and acceptance of diversity globally, and promote an environment founded in collaboration, support for educational gathering, workshops, seminars and lectures.

1.3 OUR SHARED VALUES

We all strive towards a unique state worthy of:

- Embracing group diversity
- Supporting personal growth
- Fostering a sense of responsible community living

1.4 OUR BRAND MANTRA

We measure results not efforts.

2.0 FACULTY MEMBERS

VICE DEAN AND HEADS OF DEPARTMENT

- Mrs. Fidelis Quansah ... Vice Dean
- Dr. Andrew Akolaa ... Ag. HOD, Marketing
- Mrs. Beatrice Akosua Adjapong ... Faculty Officer, Management Studies
- Mrs. Leticia Gagakumah ... Junior Assistant Registrar
- Mrs. Harriet Adzowu ... Departmental Officer Business Administration
- Mrs. Belinda Adzomani Diapim ... Departmental Officer Marketing

SENIOR MEMBERS ACADEMIC

Table 2. I: Staff List of the Department of Business Administration

| No. | Name | Role & Position | Qualification | Status |
|-----|-----------------------------|---|--|-----------|
| 1 | Dr. Emmanuel Selase Asamoah | HOD/ Lecturer | PhD Economics and Management, Tomas Bata University, Czech Republic, 2012 MSc. in Economics and Management, University of Economics, Prague, Czech Republic, 2009 | Full Time |
| 2 | Prof. Albert Puni | Asso. Prof./ Dean, Faculty of Management Studies | PhD Business Administration, Central University of Nicaragua, 2015 Doctor of Business Administration, Swiss Management Centre University, 2014 MSc. Corporate Governance, South Bank University London, 2004 ICASA, UK | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|--|---|---|-----------|
| 3 | Dr. Gerald Dapaah-Gyamfi | Dean, Weekend Sch./ Senior Lecturer | PhD in Higher Education, University of Pheonix, 2016 MSc. Human Resource Development, University of Manchester, UK, 2005 FCIS | Full Time |
| 4 | Dr. Mrs. Helen Arkorful | Dean, Evening School/ Lecturer | Doctor of Business Administration (2016), Swiss Management Centre University EMBA in Entrepreneurial Management, University of Ghana, 2004 ICSA, UK, 1998 | Full Time |
| 5 | Dr. Ampem Darko Aniapam | Vice-Dean, Weekend School/Lecturer | PhD in Environmental Science, University of Ghana MPhil (Environmental Science), University of Ghana, 2004 | Full Time |
| 6 | Mr. Frederick Doe | Deputy Director, IPS/Lecturer | PhD (Candidate) in Business Administration, Open University of Malaysia MSc. (Management Studies), University College of Northampton, UK, 2001 | Full Time |
| 7 | Dr. Ernest Mensah Abraham | Lecturer | PhD (Development Studies), University of Greenwich, UK, 2011. MPhil in Environmental Science, University of Ghana, June, 2004 | Full Time |
| 8 | Dr. Rev. Fr. Cletus Menson Kwame Forson | Lecturer | Doctorate in Educational Administration, St. John's University, USA, 2007 Master of Science in Education, St. John's University, USA, 2003 | Full Time |
| 9 | Dr. Ummu Ibrahim | Lecturer | PhD (Sociology), University of Ghana, 2015 MPhil in Social Work, University of Ghana, 2011 | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|-----------------------------------|------------------------------|--|---------------------------------|
| 10 | Dr. James Kwame Mensah | Lecturer | PhD. in Development Administration, Graduate School of Public Administration, 2016 MPhil Public Administration, University of Ghana, 2011 | Full Time |
| 11 | Dr. Robert Lawrence Afutu – Kotey | Lecturer | PhD. in Development Studies, University of Ghana, 2013 MSc. In Urban Planning Studies, University of London, UK., 2002 | Full Time |
| 12 | Dr. Mark Boadu | Lecturer | PhD in Corporate Governance, Plymouth University, UK, 2013 Master of Public Administration, University of Ghana, 2005 | Full Time |
| 13 | Dr. Justice Salifu Rahman | Lecturer | PhD in Organisation & Management, Capella University, 2010 MSc. in Management College of Saint Elizabeth, 2004 | Full Time |
| 14 | Dr. Adam Salifu | Lecturer/ Research Fellow | PhD in Social Science, 2015, MPhil in Development Studies, 2007, BA Information Studies, 2005 | Full Time |
| 15 | Mrs. Benedicta Quao | Lecturer/ Research Fellow | MPhil Economics, University of Ghana, 2000 BA Economics, Univ. of Cape Coast, 1997 | Full Time |
| 16 | Mrs. Mary Naana Essiaw | Lecturer | PhD (Candidate) in Management, Swazzy University MBA (Human Resource Management) University of Ghana, 2003 | Full Time Study Leave |
| 17 | Mr. Joseph Gerald Nyanyofio | Lecturer | PhD (Candidate) University of Ghana MPhil Public Administration, University of Ghana, 2008 | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|---------------------------|-----------------|---|-----------|
| 18 | Mr. Edward Koomson | Lecturer | PhD (Candidate) University of Ghana, MPhil, Environmental Science, University of Ghana, 2006 | Full Time |
| 19 | Mr. Collins Agyemang Badu | Lecturer | PhD (Candidate) University of Ghana, MPhil Industrial Organizational Psychology, University of Ghana, 2011 | Full Time |
| 20 | Mr. Michael Mickson | Lecturer | PhD (Candidate) in Business Administration, Cass European Institute of Management Studies, Luxembourg MPhil in Educational Administration, University of Cape Coast, 2007 | Full Time |
| 21 | Ms. Esther Julia Attiogbe | Lecturer | PhD (Candidate) University of Ghana, MPhil Human Resource Management University of Ghana, 2007 | Full Time |
| 22 | Mercy Naa Merley Desouza | Lecturer | MPhil in Industrial and Organizational Psychology, University of Ghana, 2012 Bachelor of Psychology, University of Namibia, 2008 | Full Time |
| 23 | Rejoice Esi Asante | Lecturer | PhD (Candidate) in Bus. Administration, Open University of Malaysia MPhil in Social Psychology, University of Ghana, 2009, PgD. In Marketing CIMG 2007 Prof. Diploma in Marketing. CIMG 2006 | Full Time |
| 24 | Fred Awaah | Lecturer | MPhil in Public Administration, University of Ghana, 2012 | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|----------------------------|--------------------|--|-----------|
| 25 | Mr. Alex Abada | Assistant Lecturer | MPA (Thesis Option), University of Ghana 1998 | Full Time |
| 26 | Hannah E. A. Acquah | Assistant Lecturer | PhD (Candidate) Open University of Malaysia, MA in Human Resource Management, University of Cape Coast 2005 | Full Time |
| 27 | Marco Elikem Mensah | Assistant Lecturer | MBA Human Resource Mgt., Univ. of Leicester, UK, 2005 | Full Time |
| 28 | Robertson Neequaye Kotey | Assistant Lecturer | PhD (Candidate) University of Ghana, MBA General Management, University of Hull, UK, 2007 | Full Time |
| 29 | Patience Ahwireng Obeng | Assistant Lecturer | PhD (Candidate) GIMPA, MPhil Public Administration, University of Ghana, 2011 | Full Time |
| 30 | Effie Kwaaba Okai-Anderson | Assistant Lecturer | PhD (Candidate) GIMPA, MSc Corporate Governance, London South Bank University- UK, 2004 | Full Time |
| 31 | Emmanuel Dougan | Assistant Lecturer | MBA Management Studies, University of Leicester, UK, 2007 | Full Time |
| 32 | Joshua Ofori Essiam | Assistant Lecturer | PhD (Candidate) University of Ghana MPhil Adult Education, University of Ghana, 2011 Commonwealth EMBA, KNUST, 2011 | Full Time |
| 33 | Dickson Armstrong Tumawu | Assistant Lecturer | PhD (Candidate), University of Cape Town MPhil (Sociology, Modern Society and Global Transformations) University of Cambridge, 2007 | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|--------------------------|--|---|---------------------------------|
| 34 | Kudo Linus Kekeli | Assistant Lecturer | PhD (Candidate), Griffiths University, Australia, MPhil Public Administration, University of Ghana, 2008 | Full Time Study Leave |
| 35 | Mr. Michael Kubi | Assistant Lecturer | MPhil Leadership, UPSA, 2015 | Full Time Study Leave |
| 36 | Anthony Sumanya Kumasey | Assistant Lecturer | PhD (Candidate) University of Manchester, MPhil Public Administration, University of Ghana, 2008 | Full Time |
| 37 | Mr. Haruna K. Rufai | Assistant Lecturer | PhD (Candidate) in Division of Human Work Science, Lulea University of Technology, Sweden MPhil in Sociology, University of Ghana, 2008 | Full Time Study Leave |
| 38 | Abdulai Munkaila | Assistant Lecturer | MPhil Leadership, University of Professional Studies, Accra, 2014 | Full Time |
| 39 | Agyabeng Nkrumah Anthony | Assistant Lecturer | MBA in Total Quality Management, University of Professional Studies, Accra, 2015 MPhil in Global Leadership, University of Professional Studies, Accra, 2013 | Full Time |
| 40 | Asare Lawrence Offei | Assistant Lecturer | PhD (Candidate) in Public Admin. & Policy Mgt., University of Ghana MPhil Public Admin. UG. 2012 | Full Time |
| 41 | Hector Arnold Sam-Tagoe | Assistant Lecturer Assistant Lecturer | PhD (Candidate) in Public Administration, Governance and Leadership, GIMPA, 2015 MA – Human Resource Development, University of Cape Coast, 2007 | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|-------------------------|--------------------|--|-----------|
| 42 | Alfred Amartei-Kewi | Assistant Lecturer | MPhil in Global Leadership, University of Professional Studies, Accra, 2014 Prof. Cert. in Marketing, CIM, UK, 2003 | Full Time |
| 43 | Daniel Okofo-Darteh Jr. | Assistant Lecturer | MPhil in Leadership, University of Professional Studies, Accra, 2015 | Full Time |
| 44 | Barbara N. A Tetteh | Assistant Lecturer | MBA in Human Resource Management, Wisconsin International University College-Ghana, 2014 MA TESL, University of Ghana, Legon, 2010 | Full Time |
| 45 | Anagba Kingsley Kofi | Assistant Lecturer | MPhil in Operations Management, University of Ghana, 2015 | Full Time |
| 46 | Augustine Awuah Pepreh | Assistant Lecturer | PhD (Candidate) in Mgt., University of Venice PgD in Educ., Catholic Univ. College, 2015 MPhil in Mgt. Studies, Univ. of Venice, 2015 MBA in Logistics & Supply Chain Mgt., KNUST, 2013 | Full Time |
| 47 | Mr. Jibreel Abubakar | Assistant Lecturer | MPhil Migration Studies, University of Ghana, 2012 M.A Human Resource Development, University of Cape Coast, 2014 | Full Time |

Source: Department of Business Administration Database November, 2016

Table 2.2: List of Lecturers in the Marketing Department

| No. | Name | Role & Position | Qualification | Status |
|-----|-----------------------------------|-----------------------------|---|-----------|
| 1 | Dr. Andrews Adugudaa Akolaa | Ag. HOD /Lecturer | Doctorate in Business Administration (Marketing) 2016, Swiss Management Centre EMBA- UGBS. 2004 -2006 Postgraduate Diploma (Marketing) 1996, Chartered Institute of Marketing (CIM) UK | Full Time |
| 2 | Prof.(Mrs.) Goski Alabi | Professor | Doctor of Philosophy in Business Administration 2015, Central University of Nicaragua. Doctorate in Business Administration (Higher Institution Leadership) 2011, Swiss Management Centre MPhil Food Science 2000, University of Ghana | Full Time |
| 3 | Prof. Abednego Feehi Okoe Amartey | Associate Professor | PhD Business Administration 2015, Central University of Nicaragua Doctor of Business Administration 2012, Swiss Management Centre University MPhil Marketing 2012, University of Ghana MBA Marketing 2003, University of Ghana Chartered Institute of Marketing (CIM, UK) | Full Time |
| 4 | Mrs. Fidelis Quansah | Vice-Dean & Senior Lecturer | PhD (Candidate) 2017, Accra Institute of Technology, Accra MBA Marketing 2006, University of Ghana PhD (Candidate) 2017, Accra Institute of Technology, Accra MBA Marketing/ 2006, University of Ghana | Full Time |
| 5 | Mr. Mawuli K. Feglo | Dean & Lecturer | PhD Candidate in Economic 2017, UGSM – Monarch Business School, Switzerland M.A Economic Policy Management 2000, University of Ghana | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|------------------------|-----------------|---|-----------|
| 6 | Dr. Kwami Agban | Lecturer | PhD (Management) 2010, Walden University MBA Marketing Management 2006, Paris Graduate Sch. of Mgt., Paris, Ghana MPhil Philosophy 1999, UCC Chartered Institute of Marketing (CIM, UK) | Full Time |
| 7 | Dr. Alexander Preko | Lecturer | PhD in Mgt. & Migration Studies 2009 State University of Management Moscow MSc. Management (Marketing Option) 2006, Tula State University, Russia | Full Time |
| 8 | Dr. Godwin Ansah | Lecturer | PhD (Candidate) in Governance and Leadership / 2018, GIMPA Doctor in Business Administration, 2007 Breyer State University Masters' in Business Administration 2005, Norwich Business School, UK. (University of East Anglia) | Full Time |
| 9 | Dr. Albert Martins | Lecturer | PhD (International Marketing) 2012 London Metropolitan University (UK). Diploma in Marketing & Social Research. 2007 Market Research Society (UK). MSc Marketing. 2005 University of Glamorgan (UK). MBA (Marketing). 2000. University of Ghana, Legon (Ghana). Postgraduate Diploma (Marketing). 1997. Chartered Institute of Marketing (CIM) UK. Certificate in Sales Management 1995, Chartered Institute of Marketing (UK). | Full Time |
| 10 | Mr. Theodore K. Tetteh | Lecturer | Masters in Business Administration, July, 2009. GIMPA / CIM | Full Time |
| 11 | Mr. Alex Quaiicoe | | MBA Marketing 2007, Univ. of Ghana, Legon. | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|-----------------------------|--------------------|--|-----------|
| 12 | Mr. Daniel Addae Adjepong | Lecturer | MSc Engineering Business Management 2007-2008, Coventry University | Full Time |
| 13 | Mr. Akwasi Sarfo Kantanka | Lecturer | MPhil Marketing 2011, University of Ghana, Legon MBA Marketing 2004, University of Ghana, Legon | Full Time |
| 14 | Mr. George Agbemabiase | Lecturer | PhD (Candidate) in Management/ 2018, Putra Business School, Malaysia MPhil in Marketing, 2009, University of Ghana Business School | Full Time |
| 15 | Mr. Thomas Yaw Tachie-Eyah | Assistant Lecturer | Master of Arts in Marketing 2008. London Metropolitan University, UK. Post Graduate Diploma in Marketing / 2006, The Chartered Institute of Marketing | Full Time |
| 16 | Mr. George Adu Appiah | Assistant Lecturer | MPhil Marketing 2009 University of Ghana | Full Time |
| 17 | Mr. Ebenezer Arthur Duncan | | MPhil in Global Leadership 2013, UPSA. | Full Time |
| 18 | Mrs. Akorfa Wuttor | Assistant Lecturer | DBA (Candidate) in Quality Systems Management 2020, The National Graduate School of Quality Management, USA MBA in Total Quality Management 2013, UPSA. | Full Time |
| 19 | Mrs. Gifty Ketemepe | Assistant Lecturer | DBA (Candidate) in Quality Systems Management 2020, The National Graduate School of Quality Management, USA MBA in Total Quality Management 2013, UPSA. | Full Time |
| 20 | Mrs. Juliana Akushika Andoh | Assistant Lecturer | PhD (Candidate) in Marketing 2018, University of Ghana Business School MBA Marketing 2013, University of Ghana. | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|-----------------------------|--------------------|--|-----------|
| 21 | Mr. Leeford Ameyibor | Assistant Lecturer | MBA in Total Quality Management 2013, UPSA. | Full Time |
| 22 | Mr. Peter Kwasi Kodje | Assistant lecturer | MA International Affairs. 2016, LECIAD. MBA TQM. 2016 UPSA. | Full Time |
| 23 | Mr. Robert Amponsah | Assistant Lecturer | PhD (Candidate) in Business Administration (Marketing Strategy & Innovation) 2020, The Noble International Business School MPhil Leadership 2014, UPSA. Msc Global Marketing 2012, Anglia Ruskin University, UK. | Full Time |
| 24 | Mr. Mustapha Iddrisu | Assistant Lecturer | MPhil in Bus. Admin. (Marketing) 2013, University of Ghana. MSc in Global Marketing. 2012. Anglia Ruskin University Cambridge, UK Professional Postgraduate Diploma in Marketing. 2007 Ghana Sch. of Marketing | |
| 25 | Mr. Ibn Kailan Abdul-Hamid | Assistant Lecturer | PhD (Candidate) in Marketing 2019, University of Ghana MPhil in Bus. Admin. (Marketing) 2014. University of Ghana. | Full Time |
| 26 | Mr. Inkumsah Winston Asiedu | Assistant Lecturer | MSc in Mktg. & Mgt. 2008, Bradford School of Management, UK | Full Time |
| 27 | Mr. Kwame-Adjei Michael | Assistant Lecturer | MPhil in Bus. Admin. (Marketing option) 2013, University of Ghana. MBA in Marketing 2006, University of Leicester Postgraduate Diploma. in Marketing (CIM), UK 1999 | Full Time |
| 28 | Mr. Hussein Mohammed Muniru | Assistant Lecturer | MPhil in Marketing 2012, University of Ghana. | Full Time |

| No. | Name | Role & Position | Qualification | Status |
|-----|---------------------------|--------------------|--|-----------|
| 29 | Mr. Yussif Mohammed Hardi | Assistant Lecturer | PhD in Marketing (Candidate), 2020, University of Ghana MBA in Marketing, UG 2006 | Full Time |
| 30 | Mr. Majeed Abdul Iddrisu | Assistant Lecturer | PhD (Candidate) in Management (DOM) 2017, SMC Univ., Switzerland Commonwealth Executive Masters of Bus. Admin. (CEMBA), KNUST. 2011 | Full Time |
| 31 | Mr. Alfa Atia Alpha | Assistant Lecturer | MBA in Marketing, UG. 2010 MA in Peace & Dev. Studies 2013, University of Cape Coast | Full Time |

Source: Department of Marketing Database November, 2016

Table 2.3: Visiting Scholars

| No. | Name of Staff | Role & Position | Qualification | Status |
|-----|---------------------|---------------------|--|-----------|
| 1. | Prof. Francis Piron | Associate Professor | PhD in Marketing, 1989, University of South Carolina MBA in International Business MIM, International Marketing International Finance 1992, Thunderbird School of Global Mgt. | Full Time |
| 2. | Prof. Austin Nathan | Associate Professor | PhD in the Scottish Hotel School (1987), Strathclyde University MS in Tourism Marketing (1988) | Full Time |
| 3. | Mr. Nathaniel Addy | Lecturer | MPhil. Marketing 1996, University of Salford, U.K | Full Time |

Source: Faculty of Management Studies Database November, 2016

Table 2.4: Staff Strength of Faculty of Management Studies

| Gender | Teaching Staff | | | | | Administrative Staff | Total |
|--------------|----------------|----------------------|------------------|-----------|---------------------|----------------------|-----------|
| | Professors | Associate Professors | Senior Lecturers | Lecturers | Assistant Lecturers | Assistant Registrars | |
| Male | | 2 | 1 | 25 | 34 | - | 62 |
| Female | 1 | | 1 | 7 | 7 | 4 | 20 |
| Total | 1 | 2 | 2 | 32 | 41 | 4 | 82 |

Source: Faculty of Management Studies, December, 2016

Table 2.4: Staff Strength of Faculty of Management Studies

| Teaching Staff | | | | | | Administrative Staff | |
|----------------|------------|----------------------|------------------|-----------|---------------------|----------------------|-----------|
| Gender | Professors | Associate Professors | Senior Lecturers | Lecturers | Assistant Lecturers | Assistant Registrars | Total |
| Male | | 2 | 1 | 25 | 34 | - | 62 |
| Female | 1 | | 1 | 7 | 7 | 4 | 20 |
| Total | 1 | 2 | 2 | 32 | 41 | 4 | 82 |

Source: Faculty of Management Studies, December, 2016

Table 3.0: List of Newly Recruited Lecturers

| Marketing Department | | | | |
|----------------------|-----------------------------|------------|---------------------------|--------------------------------|
| | Name of Lecturer | Department | Status | Effective date |
| 1. | Dr. Andrews Akolaa | Marketing | Lecturer/Ag.HOD | 1 st August, 2016 |
| 2. | Dr. Albert Martins | Marketing | Lecturer | 1 st November, 2016 |
| 3. | Mr. Alex Quaicoe | Marketing | Lecturer | 1 st November, 2016 |
| 4. | Ms. Aku Shika Acquaye | Marketing | Assistant Lecturer | 1 st August, 2016 |
| 5. | Mr. Yussif Mohammed Hardi | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 6. | Mr. Michael Kwame Adjei | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 7. | Mr. Majeed Abdul Iddrisu | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 8. | Mr. Mustapha Iddrisu | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 9. | Mr. Robert Amponsah | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 10. | Mr. Hussein Mohammed Muniru | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 11. | Mr. Alfa Atia Alpha | Marketing | Assistant Research Fellow | 1 st November, 2016 |
| 12. | Mr. IbnKailan Abdul - Hamid | Marketing | Assistant Lecturer | 1 st November, 2016 |
| 13. | Mr. Peter Kwasi Kodjie | Marketing | Assistant Lecturer | 1 st November, 2016 |

Business Administration Department

| | Name of Lecturer | Department | Status | Effective date |
|-----|-------------------------------|-------------------------|--------------------|--------------------------------|
| 14. | Dr. Mark Boadu | Business Administration | Lecturer | 1 st November. 2016 |
| 15. | Rev. Fr. Cletus M. Forson | Business Administration | Lecturer | 1 st August. 2016 |
| 16. | Dr. Salifu Rahman Justice | Business Administration | Lecturer | 1 st November. 2016 |
| 17. | Mrs. Esi Rejoice Asante | Business Administration | Lecturer | 1 st November. 2016 |
| 18. | Mrs. Mercy Merley Desouza | Business Administration | Lecturer | 1 st November. 2016 |
| 19. | Dr. Adam Salifu | Business Administration | Research Fellow | 1 st November. 2016 |
| 20. | Mr. Anthony Nkrumah Agyabeng | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 21. | Mr. Asare Lawrence Offei | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 22. | Mr. Hector Arnold Sam - Tagoe | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 23. | Mr. Alfred Amartei Kwei | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 24. | Mr. Daniel Okofo - Darteh Jnr | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 25. | Ms. Barbara Tetteh | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 26. | Mr. Kingsley Kofi Anagba | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 27. | Mr. Augustine Awuah Peparah | Business Administration | Assistant Lecturer | 1 st November. 2016 |
| 28. | Mr. Jibreel Abubakar | Business Administration | Assistant Lecturer | 1 st December. 2016 |

Source: Human Resource Unit, UPSA 2016

4.0 APPOINTMENTS

During the period under review the following members of staff were appointed to the following positions:

Table 4.0 Appointments for Members in the Faculty

| S/N | NAME | POSITION |
|-----|-----------------------------------|--|
| 1 | Prof. Abednego Feehi Okoe Amartey | Vice-Chancellor |
| 2 | Prof. Goski Alabi | Dean, International Education & Collaboration |
| 3 | Prof. Albert Puni | Dean, Faculty of Management Studies |
| 4 | Mrs. Fidelis Quansah | Vice-Dean |
| 5. | Mr. Ampem Darko Aniapam | Vice-Dean, Weekend School |
| 6. | Mr. Frederick Doe | Deputy Director, IPS |
| 7 | Dr. Emmanuel S. Asamoah | Head of Department, Business Administration |
| 8 | Dr. Andrew A. Akolaa | Head of Department, Marketing |
| 9 | Mr. Collins Badu Agyemang | Faculty Research Officer |
| 10 | Dr. Ernest Mensah Abraham | Research Officer, Business Administration |
| 11 | Dr. Alexander Preko | Research Officer, Marketing |
| 12 | Mr. Gerald J.N. Nyanyofio | Coordinator, Management Faculty-SOGS |
| 13 | Mrs. Gifty Ketemepe | Coordinator, International Education & Collaboration |
| 14 | Mr. Michael Kubi | Coordinator, International Education & Collaboration |
| 15 | Mr. Munkaila Abdulai | Coordinator, International Education & Collaboration |
| 16 | Mrs. Akorfa Wuttor | Coordinator, VC's Secretariat |

Source: Faculty of Management Studies, 2016

Table 5.0: List of Officers Transferred to other Departments/Schools

| | Name of Officer | Transfers |
|----|-------------------------------|---|
| 1. | Mr. Ibrahim Monipaak Amadu | School of Graduate Studies as School Officer |
| 2. | Mrs. Harriet Adzowu | Department of Business Administration as Departmental Officer |
| 3. | Mrs. Belinda Adzomani Diapem | Department of Marketing as Departmental Officer |
| 4. | Mrs. Leticia Ayarna Gagakumah | Dean's Office |

Source: Human Resource Unit, UPSA 2016

6.0 ACADEMIC STAFF ON STUDY LEAVE

The following members of the Faculty were granted study leave with pay during the year under review:

Table 6.0 List of Academic Staff on Study Leave

| Name of Lecturers | Programme | Country | Status |
|--------------------|---|------------------------------------|----------------------|
| Mr. Linus Kudo | PhD in Employment Relations and Human Resource Management | University of Griffith, Australia | Study Leave with pay |
| Mr. Marco E.Mensah | PhD in Marketing and Management | University of Macquarie, Australia | Study Leave with pay |

Source: Human Resource Unit, 2016

7.0 AWARDS

Professor Abednego Feehi Okoe Amartey was named in the prestigious Emerald Literati Network Awards for Excellence 2016. His paper "Consumers' attitude towards social media advertising and their behavioural response: the moderating role of corporate reputation" was published in Journal of Research in Interactive Marketing 2015 Vol. 9 4 E has been selected by the Journal's editorial team as a highly commended paper.

The Faculty congratulates him for the excellence and is also proud of him.

8.0 AWARD OF DOCTORATE DEGREE

The following members of the Faculty successfully completed their PhD programmes during the year under review.

Table 8.0: List of Lecturers awarded with Doctorate Degrees

| S/N | Name | Degree Awarded |
|-----|----------------------------|-----------------------------------|
| 1 | Dr. James Mensah | PhD in Development Administration |
| 2 | Dr. Gerald Dapaah - Gyamfi | PhD in Higher Education |
| 3 | Dr. (Mrs.) Helen Arkorful | Doctor of Business Administration |
| 4 | Dr. Ampem Darko Aniapam | PhD in Environmental Science |

Source: Human Resource Unit, 2016

9.0 PROMOTIONS

The table below represents members who were promoted during the year under review:

Table 9.0: List of Faculty Members Promoted

| S/N | NAME | DEPARTMENT | PREVIOUS RANK | CURRENT RANK |
|-----|-----------------------------------|-------------------------|---------------------|---------------------|
| 1. | Prof. Goski Alabi | Marketing | Associate Professor | Full Professor |
| 2. | Prof. Abednego Feehi Okoe Amartey | Marketing | Senior Lecturer | Associate Professor |
| 3 | Prof. Albert Puni | Business Administration | Senior Lecturer | Associate Professor |
| 4. | Mrs. Fidelis Quansah | Marketing | Lecturer | Senior Lecturer |
| 5. | Mr. Fred Awaah | Business Administration | Assistant Lecturer | Lecturer |
| 6. | Mr. Joshua Ofori Essiam | Business Administration | Assistant Lecturer | Lecturer |
| 7. | Mrs. Patience O. Ahwirang | Business Administration | Assistant Lecturer | Lecturer |

Source: Human Resource Unit, 2016

10.0 RESIGNATION

Two lecturers tendered in their resignations from the service of the University.

Table 10.0: List of Faculty Members resigned from the University

| S/N | NAME | DEPARTMENT | POSITION | STATUS | EFFECTIVE DATE |
|-----|------------------------|-------------------------|--------------|----------|---------------------------------|
| 1. | Dr. Samuel Agbanu | Marketing | Lecturer/HOD | Resigned | 31 st December, 2016 |
| 2. | Dr. Robert Afutu Kotey | Business Administration | Lecturer | Resigned | 30 th April, 2016 |

Source: Human Resource Unit, 2016

11.0 PROGRAMMES OF THE FACULTY

During the year under review the following programmes were offered in the various schools and departments of the Faculty.

Masters Programmes

- MBA Marketing
- MBA Total Quality Management (TQM)
- MPhil Leadership
- MSc Leadership
- MBA Corporate Governance

Undergraduate Programmes

- BSc Marketing
- Bachelor of Business Administration

Diploma Programmes

- Diploma in Marketing
- Diploma in Management

12.0 STUDENT ENROLMENT

The total students enrolled in the faculty for the Masters, Undergraduate and Diploma programmes are captured in tabular forms as follows:

Masters Programmes**Table 12.0 Masters Programme**

| Programme | Level 600 | Level 600 II | Total |
|-----------------------------|------------|--------------|------------|
| MBA in Marketing | 49 | 42 | 91 |
| MBA in TQM | 78 | 66 | 144 |
| MBA in Corporate Governance | 54 | 31 | 85 |
| MSc. in Leadership | 13 | 1 | 14 |
| MPhil in Leadership | 18 | 29 | 47 |
| Total | 213 | 162 | 375 |

Source: I' Campus, 2016

Undergraduate Programmes**Table 12.1: Student Population Bachelor of Business Administration**

| Bachelor of Business Administration | | | | | | | | | |
|--|-------------|------------|------------|------------|------------|------------|--------------|-------------|-------------|
| Level | Morning | | Evening | | Weekend | | Total/Gender | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 218 | 185 | 21 | 13 | 21 | 16 | 260 | 214 | 474 |
| 200 | 289 | 197 | 114 | 112 | 37 | 43 | 440 | 352 | 792 |
| 300 | 408 | 249 | 172 | 114 | 75 | 68 | 655 | 431 | 1086 |
| 400 | 452 | 318 | 94 | 80 | 84 | 84 | 630 | 482 | 1112 |
| GRAND TOTAL | 1367 | 949 | 401 | 319 | 217 | 211 | 1985 | 1479 | 3464 |

USIS, November, 2016

Table 12.2: Student Population Bachelor of Science Marketing

| Bachelor of Science Marketing | | | | | | | | | |
|--------------------------------------|------------|------------|------------|-----------|-----------|-----------|--------------|------------|-------------|
| Level | Morning | | Evening | | Weekend | | Total/Gender | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 83 | 52 | 3 | 7 | 2 | 4 | 88 | 63 | 151 |
| 200 | 46 | 38 | 49 | 43 | 14 | 10 | 109 | 91 | 200 |
| 300 | 122 | 89 | 30 | 33 | 34 | 21 | 186 | 143 | 329 |
| 400 | 266 | 247 | 20 | 15 | 36 | 33 | 322 | 295 | 617 |
| GRAND TOTAL | 517 | 426 | 102 | 98 | 86 | 68 | 705 | 592 | 1297 |

USIS, November, 2016

Diploma Programme

Table 12.3 Student Population Diploma in Management

| DIPLOMA IN MANAGEMENT | | | | | |
|------------------------------|------------|-----------|-----------|-----------|-------------|
| LEVEL | MORNING | | EVENING | | GRAND TOTAL |
| | M | F | M | F | |
| 100 | 91 | 75 | 5 | 12 | 183 |
| 200 | 18 | 24 | 12 | 15 | 69 |
| TOTAL | 109 | 99 | 17 | 27 | 252 |

USIS, November, 2016

Table 12.4 Student Population Diploma in Marketing

| LEVEL | MORNING | | EVENING | | GRAND TOTAL |
|--------------|-----------|-----------|-----------|-----------|-------------|
| | M | F | M | F | |
| 100 | 34 | 42 | 7 | 7 | 90 |
| 200 | 23 | 19 | 15 | 14 | 71 |
| TOTAL | 57 | 61 | 22 | 21 | 161 |

USIS, November, 2016

Table 12.5 Enrollment for the Past Three Years

| Programme/Year | 2014 | 2015 | 2016 |
|--|------|------|------|
| Bachelor of Business Administration | | | |
| Level 100 | 1007 | 731 | 474 |
| Level 200 | 1014 | 1039 | 792 |
| Level 300 | 483 | 1019 | 1086 |
| Level 400 | 530 | 513 | 1112 |

Table 12.5 Enrollment for the Past Three Years

| Programme/Year | 2014 | 2015 | 2016 |
|--------------------------------------|-------------|-------------|-------------|
| Bachelor of Science Marketing | | | |
| Level 100 | 289 | 152 | 151 |
| Level 200 | 531 | 309 | 200 |
| Level 300 | 444 | 483 | 329 |
| Level 400 | 390 | 438 | 617 |
| Diploma in Management | | | |
| Level 100 | 104 | 66 | 183 |
| Level 200 | 145 | 100 | 69 |
| Diploma in Marketing | | | |
| Level 100 | 58 | 75 | 90 |
| Level 200 | 148 | 60 | 68 |

Source: Faculty of Management Studies, November, 2016

13.0 FACULTY ACTIVITIES

13.1 Commencement of First Semester 2016/2017 Academic Year

The 2016/2017 academic year (first semester) commenced on 15th August, 2016 with the registration of students (fresh & continuing students). Proof of registration forms were signed at the department and forwarded to the Documentation and Information Management Centre (DIMC) for filing.

13.2 Orientation for Fresh Students for 2016/2017 Academic Year

The orientation programme for fresh undergraduate and diploma students of the Faculty was held on the 2nd and 3rd of September, 2016 for morning, evening and weekend sessions. Attendance was quite encouraging. Below is a picture of the orientation for students.

13.3 Monitoring of Teaching and Learning

Lectures began on Monday, 2nd September, 2016 and 12th September, 2016 for continuing students and level 100 students respectively. Attendance for both lecturers and students during the period under consideration was encouraging.

The Faculty put in place a monitoring system to ensure that Departmental Officers strictly observed teaching and learning involving the Faculty's members and students. A few challenges on poor audio systems in lecture halls and clashes on time tables and student groupings were resolved.

Furthermore, the Faculty liaised with the Quality Assurance Directorate to ensure that all lecturers teaching workload were provided for them for the necessary action.

Some newly appointed lecturers replaced some adjunct lecturers who usually augment the staff strength of the Faculty. However, some adjunct lecturers were engaged on full time basis.

13.4 Provision of Computers to the Faculty

The Information Service and Technology Directorate (ISTD) handed over two Dell computers to the Faculty on Monday 8th February, 2016. One of the computers was given to the Departmental Officer for the Department of Business Administration and the other for the office of the Vice- Dean.

13.5 Development of Proposed programmes

The two departments in the Faculty are designing new programmes and the table below presents the details:

Table 13.5: Development of Programmes in the Faculty

| S/N | Department | Proposed Programme | Status |
|-----|-------------------------|--|--|
| 1 | Business Administration | PhD in Corporate Governance | Awaiting response from sector industry |
| 2 | Business Administration | BSc. Real Estate Management and Finance | Correction made and submitted to NAB |
| 3 | Business Administration | BSc. Logistics and Transport Management | Awaiting response from sector industry |
| 4 | Business Administration | Bachelor of Public Administration | Awaiting response from sector industry |
| 5 | Marketing | PhD in Marketing | Reviewed programme by NCTE. |
| 6 | Marketing | MPhil Marketing | Work in progress for submission |
| 7 | Marketing | MA in Brands Management | Work in progress |
| 8 | Marketing | Bachelor of Science in Tourism Marketing | Work in progress |

Source: Faculty of Management Studies, 2016

13.6 Accreditation and Re-accreditation of Programmes in the Faculty

The table below represents the programmes in the faculty which have undergone accreditation or re- accreditation and its current status.

Table 13.6: Accreditation and Re-accreditation of Programmes in the Faculty

| Programme | Year of Accreditation/ Re-Accreditation | No of Years of Accreditation | Expiry date of Re-Accreditation | Status |
|-------------------------------------|---|------------------------------|---------------------------------|---|
| Diploma in Management | April, 2011 | 5 | March, 2016 | Processed and sent to NAB Waiting for report |
| Diploma in Marketing | April, 2011 | 5 | March, 2016 | Processed and sent to NAB Waiting for report |
| Bachelor of Business Administration | September, 2010 | 5 | August, 2015 | Assessed waiting for report from NAB |
| BSc. Marketing | August, 2015 | 5 | August, 2020 | Assessed and certificate received from NAB |
| MBA Total Quality Management | September, 2013 | 3 | September, 2016 | Preparation of document for re accreditation |
| MBA Corporate Governance | September, 2013 | 3 | December, 2017 | Processes of Re Accreditation has begun |
| MSc. Leadership | August, 2012 | 3 | July, 2017 | Processes of Re Accreditation has begun |
| MPhil. Leadership | August, 2012 | 3 | July, 2017 | Processes of Re Accreditation has begun |

Source: Quality Assurance Unit, 2016

13.7 Management and Professional Day Celebration

The Faculty of Management Studies held its second Management and Professional Day on Friday, March 11, 2016 at the LBC Auditorium. The event was organized as a pre-graduation ceremony for final year students in level 200 Diploma and Level 400 degree for 2015/2016 academic year. The theme for the programme was dubbed "Preparing for the job Market".

The Dean of the Centre for International Educational and Collaboration- Prof. Goski Alabi was the first speaker for the occasion, She spoke about business etiquette and personal grooming.

The Guest speaker for the programme was Dr. Godwin Amenyedior, Executive Vice-Chairman for Vanguard Assurance Company Limited. He spoke about the employers' expectation from new entrants. He highlighted on behaviours' the new entrant should put up to enable the

employer retain him/her after probation. Three students from the Faculty who were engaged at Vanguard Assurance Company as service personnel, have been retained for full employment.

Furthermore, Rev. Ismaila Hansmitten-Awudu of the International Central Gospel Church (ICGC) East Legon, Accra was present to dedicate the students to the Almighty God. The programme was proudly sponsored by Nestle Ghana.

The following were presented with citation for their dedicated services:

Prof. Goski Alabi- Dean, Centre for International Education and Collaboration.

Prof. Abednego Feehi Okoe- Pro-Vice- Chancellor.

Dr. Godwin Amenyedor- Executive Vice-Chairman for Vanguard Assurance Company Limited.

Mrs. Beatrice Akosua Adjapong- Faculty Officer for Management Studies.

Eight students from the Faculty were also awarded for excellent performance in their course of studies.

13.8 Faculty Preparation towards Accreditation for Business School Programmes (ACBSP) Visit

. The Faculty is proud to be part of the award of certificate for the Accreditation for Business School Programmes (ACBSP) to the University. Faculty members prepared very well for the visit of the ACBSP team which was scheduled for Monday, 7th March, 2016 to Wednesday, 9th March, 2016. Members were present on that day to make the programme successful.

13.9 The 2nd International Conference on Business Management and Entrepreneurial Development (ICBMED), 2016

The Second International Conference on Business Management and Entrepreneurial Development (ICBMED), 2016 was held from 21st to 22nd April, 2016 at the School of Graduate Studies and at the UPSA Auditorium. The Faculty of Management played a major role in the organization of a successful Conference.. The key note speaker was Mrs. Pearl Ensua –Mensah, Consultant of Feniks Limited. Prof. Goski Alabi was one of the plenary speakers. She spoke on “Staying Afloat by Maintaining and Improving Quality Standards”. Out of the ninety-three (93) presenters, Faculty of Management Studies had thirty (30) Faculty members presenting.

13.10 3-Day Summit on Tertiary Education in Ghana

The Dean, Vice-Dean and Heads of Department were nominated by Management to attend a 3-Day National Summit on Tertiary Education from 2nd– 4th November, 2016 at the Mensvic-Hotel, East Legon, Accra. The Summit was organized by the National Council for Tertiary Education, in collaboration with the Ministry of Education and TRUSTAFRICA, Senegal.

The theme for the Summit was, “Towards a National Vision and Plan for Tertiary Education”.

13.12 Business Challenge –HR Conference 2016

The Faculty presented five students from the Department of Business Administration to participate in a competition for this years' Human Resource (HR) Focus Conference 2016 dubbed 'The Business Challenge' with the theme: Technology Driven HR- People, Processes and Performance held on 23rd September, 2016 at the World Trade Centre, Ridge- Accra. The exciting

and educative competition engaged students to solve business problems on issues affecting the world of work. The winning team included:

Fosu Richard
 Okyere Darko Agyemang
 Kpodo Akosua Gifty
 Korli Emmanuel
 Appah Abigail

13.13 SEO Africa Information Sessions with UPSA Students

An information session for final year students of UPSA sponsored by Educational Opportunities (SEO Africa) was held on Monday, September 26, 2016. The purpose for the event was to select, train and mentor Ghanaian and Nigeria University students to provide them with corporate access into international investment banks (Goldman Sachs, Bank of Africa and Merrill Lynch) and into the Ghanaian financial services, oil and gas and telecommunications sectors.

13.14 Provision of Cash for the Purchase of a Photocopier machine

As part of the contribution from the sale of Graphic Business which is done by the Faculty, Management approved the sum of ten thousand Ghana cedis GH¢10,000.00 for the purchase of a photocopier machine for the Faculty. The Physical Development Directorate allocated the storeroom of the third floor of LBC for its use. The Faculty has employed two persons to manage the place and work is going on briskly.

13.15 Departmental Meetings

Two important meetings were held by the two departments in the Faculty during the year under review. The meetings took place in January and June 2016 respectively. The following issues were addressed at the meetings:

- Discussion on students' examination results
- Departmental seminars
- Students' academic performance
- Research publications
- Submission of examination questions
- Allocation of courses
- Effective supervision of students dissertation

14.0 FACULTY RESEARCH ACTIVITIES

The Research Officers organized various activities for students and lecturers in the Faculty. The activities included the following:

14.1 Meeting with Level 400 students

The Faculty and Departmental Research Officers met with Level 400 Morning and Evening students on Friday 29th January, 2016 at the Lecture Block Complex to discuss issues relating to their final dissertation. The issues discussed by the officers are listed below.

Business Case for level 400 Evening students – **Dr. Emmanuel S. Asamoah**
 Analysis/Results/Discussion/Conclusion – **Dr. Alexander Preko**
 Referencing, Formatting, Writing Abstract – **Mr. Collins Agyemang Badu**

14.2 Meeting with Diploma Students

The Head of Department and Departmental Research Officer for Marketing met with Diploma students on Tuesday, 23rd February, 2016 to deliberate on their project work since they are not assigned supervisors. At the meeting students were taken through project work presentation, introduction, referencing and recommendations etc.

14.3 Meeting with level 300 students

The Departmental Research Officer for Marketing observed that over the years students recycled topics which had been presented by their predecessors. It was therefore imperative to organize a Research Seminar on Thursday, 25th February, 2016 for all Level 300 Marketing students. This was to introduce them to research work, selection of topics and other relevant information that may require doing their dissertation successfully.

14.4 Departmental Research Seminar

The departments in the Faculty organized research seminars during the year under review and the table below is a representation of topics presented.

Table 14.4: Departmental Research Seminar

| DATE | PRESENTER | RESEARCH TOPIC | VENUE |
|--------------------------------|--|---|----------------------|
| 9 th February, 2016 | Dr. Kwami Agbo and Dr. Alexander Preko | Celebrity, Political Candidate and Marketing Politics in Ghana. | GH I Graduate School |
| 9 th March, 2016 | Mrs. Hannah Acquah | Leadership Effectiveness and Faculty Performance: A review of Literature | GH I Graduate School |
| 9 th March, 2016 | Mr. Michael Appiah Kubi | Work Life Balance of Female Parliamentarians in Ghana | GH I Graduate School |
| 26 th October, 2016 | Mr. Fred Awah | Curbing Graduate Unemployment in Ghana: The role of students | GH I Graduate School |
| 26 th October, 2016 | Dr. James K. Mensah | Local Economic Development in Ghana: From the “Lost Decade” to a Policy Maturing Stage | GH I Graduate School |
| 2 nd November, 2016 | Mrs. Juliana Akushika Andoh | Export orientation and export performance :the moderating role of branding | GH I Graduate School |
| 2 nd November, 2016 | Mr. Leeford Edem Ameyibor | Determinants of Healthy Food Choices among University Academics in Ghana: Perspective from the Health Belief Model. | GH I Graduate School |

Source: Department of Business Administration and Marketing, 2016

14.5 Faculty Research Seminar

The Faculty organized research seminars during the year under review and the table below is a representation of topics presented.

Table 14.5: Faculty Research Seminar

| DATE | PRESENTER | RESEARCH TOPIC | VENUE |
|--------------------------------|--|---|----------------------|
| 15 th April, 2016 | Mr. Collins Agyemang Badu | “Emotional Labour Research in Ghana: the expedition of a conceptual detective”. | GH I Graduate School |
| 15 th April, 2016 | Mr. Munkaila Abdulai | “Personal values in Effective Academic Leadership”. | GH I Graduate School |
| 9 th November, 2016 | Dr. Andrews Akolaa & Dr. Alexander Preko | “An empirical Assessment of the influence of Green Trust on consumer green purchase intentions” | GH I Graduate School |
| 9 th November, 2016 | Mr. Lawrence Ofei | Tourism and Poverty Reduction: The Experience of selected Tourism Communities in Ghana” | GH I Graduate School |

Source: Faculty of Management Studies, 2016

14.6 Final Dissertation Defense

The dissertation defense for 2015/16 academic year started on Monday, 4th April to 8th April, 2016 at 9:00 a.m prompt. There were four (4) panels in all; two (2) panels each for the departments of Business Administration and Marketing respectively. There were two members on each panel with an external assessor as the Chairman and one internal assessor and a Secretary. The organization of the defense was very successfully.

The table below depicts the total number of groups that submitted and presented from both Departments:

Table 14.6: Total number of groups that have submitted and presented from both Departments

| Department | Total No. of Dissertation | Total No. of Dissertation Submitted and Presented | Total No. of Group Per Day | Max. No. in a Group |
|--------------------------------|---------------------------|---|----------------------------|---------------------|
| Business Administration | 93 | 92 | 10 | 4 |
| Marketing | 100 | 100 | 10 | 4 |

Source: Department of Business Administration and Marketing, 2016

15.0 EXAMINATION

The first semester examination started on Monday, 28th November, 2016 for level 200-400 students. However, the examinations for level 100 students have been postponed to late January, 2017.

15.1 Conference Marking

The conference marking at the Faculty started on Monday, 5th December, 2016. Lead lecturers of written courses collected some of their scripts to have a dummy marking with members of their team. This would serve as a guide for fair marking by lecturers. The Faculty provided water and lunch during the marking period.

15.2 Examination Malpractice during the Second Semester for 2015/2016 Academic year

During the second semester examinations for the 2015/2016 academic year, nine (9) students from the Faculty were involved in examination malpractice. Six students were from the Business Administration department and Three (3) students from the Marketing department. They were invited for hearing by the Faculty Disciplinary Committee on 21st June, 2016. The sanctions meted out to the students are listed in the table below.

Table 15.2 Examinations Malpractice by Gender – Second Semester 2015/2016 Academic Year

| Programme | Gender | | Total number of students |
|-------------------------------------|--------|--------|--------------------------|
| | Male | Female | |
| Bachelor of Business Administration | 3 | 3 | 6 |
| Bachelor of Science in Marketing | 2 | 1 | 3 |

Source: Faculty of Management Studies, 2016

Table 15.3 Sanctions for Students involved in Examinations Malpractice.

| | Sanction | No of Students |
|----|---|----------------|
| 1. | Rustication and cancellation of subject Paper | 6 |
| 2. | Written warning | 3 |

Source: UPSA Academic Affairs Database 2016

15.3 Withdrawal of Students for Poor Academic Performance at the end of the 2015/2016 Academic Year.

A few students from the Faculty failed to achieve at least a cumulative grade point of 1.00 at the end of the 2015/2016 academic year as stipulated in the Students' Handbook. They have however been withdrawn from the university with immediate effect.

Table 15.4 Students withdrawn for Poor Academic Performance

| S/N | INDEX NUMBER | NAME | PROGRAMME | LEVEL | SESSION | CGPA |
|-----|--------------|---------------------------|-------------------------|-------|---------|------|
| 1. | 10040628 | Sackey Kabutey Theophilus | Business Administration | 200 | Morning | 0.95 |
| 2. | 10019295 | Eshun Archibold | Business Administration | 200 | Morning | 0.95 |
| 3. | 10042394 | Kyei Kweku Robert | Business Administration | 200 | Morning | 0.95 |
| 4. | 10020070 | Ofosu Sophia | Business Administration | 300 | Evening | 0.90 |
| 5. | 10017324 | Opoku Kofi Calvin | Business Administration | 300 | Morning | 0.90 |
| 6. | 10016199 | Hagan Paa Kwesi Richard | Business Administration | 300 | Morning | 0.77 |
| 7. | 10013485 | Wiafe Kodom Daniel | Business Administration | 400 | Morning | 0.98 |
| 8. | 10025560 | Carbo Alice | BSc. Marketing | 300 | Morning | 0.90 |
| 9. | 10055690 | Essilfe Robert | Diploma in Marketing | 200 | Morning | 0.95 |
| 10. | 10050878 | Osuman Hawawu | Diploma in Marketing | 200 | Evening | 0.95 |

Source: Academic Affairs, 2016

16.0 DEATH OF STUDENTS

Two students of the Department of Business Administration passed away during the year under review.

- Mrs. Sylvia Nana Oye Addo – Obiri (Level 100)
- Mr. Christian K. Taylor (Level 300)

17.0 GRADUATION PROCESS

17.1 Determination of Results for Award in 2016

After assessing the results based on the requirements for graduation, the results of a total of Seven hundred and eighty-two (782), undergraduate students and one hundred and eighty one (181) diploma students were deemed qualified for award of various degrees and diplomas respectively. The break-down per programme is as presented in Tables 17.1 and 17.2 below:

Table 17.1: Recommended 2016 Graduating Class (Bachelor’s Degree) Classified by Programme

| PROGRAMME | CLASSIFICATION BY CLASS OBTAINED | | | | | TOTAL |
|-------------------------------------|----------------------------------|--|--|----------------------------|-----------|------------|
| | 1 st Class Honours | 2 nd Class Hons. (Upper Division) | 2 nd Class Hons. (Lower Division) | 3 rd Class Hons | Pass | |
| Bachelor of Business Administration | 3 | 126 | 193 | 106 | 24 | 452 |
| Bachelor of Science Marketing | - | 42 | 107 | 139 | 42 | 330 |
| TOTAL | 3 | 168 | 300 | 245 | 66 | 782 |

Source Academic Affairs, 2016

Table 17.2: Recommended 2016 Graduating Class (Diploma) Classified by Programme

| PROGRAMME | CLASSIFICATION | | | |
|-----------------------|----------------|-----------|-----------|------------|
| | Distinction | Credit | Pass | TOTAL |
| Diploma in Management | 1 | 57 | 45 | 103 |
| Diploma in Marketing | - | 31 | 47 | 78 |
| TOTAL | 1 | 88 | 92 | 181 |

Source Academic Affairs, 2016

17.3 Determination of Results for Award for the past three years

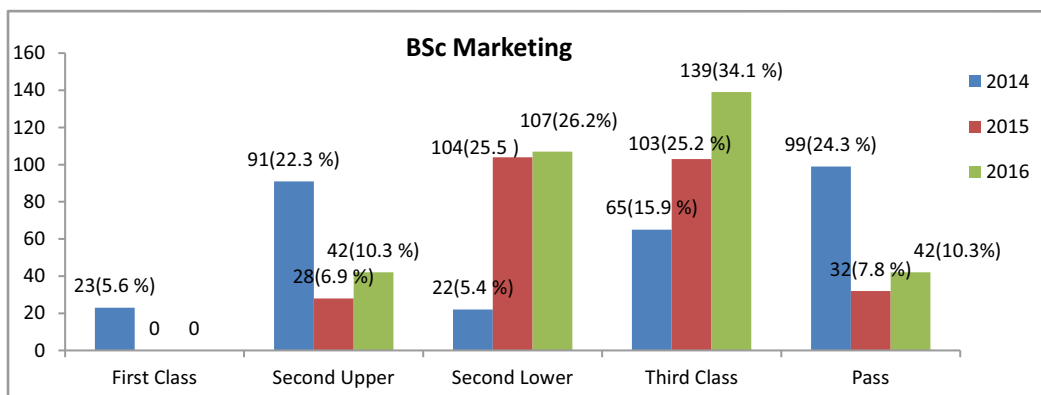
The Faculty also studied the performance of its students for the past three years. The table below with corresponding figures represents students' performance for the past three years.

Bsc. Marketing

Table 17.3 Classification by class obtained for the past three years

| Year of Completion | 2014 | 2015 | 2016 |
|--------------------|------------|------------|------------|
| First Class | 23 | 0 | |
| Second Upper | 91 | 28 | 42 |
| Second Lower | 22 | 104 | 107 |
| Third Class | 65 | 103 | 139 |
| Pass | 99 | 32 | 42 |
| | 408 | 267 | 330 |

Source: Faculty of Management Studies July, 2016

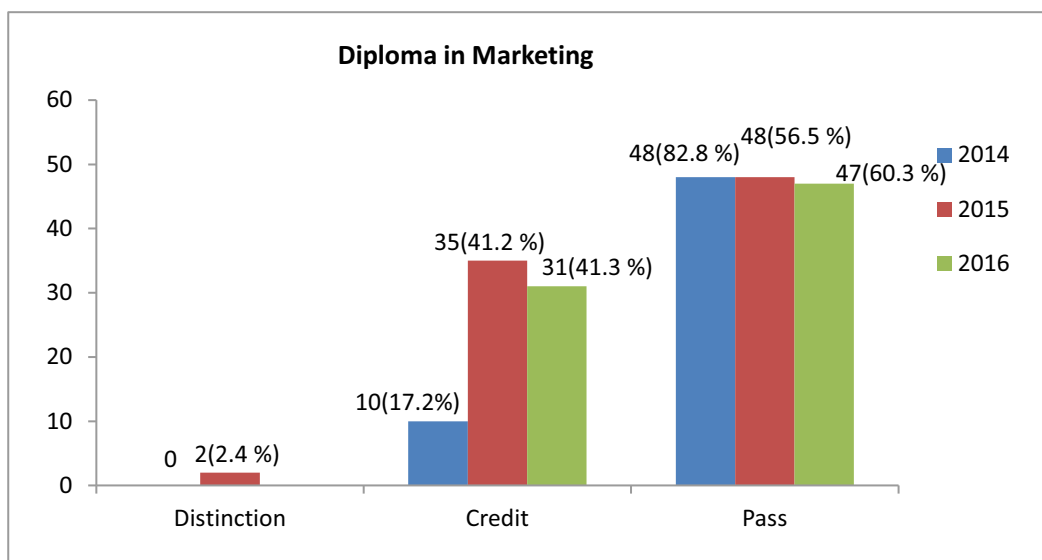


Diploma in Marketing

Table 17.4 Classification by class obtained for the past three years

| Year of Completion | 2014 | 2015 | 2016 |
|--------------------|-----------|-----------|-----------|
| Distinction | 0 | 2 | 0 |
| Credit | 10 | 35 | 31 |
| Pass | 48 | 48 | 47 |
| Total | 58 | 85 | 78 |

Source: Faculty of Management Studies July, 2016

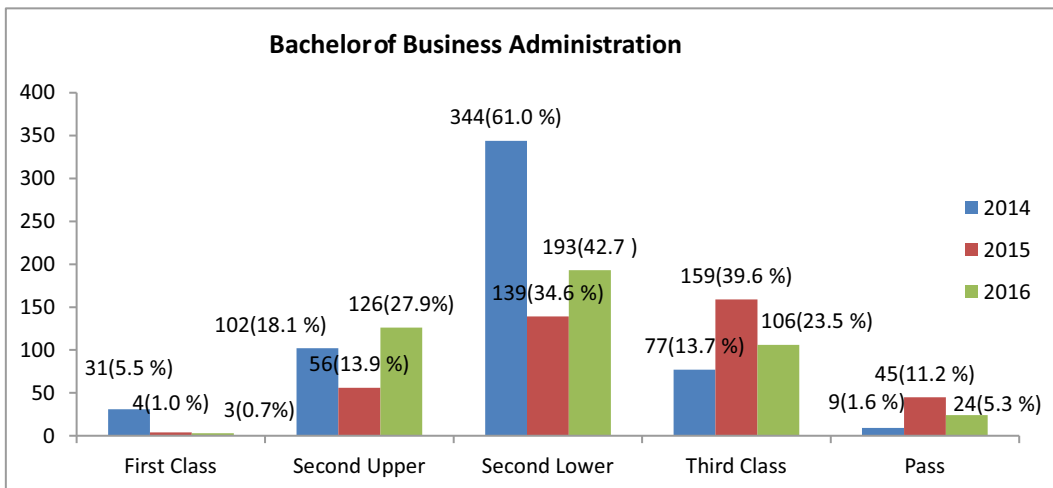


Bachelor of Business Administration

Table 17.5 Classification by class obtained for the past three years

| Year of Completion | 2014 | 2015 | 2016 |
|--------------------|------------|------------|------------|
| First Class | 31 | 4 | 3 |
| Second Upper | 102 | 56 | 126 |
| Second Lower | 344 | 139 | 193 |
| Third Class | 77 | 159 | 106 |
| Pass | 9 | 45 | 24 |
| Total | 564 | 402 | 452 |

Source: Faculty of Management Studies July, 2016

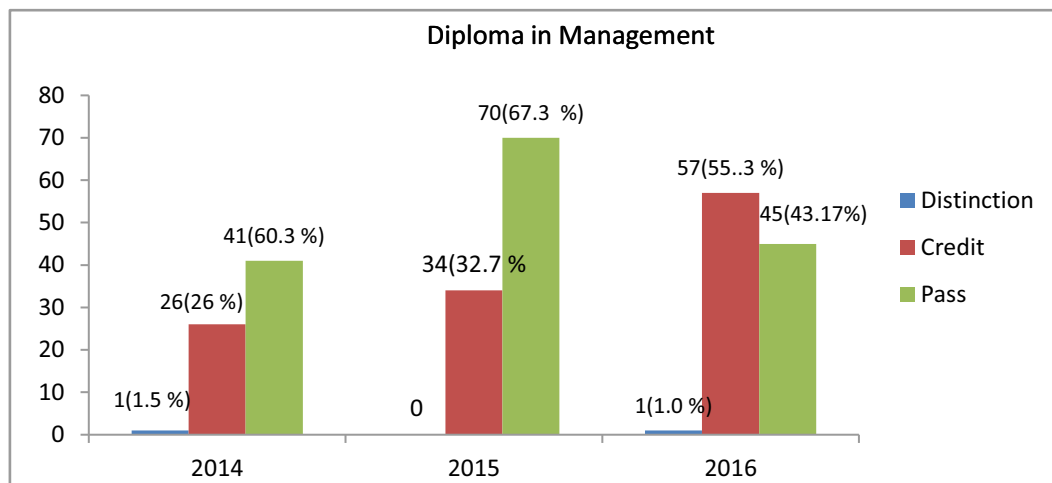


Diploma in Management

Table 17.6 Classification by class obtained for the past three years

| Year of Completion | 2014 | 2015 | 2016 |
|--------------------|-----------|------------|------------|
| Distinction | 1 | 0 | 1 |
| Credit | 26 | 34 | 57 |
| Pass | 41 | 70 | 45 |
| Total | 68 | 104 | 103 |

Source: Faculty of Management Studies July, 2016



17.7 Award Winners for Academic Prizes from the Faculty

The tables below represent winners for Academic prizes from the Faculty for the 2016 graduating class:

Table 17.7 : Winners for Academic prizes from the Faculty

| AWARD CATEGORY | NAME | ID NUMBER | FGPA |
|--|-------------------------|------------|------|
| Overall Best Student (Faculty of Management) | Apau Francis Kofi | 12 BBK 372 | 3.93 |
| Overall Best Student (Business Administration) | Apau Francis Kofi | 12 BBK 372 | 3.93 |
| Overall Best Student (BSc. Marketing) | Ayeh Emmanuel Owusu | 10013345 | 3.45 |
| Overall Best Student (Diploma in Marketing) | Yeboah Bismark Gyarteng | 10011724 | 3.31 |
| Overall Best Student (Diploma in Management) | Gamor Reuben | 10017015 | 3.5 |

| Award Category | Name | Id Number | Marks |
|--|---------------------|-----------|-------|
| Overall Best Student (Corporate Governance) | Abaare Betty Abugma | 12bbr008 | 91 |
| Overall Best Student (Marketing Research) | Avadzi Florence | 12bmr160 | 82 |
| Overall Best Student (Introduction to Total Quality) | Iddrisu Hanisah | 12bfr806 | 97 |

| Award Category | Name | Id Number | Marks |
|--|----------------------|-----------|-------|
| Management) | | | |
| Overall Best Student in (Entrepreneurship Development) | Asiamah Albert | 10010699 | 90 |
| Overall Best Student (Public Administration) | Avorkliyah Edith Ami | 12bbr549 | 91 |

Source: Faculty of Management Studies July, 2016

18.0 STUDENT ASSOCIATION ACTIVITIES

The student Association, Bachelor of Science in Marketing Students Association (BaMSA) in the Department of Marketing, and Association of Business Administration Students (ABAS) undertook various activities in the year under review:

Table 18.0 BaMSA Activities for Second Semester for 2015/2016 Academic Year are as follows:

| NO. | PROGRAMME | DATE | VENUE | TIME |
|-----|--|---|-------------------|------|
| 1 | Leadership Mentorship Programme (Seminar) | Thursday, 3 rd March, 2016 | LBC Auditorium | |
| 2 | Summit on Oil and Gas | Monday, 14 th March, 2016 | LBC Auditorium | |
| 3 | Summit on Agricultural Business | Thursday, 17 th March, to Friday, 18 th March, 2016 | LBC Auditorium | |
| 4 | Entrepreneurship Advancement Summit | Saturday, 12 th March, 2016 | Zenith University | |
| 5 | Industrial Tour to Fan Milk Company Limited | Tuesday, 15 th March, 2016 | Kaneshie, Accra | |
| 6 | Visit Madina Market Women to educate them on the essence of branding | Wednesday, 16 th March, 2016 | Madina Market | |
| 7 | Marketing Opportunities / Careers after school. | Thursday, 17 th November, 2016 | Graduate School | |

18.1 Excel Training Seminar

The Bachelor of Marketing Students' Association (BaMSA) organized an excel training for all level 100 marketing students. The staff of the Institute of Executive Studies who participated were :

- | | |
|----------------------------|-------------------|
| 1. Mr. Abraham Manu | Marketing Manager |
| 2. Mr Anthony Sabah Mensah | Coordinator |
| 3. Mr. Kumi Philip | IT Personnel |
| 4. Miss Esther Coffie | Secretary |

The essence of the training session was to educate students on basic excel applications.

18.2 Bachelor of Science in Marketing Students Association (BAMSA) Seminar

The Bachelor of Science in Marketing Students Association (BaMSA) had its departmental seminar on Thursday, 17th November, 2016 on the topic: Marketing Opportunities / Careers after School. The speakers for the programme were Dr. Andrews Akolaa (Ag. HOD), Mr. Emmanuel Boateng of the Counseling Unit and Mr. Ebenezer Duncan (Patron). The students were well represented and happy about the topics treated.

18.3 ABAS Honours Vice-Chancellor

The Association of Business Administration Students (ABAS) honoured the Vice-Chancellor, Prof. Joshua Alabi for his excellent transformation of UPSA as well as receiving the most prestigious award of the nation, named "Officer of the Order of Volta.

18.4 Donation by ABAS Executives

The Association of Business Administration Students (ABAS) made a donation to Maalisuo Bismark Sakpiti, a level 100 Diploma in Management student, who was involved in a Gas explosion accident at his hostel about a month ago.

18.5 Programme Launch & Interactive Session by ABAS

The Association of Business Administration Students (ABAS) launched and organized an interactive Seminar dubbed "**Chat the Experts 16**" for all fresh level 100 & 200 students on Friday, 4th November, 2016 at the Graduate School from 2:00 pm to 4:00 pm.

The theme for the Seminar was: "Managing Relationships, Managing Academic Life, Road Signs for Success.

18.6 ABAS French Page

The Association of Business Administration Students (ABAS) observed that most of the Level 100 ABAS students had challenges with the French course. As part of its initiatives to improve on the welfare of its members, ABAS organized free French classes for level 100 students who had challenges with the French course. The resource persons were members of the association who had background in French. The French tuition was freely offered to students from other departments who also had challenges with the French course and attendance was very impressive.

19.0 TOTAL NUMBER OF PUBLICATIONS OF LECTURERS AS OF NOVEMBER, 2016

The table below represents the number of publications of Faculty members for 2016.

Table 19.1: Summary of Lecturers’ Publications for Lecturers in the Faculty

| No | Name of Lecturer | Publication for 2016 | Total No of Publications |
|-----|------------------------------|----------------------|--------------------------|
| 1 | Prof. Goski Alabi | 2 | 24 |
| 2 | Prof. Abednego F. O. Amartey | 12 | 23 |
| 3 | Prof. Albert Puni | 4 | 14 |
| 4 | Mrs. Fidelis Quansah | 2 | 6 |
| 5 | Dr. Alexander Preko | 2 | 15 |
| 6 | Dr. Kwami Agbanu | | 6 |
| 7 | Mr. George Agbemabiese | | 6 |
| 8 | Mrs. Fidelis Quansah | 2 | 6 |
| 9 | Mr. Mawuli Feglo | | 3 |
| 10. | Mr. Godwin Ansah | | 1 |
| 11. | Mr. George Adu Appiah | | 1 |
| 12. | Dr. Emmanuel Asamoah | 4 | 19 |
| 13. | Dr. Gerald Dapaah Gyamfi | 1 | 13 |
| 14. | Mr. Collins Agyemang Badu | 4 | 15 |
| 15. | Mr. Eric Delle | | 10 |
| 16. | Mr. Anthony Kumasey | | 7 |
| 17. | Mr. Frederick Doe | 3 | 6 |
| 18. | Dr. Mrs. Helen Arkorful | 1 | 5 |
| 19. | Dr. Ernest Abraham | 3 | 5 |
| 20. | Mr. Joshua Ofori Essiam | 1 | 4 |
| 21. | Ms. Hannah Acquah | | 3 |
| 22. | Dr. Robert Afutu Kotey | 1 | 3 |
| 23. | Mr. Gerald Nyanyofio | | 3 |
| 24. | Mr. Haruna Rufai Kiliu | | 2 |
| 25. | Mr. Marco Mensah | | 2 |
| 26. | Mrs. Patience Obeng | | 2 |
| 27. | Dr. Ummu Ibrahim | | 2 |
| 28. | Dr. James Mensah | | 2 |
| 29. | Mr. Linus Kekleli Kudo | | 1 |
| 30. | Mr. Dickson Tumawu | | 1 |
| 31. | Mr. Edward Koomson | | 1 |
| 32. | Ebenezer Arthur Duncan | 1 | 1 |
| 33. | Mr. Abdul Hamid Ibn Kailan | 1 | 1 |

Source: Curriculum Vitae of staff of the Faculty

20.0 MAJOR ACHIEVEMENTS

Successful organization of second edition of ICBMED. Successful Business Case writing for Evening and Weekend students.

- The Faculty of Management Studies celebrated its Second Management and Professional Day on 11th March, 2016 in the LBC. The programme was organized as a pre- graduation for the final year students in the Faculty who were yet to face their world of work.
- The opening of the Faculty of Management Studies Business Centre.
- Students from the Faculty who attended the HR Business Challenge emerged as winners during a competition against their counterparts from University of Ghana and Ashesi University.

21.0 CHALLENGES OF THE FACULTY

The internet connection in the LBC Block is still slow and this affects official work and lectures.

Micro phones in the lecture blocks should be looked at to enhance effective teaching and learning.

22.0 CONFERENCES AND WORKSHOPS ATTENDED BY STAFF IN FACULTY OF MANAGEMENT STUDIES IN 2016

INTERNATIONAL CONFERENCES/WORKSHOPS

Below is the list of Members who attended workshops and conferences in 2016.

| S/N | NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----|-----------------------------|---|--------------------------|-------------------|--------------------------------------|
| 1. | Prof. A. Feehi Okoe Amartey | International Journal of Arts International Conference | November 8th -11th, 2016 | UPSA | University of London, United Kingdom |
| 2. | Prof. Goski Alabi | Best practices in Twitter 2.0 and periscope for educators | 17th June, 2016 | UPSA | Atlanta, Georgia |
| | | Participated in "Creating New Knowledge in the class room" by Accreditation Council for Business Schools and Programmes (ACBSP) | 17- 20 June, 2016 | UPSA | Atlanta Georgia |
| | | 2016 Conference of Accreditation Council for Business Schools and Programmes (ACBSP) | June 17-20, 2016 | UPSA | Atlanta-USA |
| | | 11th International Conference on Social Science and Humanities (ICSSH) | 19-20, September, 2016 | MCRI Project DFID | London-UK |

| S/N | NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----|----------------------|---|--------------------------|---------------------|---------------------------|
| | Prof. Goski Alabi | 8 th International Conference on Quality Assurance in Higher Education in Africa | 20-23 September, 2016 | European Commission | Windhoek, Namibia |
| | | 7 th Annual Conference of Africa Network for Internationalisation of Education (ANIE) | 5-7th October, 2016 | ANIE | Accra-Ghana |
| 3. | Prof. Albert Puni | International Journal of Arts International Conference | November 8th -11th, 2016 | UPSA | University of London, UK. |
| 4. | Mr. Munkaila Abdulai | Participated in "Creating New Knowledge in the class room" by Accreditation Council for Business Schools and Programmes (ACBSP) | 17-20 June, 2016 | UPSA | Atlanta Georgia |
| 5. | Mr. Munkaila Abdulai | Best practices in Twitter 2.0 and periscope for educators | 17th June, 2016 | UPSA | Atlanta, Georgia |

Local Conferences/Workshops

| S/N | NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----|-----------------------------------|--|---------------------------|--|---|
| 1. | Prof. Goski Alabi | Association of Commonwealth University (ACU) Conference of University Leaders 2016 | 27-29, July, 2016 | Vice-Chancellor Ghana (VCG) | Accra International Conference Centre - Ghana |
| 2. | Prof. Abednego Feehi Okoe Amartey | Customer perception of frontline employees attitude in corporate branding: A study of three (3) selected hotels in Ghana's Hospitality Industry | 21st-22nd April, 2016 | UPSA | Accra |
| | | The effects of customer relationship management on customer loyalty in the Hospitality industry: A case study on four (4) Top star hotels in Ghana | 21st-22nd April, 2016 | UPSA | Accra |
| 3 | Dr. Kwami Agbanu | 3-day summit on Tertiary Education in Ghana on the theme for the summit is "Toward a National Vision and Plan for Tertiary Education." | 2nd to 4th November, 2016 | National Council for Tertiary Education (NCTE) | Mensvic-Hotel, East Legon. |

| S/N | NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----|------------------------|--|-----------------------|------------------------|-------------------|
| 4. | | African University Day Main Event on Entrepreneurial Learning and Communities of Practice | 11th November, 2016 | All African University | UPSA Auditorium |
| | | Training session on Graduation processes | 31st March, 2016 | UPSA | Conference Room I |
| 5. | Dr. Robert Afutu Kotey | Afutu-Kotey, R. L., Nyanyofio, T. N. G. J., Asamoah, D., Anane, D., Kordah, C., Fiakorfi, I. (2016). "Assessing the performance of e-zwich as an electronic payment system in the Greater Accra Metropolitan Area", paper presented at the 2nd International Conference on Business Management and Entrepreneurial Development, UPSA. | 21st April, 2016 | UPSA | Accra |
| | | Kotey, R.N. and Essiam, J.O. (2016), Service quality in banks; evidence from students in a public university, International conference on Business Management and Entrepreneurial Development | 21st April, 2016 | UPSA | Accra |
| 6. | Emmanuel Dougan | Dougan, E.H. (2016). Niches: Strategy for SMEs to remain competitive, Proceedings of the International Conference on Business Management and Entrepreneurship Development. Accra, Ghana: Faculty of Management, UPSA | 21st April, 2016 | UPSA | Accra |
| 7. | Joshua O. Essiam | Gyamfi, G. D & Essiam, J. O (2nd). Partnering Businesses for Students Success: The Role of Internship as a Strategic Tool for Critical Thinking and Practical Reasoning. Proceedings of International Journal of Arts & Sciences' (IJAS) International Conference for Education (Track: Teaching & Learning), Grand Hotel Excelsior, Great Siege Road, Valletta FRN1810 Essiam, J. O (2016). The influence of | 6th - 10 March, 2016. | Self-Sponsored | Malta. |

| S/N | NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----|----------------------|--|-----------------------|----------------|-----------------|
| 8 | Joshua O. Essiam | study habits on academic performance of students: Empirical evidence from a public university in Ghana. Proceedings of International Journal of Arts & Sciences' (IJAS) International Conference for Education (Track: Teaching & Learning), Sirius Conference Center, Brunhamstrasse 21, 81249 Munich, Germany. 20th - 24 June, 2016. | 20th - 24 June, 2016. | Self-Sponsored | Munich, Germany |
| 9 | Mr. Munkaila Abdulai | Governance of Higher Education's institutions in Ghana: the interactional relationships among personal values preference, leadership style and leadership effectiveness. International Conference on Business Management and Entrepreneurship Development. Accra, Ghana: Faculty of Management, UPSA | 21st April, 2016 | UPSA | Accra |

Source: Faculty of Management Studies, 2016

23.0 PROJECTIONS FOR 2017

| Proposed programme | Status | Progress report | Expectations at the end of 2017 |
|--|---|--|---|
| PhD in Corporate Governance & Leadership | Finalizing document for internal review | Document to be submitted for internal review by 28 February 2017 | NAB should have completed its work |
| Bsc. Real Estate Management and Finance | Submitted to NAB | Expecting programme accreditation by first quarter 30 June 2017 | Accreditation secured and course mounted NAB should have completed its work |
| Bachelor of Public Administration | Finalizing document for internal review | Document to be submitted for internal review by 28 February 2017 | NAB should have completed its work |
| BSc. Logistics and Transport Management | Awaiting response from Sector industry | Expected to receive responses from Sector industries by 31 March 2017 Document to be sent to NCTE by 30 June 2017 | |

The Faculty seeks to focus on the following for 2017

| Proposed programme | Status | Progress report | Expectations at the end of 2017 |
|--|---|--|--|
| PhD in Marketing | Currently working on the comments from NCTE | Final corrections to be submitted by 25 February 2017 | Accreditation should have been secured |
| MPhil Marketing | Work in progress for submission | Documents to be submitted for internal review by 31 March 2017 | Document should have been submitted to NAB |
| MA in Brands Management | Work in progress | Documents to be submitted for Department review by 24 January 2017 | Document should have been submitted to NAB |
| Bachelor of Science in Tourism Marketing | Work in progress | Documents to be submitted for Department review by 24 January 2017 | Document should have been submitted to NAB |

| Activity | KPI Metric | Planning Horizon | Performance Target |
|---|---|-------------------------|---|
| One Faculty member, one article in a High Impact Journal. | Number of publications at the end of the year | Short to medium term | By the end of the year there should be a minimum of 20 impact factor published or accepted for publication |
| 3rd Management and Professional Day in March 2017 | Management and Professional Day held | Short term Short, | All final year students (Diploma and Degree) should participate in the Management and Professional Day. |
| Expansion of the activities of the Management Faculty Business Centre | Number of business items added to the Centre | Medium to Long term | By the end of the year the following Business Items would have been purchased: Photocopier Machine Mobile Phone for Mobile money (MTN) Binding Machine. |

24.0 CONCLUSION

The year was very eventful. The Faculty hopes to work very hard in the ensuing year, 2017.



FACULTY OF ACCOUNTING AND FINANCE

Prof. Charles Barnor

DEAN

INTRODUCTION

The defining purpose of the Faculty during the year under review was to be a leader among universities that offers accountancy and banking and finance programmes. The 2016 strategic objectives included expanding our portfolios to achieve excellence in teaching, learning, and research in the fields of actuarial science, business economics and other related fields in finance. Therefore, the objective of designing these new programmes was to achieve national and international recognition of these disciplines by providing programmes of academic and professional distinction that meet the needs of stakeholders.

In the year 2016 the Faculty of Accounting and Finance promoted teaching and learning, and research in the management sciences, particularly in accounting.

FACULTY MEMBERS

- | | |
|---|--|
| Dean | - Prof. Charles Barnor (PhD, MBA, MPA, BSc. Adm., ASCPA) |
| Vice -Dean | - Kwadwo Obeng (Doctoral Candidate, MBA.-Finance, CA - Ghana) |
| Head of Department, Accounting | - Helena Ahulu (PhD. Accounting, Master Economics and Accounting, BSc. Accounting) |
| Head of Department, Banking and Finance | - Raymond K. Dziwornu (PhD, MPhil. CE, Bachelor of Arts (Hons)) |

Administrative:

Faculty Officer

- **Patience Ayorkor Tackie**
(MPhil-Social Work, B.Ed., Psychology,
Post Sec. Teacher Cert A)

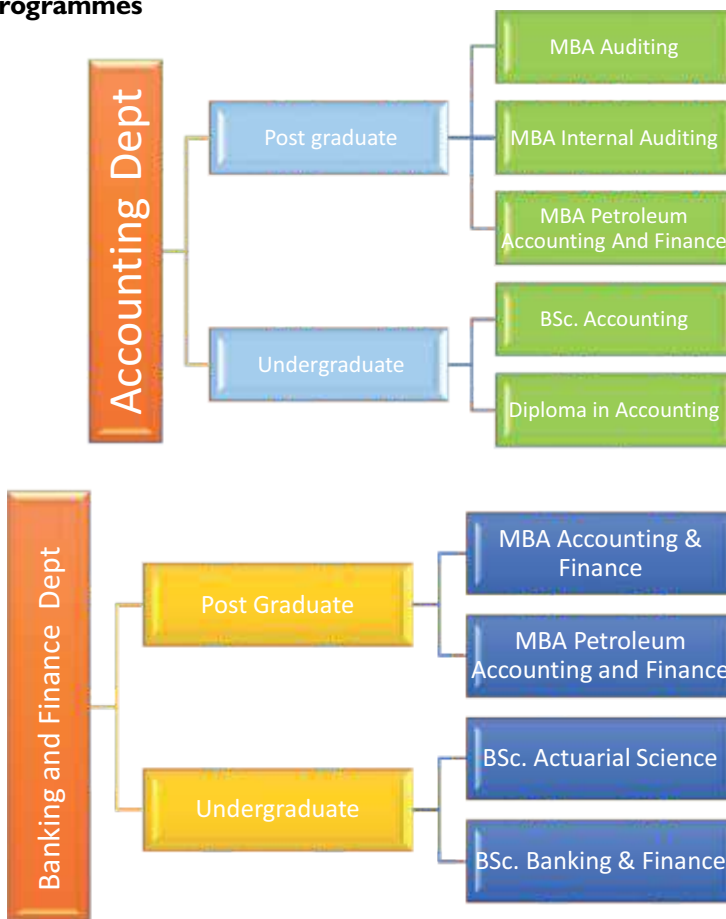
Departmental Officer: Accounting

- **Dorothy Siaw-Marfo**
(MPhil. - Curriculum Studies, B.Ed.-Social
Studies, Dip. Economics)

Departmental Officer,
Banking and Finance

- **Vivian Aku Gbade**
(MBA- Finance, CMC, ChPA, Bachelor (Adm.))

Portfolios/Academic Programmes



3.0 Our Vision

We aspire to be a leader among universities that offers accountancy, banking and finance, and to achieve national and international recognition of these disciplines by providing programs of academic and professional distinction that meet the needs of industry.

4.0 Our Mission

Our mission is to provide excellence in accounting, banking, and finance education through teaching, research, and service.

How do we achieve our mission?

- Fostering intellectual curiosity, academic excellence, business insights, and accounting, banking, and finance expertise
- Creating high-impact, relevant research
- Engaging and collaborating with professional communities both within Ghana and the rest of the world
- Leveraging technology

Our Shared Values

- Continuous improvement and recognition of excellence in teaching, research, and service
- Recognition of the diverse perspective of students, employers, and society as accounting, banking, and finance programme stakeholders
- Appreciation of professional certifications and core competencies needed for long-term professional success
- Responsiveness to changes in organizations and society
- A shared sense of community and collegiality among faculty, students, administrators, and other stakeholders

Our Credo

Superior quality for a higher purpose

Objectives and Goals of 2016

Key Strategic Objectives

- Meeting quality standards of the National Accreditation Board (NAB) and other international standards.
- Highest quality in teaching and learning
- Ensuring that the learning environment and resources are of the highest standard
- Differentiating the Faculty through innovative teaching methods

- Ensuring innovation in teaching, research, and
- Ensuring new standards and approaches in the field of Accounting and Finance that will be emulated by others (Leading Role in Faculty Development)

The Faculty

The current academic staff strength of the Faculty as at December 2016 is 87 Full Time lecturers and one (1) adjunct lecturer in the Department of Banking and Finance, as shown in Table 2.

There are two administrative staff in charge of the Departments of Accounting, and Banking and Finance, and one (1) Faculty officer.

Table 2 Staff Strength of the Faculty (December, 2016)

| Department | Full Time Lecturers | | Adjunct Lecturers | | Administrative Officer | TOTAL |
|---------------------|---------------------|----------|-------------------|----------|------------------------|-----------|
| | Male | Female | Male | Female | | |
| Accounting | 27 | 2 | - | - | 1 | 30 |
| Banking and Finance | 45 | 10 | 1 | - | 1 | 57 |
| Total | 79 | 3 | 1 | - | 2 | 87 |

Adjunct Lectureship

The Faculty, in accordance with Management's directives, dispensed with the services of all its adjunct lecturers. However, due to the difficulty in getting a lecturer to teach the E-Banking and E-Commerce course, Mr. Ato Kwamina Wilberforce, was engaged as an adjunct lecturer to teach the course.

Newly Recruited Lecturers in the Faculty

The Faculty appointed thirty-four (34) new full-time lecturers during the year under review. The new lecturers were distributed between the two Departments making up the Faculty. The Department of Accounting received twelve of the new lecturers whilst the rest went to Department of Banking and Finance. Table 4 below shows the new lecturers and their portfolios.

Table 3: Portfolio of new lecturers (November 2016)

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF., ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|------------------------------------|-----|---|---|--|
| 1 | Dr. Samuel Antwi | M | PhD (Management Science) Finance Option (2014) Jiangsu University, China MBA Administration (Accounting Option) (2003) UG. BA (Accounting and Sociology) (2000) UG. ACCA (Part III) London UK. | Finance and Accounting | Senior Lecturer |
| 2 | Dr. John MacCarthy | M | Doctorate in Finance, SMC University, Switzerland (Feb. 2016) MBA in Banking & Finance, Kings University College (Ghana 2012) ACCA (2002) UPSA, | Accounting and Finance | Lecturer |
| 3 | Mr. Asamani Emmanuel Fianko Junior | M | MBA in Finance, University of Ghana, Legon (2012), Ghana ACCA (September 2011) Dip. In Edu. (June 1996) | Accounting and Finance | Lecturer |
| 4 | Mr. Babonyire Adafula | M | PhD Finance, UG, (On-going)expected year of completion-2018) Qualifying Cert in Law, Ghana School of Law (Sept. 2013) LLB, UG (May 2011) MPhil in Accounting. , UG. (June 2008) | Accounting, Taxation/Public Sector Accounting | Lecturer |
| 5 | Mr. Richard Amoasi-Andoh | M | ACCA (2003), ICAG MBA Finance, University of Leicester UK. (2005) Bsc Administration (Accounting), UG (1998) | Accounting and Finance | Lecturer |

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF, ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|-----------------------------|-----|--|---------------------------|---|
| 6 | Mr. Hassan Naah Liedong | M | ICAG (2015), MSc. Oil and Gas Accounting, RGU Aberdeen (October, 2013), BSc. Accounting, UPSA (2010) Certificate of Entrepreneurial Achievement, Wa Polytechnic (2011) | Accounting and Finance | Assistant Lecturer |
| 7 | Mrs. Ivy Eklemet | F | MBA in Accounting and Finance, UPSA (2016), Bachelor of Education in Accounting, UEW | Accounting and Finance | Assistant Lecturer |
| 8 | Mr. Aneyire Thompson Kubaje | M | ICAG (Nov 2013), MBA in Finance (2012), Bachelor of Arts in Accounting and Sociology (May 2006) | Accounting and Finance | Assistant Lecturer |
| 9 | Mr. Mohammed Issah | M | ACCA (2008), PGDip Financial Strategy, Oxford University, UK, MSc Financial Management, University of West of England, UK, BSc Applied Accounting, Oxford Books University, UK. ACCA Part II, IPS (2002) | Accounting and Finance | Assistant Lecturer |
| 10 | Mr. Mathew Kuunyigr | M | MBA in Auditing, UPSA (2014), BSc Accounting, IPS (2011) | Auditing | Assistant Lecturer |
| 11 | Mr. Lexis Tetteh | M | MPhil Accounting (July 2015) UG BA. Business Studies (July, 2011), WIUC/ UCC | Accounting | Assistant Lecturer |

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF., ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|-----------------------|-----|---|---------------------------|--|
| 12 | Mr. Prince Kwaku Sunu | M | MBA in Accounting and Finance, UPSA (2014), Bsc Accounting, IPS (2011) ICA (Ghana) Final Part III | Accounting | Assistant Lecturer |

Department of Banking and Finance

| | | | | | |
|---|---------------------------|---|--|------------------------|--------------------------|
| 1 | Dr. Doku James Ntiamoah | M | PhD in Finance, 2014 , University of Ghana MPhil in Finance, 2007, University of Ghana BSc in Banking and Finance, 1998, University of Ghana | Finance | Lecturer Lecturer |
| 2 | Dr. Alhassan Aolo Mutaka | M | PhD in Finance, 2015 , Univ. of Hull Bus. Sch. MSc in Financial Mgt. 2010 Univ. of Hull Bus. Sch. | Finance | Assistant Lecturer |
| 3 | Dr. Quarshie Joseph | M | PhD in Asia Pacific Studies, Ritsumeikan Asia Pacific Univ. Japan Oita 2014 MBA in Finance, Ritsumikan Pacific Univ. Japan Oita 2011 Bachelor of Fine Arts, UG 2007 | Financial Economics | Senior Lecturer |
| 4 | Dr. Attah Botchway Edward | M | Doctor of Philosophy (Finance) – 2016 Open University of Malaysia MBA (Finance & Mgt. Info. System), 2000 UGBS BSc. Mathematics/1996 KNUST | Finance | Senior Lecturer |
| 5 | Dr. Acquah-Sam Emmanuel | M | PhD in Bus. Admin. (Econs.), 2016, Open Univ. of Malaysia. MPhil in Econs. UG 2005 MA in Econs./2004, African Economic Research | Economics | Senior Lecturer |

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF., ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|-------------------------------|-----|---|---------------------------|--|
| 6 | | | Consortium Nairobi Kenya BA in Econs. 1997, University of Cape Coast | | |
| 7 | Dr. Botchway Ebo | M | PhD in Economics/2016, Univ. of Chiekh Anta Diop, Dakar-Senegal MPhil in Economics/2011/ University of Ghana BA in Economics./2008, University of Ghana | Economics | Lecturer |
| 8 | Dr. Frimpong Samuel Kwadzo | M | PhD in Industrial Economics/ 2013 (Intl. Bus. Strategy, Univ. of Tech. Wuhan, China. MBA in Research Orientation, 2010, Wuhan Univ. of Tech. China BSc in Agric. Tech. 2006, University for Development Studies Chartered Inst. of Admin. & Mgt. Consultant Ghana ongoing | Industrial Economics | Lecturer |
| 9 | Mr. Frimpong Albert Opoku | M | (PhD in Economics ongoing, KNUST, expected year of completion-2017) MPhil in Economics. 2013 KNUST BA Economics/2010, KNUST | Economics | Assistant Lecturer |
| 10 | Mr. Agblobi Andrews Doeh | M | (PhD in Economics) ongoing at KNUST, expected year of completion-2017) MSc in Economics & Finance, 2006 Univ. of Southern Denmark, BA in Economics & Geography, 1999, University of Ghana | Economics | Assistant Lecturer |

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF., ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|--------------------------|-----|---|-------------------------------|--|
| 11 | Mr. Agbanyo Richard | M | PhD in Economics ongoing at UCC, expected year of completion-2017) MPhil in Economics. 2012, UCC BA in Social Sci. /2002, University of Cape Coast. Dip in HRM/Institute of Commercial Management, UK | Economics | Assistant Lecturer |
| 12 | Mr. Adu Kofi Osei | M | PhD in Economics nogoing at UCC, expected year of completion-2017) MPhil in Economics. 2013, University of Cape Coast BA in Economics. 2009/University of Cape Coast | Economics | Assistant Lecturer |
| 13 | Mr. Ashiagbor Ayi Albert | M | PhD in Actuarial Sci., Ongoing at KNUST, expected year of completion-2020) MPhil in Risk Management & Insurance, 2014, University of Ghana Bsc in Banking & Finance/2011/University of Professional Studies, Accra (UPSA)/ (IPA) HND in Mathematics & Statistics, 2005/Accra Polytechnic | Risk and Insurance Management | Assistant Lecturer |
| 14 | Mr. Musah Godwin | M | MPhil in Finance, 2015, KNUST MBA in Finance, 2009, KUNST BSc in Mathematics / 2004,KNUST | Finance | Assistant Lecturer |

| NO | NAME OF STAFF | SEX | QUALIFICATION/ YEAR OBTAINED AND INSTITUTION | AREA OF SPECIALIZATION | *RANK (E.G. PROF, ASSOCIATE PROF., SENIOR LECTURER, LECTURER, TUTOR ETC.) |
|----|-------------------------------|-----|--|---|---|
| 15 | Mr. Boachie Eric Yiadom | M | MPhil in Finance, 2016, University of Ghana. ICAG 2015, Accra BSc in Accounting, 2013, University of Professional Studies, Accra (UPSA) Dip. in Accounting 2010, University of Professional Studies, Accra | Finance | Assistant Lecturer |
| 16 | Mr. Frederick Adu Gardiner | M | MPhil Mathematics, 2011, Methodist University College BSc Mathematics, 2006, KNUST | Finance Risk and Insurance Management | Assistant Lecturer |
| 17 | Mr. Boakye Robert Owusu | M | MSc. Industrial Mathematics/2014/ Kwame Nkrumah University of Science & Technology (KNUST) BA. Education, 2006, University of Cape Coast | Mathematics | Assistant Lecturer |
| 18 | Kathryn A. O. Assefuah | F | MPhil Risk and Insurance Management- University of Ghana/2013 BA Mathematics & Computer Science- University of Ghana/2009 | Risk and Insurance Management | Assistant Lecturer |
| 19 | Mr. Kofi Afriyie Nyamekye | M | MSc. Applied Mathematics, 2012, University, Sweden; MÅLARDALENS BSc. Statistics and Actuarial Science/KNUST/2009 | Mathematics | Assistant Lecturer |
| 20 | Mr. Lawrence Asare Boadi | M | MPhil Risk Management and Insurance/2012- 2014, University of Ghana Business School BSc. Banking and Finance, 2011, Institute of Professional Studies | Risk Management | Assistant Lecturer |

Academic Staff on Study Leave

Three (3) academic staff from the Department of Banking and Finance were granted study leave from the current academic year to 2019. This brought the total number of academic staff on study leave in the Faculty to four (4). Below in Table 4 are the names and duration of the faculty members on study leave.

Table 4 Academic Staff on Study Leave

| S/N | NAME | DEPARTMENT | PERIOD | DESIGNATION |
|-----|--------------------------|---------------------|----------------------------------|--------------------|
| 1 | Mr. Richard Akoto | Banking and Finance | Jan 2014 - 2017 | Lecturer |
| 2 | Dr. Victoria N. Sam | Banking and Finance | April 2014 - April 2017 | Lecturer |
| 3 | Mr. Timothy King Avordeh | Banking and Finance | February 1, 2016 – January, 2017 | Research Fellow |
| 4 | Mr. Bright Addiyah | Banking and Finance | August 1, 2016 – 2019 | Research Fellow |
| 5 | Mr. Kwaku Amakye | Banking and Finance | November, 2016 – September, 2019 | Assistant Lecturer |

Awards of PhD

The following members of the Faculty successfully completed their PhD programmes during the year under review.

Table 5 Awards of PhD

| S/N | NAME | DEPARTMENT | YEAR OF AWARD | AREA OF SPECIALIZATION |
|-----|----------------------|---------------------|---------------|---|
| | Dr. Philip Adom | Banking and Finance | March, 2016 | Economics |
| | Dr. Ibrahim Mohammed | Banking and Finance | March, 2016 | Hotel and Tourism (Hospitality and Economics) |

Promotions and Appointments

A number of appointments and one promotion were made in the Faculty during the year under review.

Appointments

Seven senior members of the Faculty were appointed to a number of positions in the Faculty as depicted in Table 6 below.

Table 6.0 Appointments

| S/N | NAME | DEPARTMENT | DESIGNATION | EFFECTIVE DATE |
|-----|---------------------------|---------------------|--|-----------------|
| 1 | Prof. Charles Barnor | Banking and Finance | Pro-Vice Chancellor | December, 2016 |
| 2 | Mr. Kwadwo Obeng | Accounting | Vice-Dean, Faculty of Accounting and Finance | January 1, 2016 |
| 3 | Dr. J. K. M. Mawutor | Accounting | Dean, Graduate School | November, 2016 |
| 4 | Dr. Joseph Kwadwo Tuffour | Banking and Finance | Vice- Dean, Evening School | January 1, 2016 |
| 5 | Mrs. Philomena Dadzie | Banking and Finance | Vice- Dean of Students | January 1, 2016 |
| 6 | Dr. Raymond K. Dziwornu | Banking and Finance | HOD, Banking and Finance | January 1, 2016 |
| 7 | Dr. Helena Ahulu | Accounting | HOD, Accounting | March, 2016 |
| 8 | Dr. Mohammed Ibrahim | Banking and Finance | Director, Research Center. | January, 2016 |

Promotions

Dr. Charles Barnor of the Department of Banking and Finance was promoted from Senior Lecturer to Associate Professor with effect from November, 2016.

Mr. Alhassan Bunyaminu was also promoted from Assistant Lecturer to Lecturer with effect from April, 2014.

Resignations and Retirements

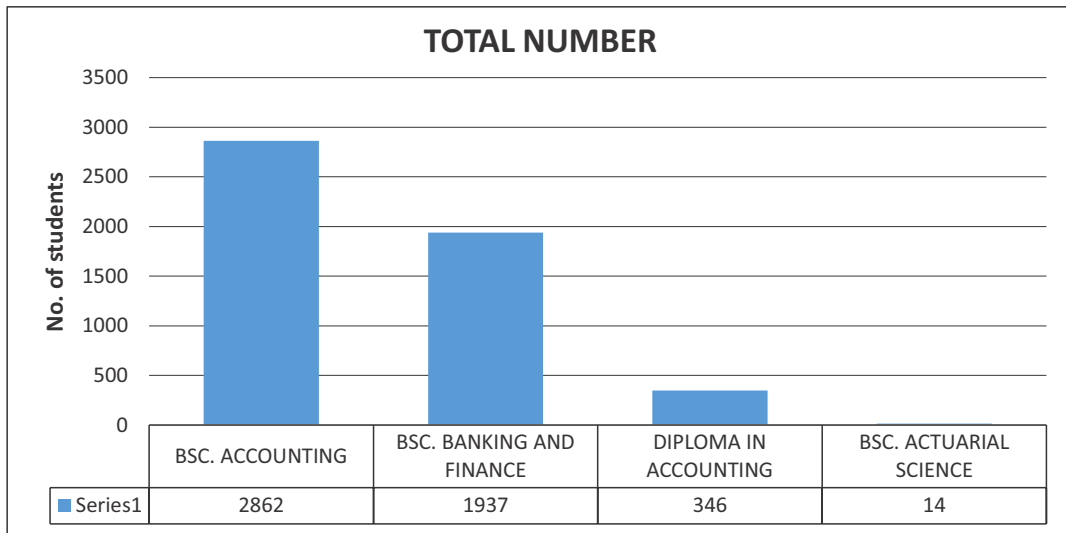
During the year under review, one senior member, Ms. Naa Adorkor Cudjoe, a lecturer, tendered in her resignation from the service of the University with effect from April 1, 2016.

Student Statistics by Population (2016)

Student population in the Faculty stands at 5,145. The figure comprises 2,982 males and 2,163 females. Below are graphic representations of the student population of the Faculty by Departments and programmes.

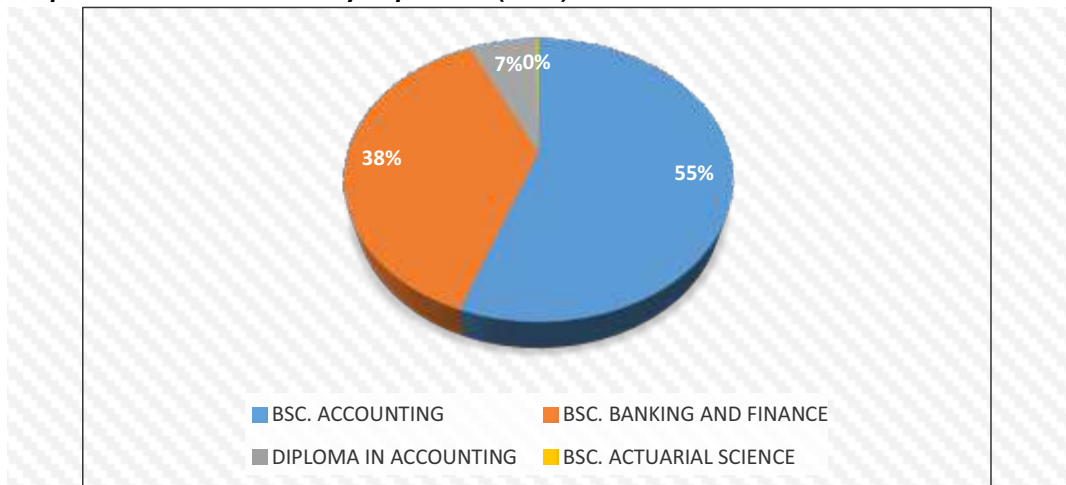
Graph 1.0 Student Statistics by Population (2016)

Graph 1.0 Student Statistics by Population (2016)



Source: UPSA USIS

Graph 2.0 Student Statistics by Population (2016)



Source: UPSA USIS

Accounting Department

The Department currently has a total of 3,208 students undertaking undergraduate and diploma programmes. Out of this number, 2,862 (89.21%) are pursuing undergraduate degree in Accounting while the remaining students, 346 (10.79%) are engaged in Diploma in Accounting. The BSc. Accounting students make up 58% of the population in the Faculty.

Table 7 Accounting Student Statistics by Levels (2016)

| PROGRAMME | LEVEL | MORNING | | EVENING | | WEEKEND | | TOTALS (GENDER) | | TOTALS |
|-----------------------|-------|-------------|------------|------------|------------|------------|------------|-----------------|-------------|-------------|
| | | M | F | M | F | M | F | M | F | |
| BSc ACCOUNTING | | | | | | | | | | |
| ''' | 100 | 261 | 161 | 24 | 9 | 7 | 5 | 292 | 175 | 467 |
| ''' | 200 | 271 | 194 | 69 | 52 | 41 | 26 | 381 | 272 | 653 |
| ''' | 300 | 333 | 199 | 106 | 42 | 68 | 60 | 507 | 301 | 808 |
| ''' | 400 | 400 | 255 | 76 | 60 | 89 | 54 | 565 | 369 | 934 |
| SUB-TOTAL | | 1265 | 809 | 275 | 163 | 205 | 145 | 1745 | 1117 | 2862 |
| DIPLOMA IN ACCOUNTING | 100 | 92 | 89 | 12 | 8 | 0 | 0 | 104 | 97 | 201 |
| ''' | 200 | 48 | 34 | 40 | 23 | 0 | 0 | 88 | 57 | 145 |
| SUB-TOTAL | | 140 | 123 | 52 | 31 | 0 | 0 | 192 | 154 | 346 |
| TOTALS | | | | | | | | 1937 | 1271 | 3208 |

Source: UPSA USIS

Banking and Finance Department

The Department currently has a total of 1,937 (37.55%) of student population in the Faculty) students undertaking the undergraduate programme in the Faculty.

Table 8 Banking and Finance Student Statistics by Level (2016)

| PROGRAMME | LEVEL | MORNING | | EVENING | | WEEKEND | | TOTALS (GENDER) | | TOTALS |
|--------------------------|-------|---------|-----|---------|----|---------|----|-----------------|------------|-------------|
| | | M | F | M | F | M | F | M | F | |
| BSc. BANKING AND FINANCE | 100 | 127 | 114 | 9 | 6 | 5 | 1 | 141 | 121 | 262 |
| | 200 | 111 | 104 | 37 | 20 | 4 | 7 | 152 | 131 | 283 |
| | 300 | 161 | 157 | 49 | 27 | 13 | 20 | 223 | 204 | 427 |
| | 400 | 411 | 365 | 79 | 31 | 39 | 40 | 529 | 436 | 965 |
| TOTALS | | | | | | | | 1045 | 892 | 1937 |

Source: UPSA USIS

Actuarial Science Programme

The Actuarial Science programme was mounted at the beginning of the 1st semester of the 2016/2017 academic year after accreditation was given in the course of the year for the programme to commence. The programme started with 14 students in Level 100. Nine (9) of the students are males while the remaining five (5) are females. The programme is currently being run from the Department of Banking and Finance.

Table 9 Actuarial Science Student Statistics by Session and Gender (2016)

| PROGRAMME | LEVEL | MORNING | | EVENING | | WEEKEND | | TOTALS (GENDER) | | TOTALS |
|------------------------|-------|---------|---|---------|---|---------|---|-----------------|----------|-----------|
| | | M | F | M | F | M | F | M | F | |
| BSc. ACTUARIAL SCIENCE | | | | | | | | | | |
| ''' | 100 | 8 | 5 | 0 | 0 | 1 | 0 | 9 | 5 | 14 |
| ''' | 200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| ''' | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | 400 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| | | | | | | | | 9 | 5 | 14 |

Source: UPSA USIS

Student Population by Gender (2016)

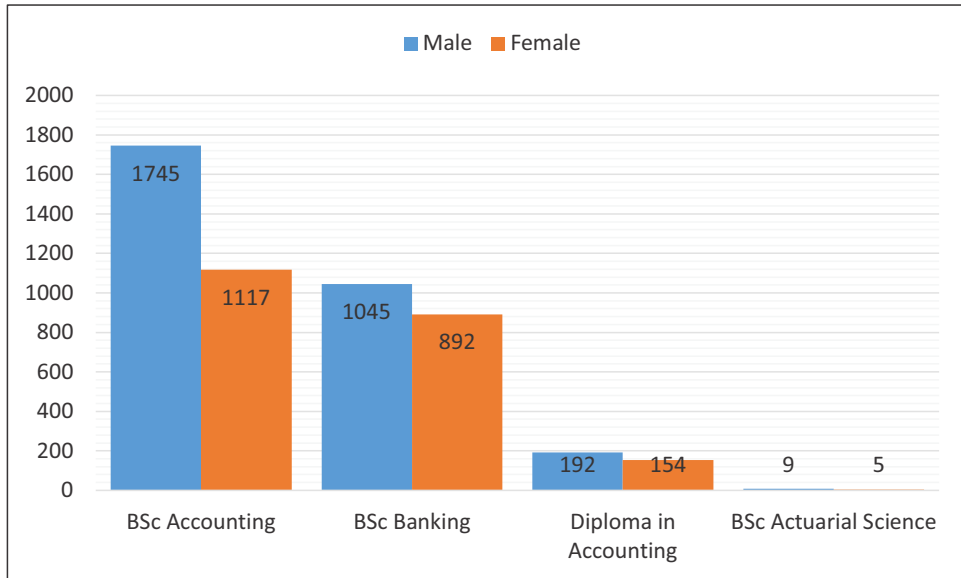
The total number of students in the Faculty stands at 5159. Out of this number 2168 (42%) are female, a progressive increase of 1.5% compared to 2014. The table below shows gender by programme:

Table 10 Student Statistics by Gender

| Programme | Male | Female | Total |
|-----------------------|-------------|-------------|-------------|
| BSc Accounting | 1745 | 1117 | 2862 |
| BSc Banking | 1045 | 892 | 1937 |
| Diploma in Accounting | 192 | 154 | 346 |
| BSc Actuarial Science | 9 | 5 | 14 |
| TOTALS | 2991 | 2168 | 5159 |

Source: UPSA USIS

Graph 3.0 Students Statistics by Gender



Source: UPSA USIS

Major Achievements

The Faculty chalked a number of successes in the year under review. A number of new academic programmes were developed while collaborations were negotiated with a number of institutions and organizations.

Programme Development

The Faculty set itself the task of developing new programmes in order to enhance the Faculty's and the University's profile and to attract more students to the University; as well as answer the requirements of industry in terms of the requisite human resource.

Actuarial Science Programme

The Faculty, during the year under review successfully gained accreditation from the National Accreditation Board (NAB) to run a new programme Bachelor of Science (BSc.) in Actuarial Science. The programme has been advertised and students admitted to level I 00.

NTCE Clearance for New Programmes

The Faculty further gained clearance from the National Commission for Tertiary Education (NCTE) for three (3) other new programmes being developed in the Faculty. The National Accreditation Board's (NAB) documents for the new programmes namely:

- **BSc. Accounting and Finance**
- **MPhil Finance**
- **BSc. Business Economics**

The above-mentioned programmes have been completed and reviewed by the Academic Audit Review Committee, pending subsequent submission to the National Accreditation Board (NAB) for the commencement of the accreditation process.

Collaborations

The Faculty entered into a number of collaborations with institutions and organizations as listed below:

UPSA/Ghana Insurance College Collaboration

The Faculty entered into negotiations at the instance of the Ghana Insurance College to develop a MSc Risk and Insurance programme. The programme document for clearance by the National Commission on Tertiary Education has been completed. The Ghana Insurance College has been tasked with the responsibility of drawing up a MOU for the collaboration for study and approval and possible endorsement by the Vice- Chancellor.

UPSA/UBA Collaboration

There was another negotiation with the United Bank of Africa (UBA) for collaboration with the University. The main purpose of the collaboration is to afford our students the opportunity to have practical industrial training with the bank while the bank would have a customer base among students and staff by providing them with co-branded electronic Visa cards. All negotiations have been successfully completed and awaiting Management approval and implementation.

CIMA Awards

Through engagement with industry the Faculty was able to secure scholarships for ten (10) of our students who are desirous of pursuing professional programmes. The Table below shows the list of Awardees:

Table 1: CIMA Scholarship Awardees

| No. | Index Number | Name | Gender | Session | Average Score |
|-----|--------------|--------------------------|--------|---------|---------------|
| 1 | I0025810 | Osei Hammond Adjei Berko | Male | Weekend | 19.5 |
| 2 | I0013236 | Agbenyadzi Yahaya Ahmed | Male | Morning | 19 |
| 3 | I0013285 | Asante Kweku Daniel | Male | Morning | 19 |
| 4 | I0013292 | Awadey Kobby Gabriel | Male | Morning | 19 |
| 5 | I0025325 | Ahaligah Peter | Male | Evening | 18 |
| 6 | I0013157 | Ofori Nyarko Williams | Male | Morning | 18 |
| 7 | I2BAR008 | Asaka Alhassan Baba | Male | Morning | 17 |
| 8 | I0014108 | Uwakwe Favour Amarachi | Female | Morning | 17 |
| 9 | I0014136 | Agyekumwaa Suzzy | Female | Morning | 17 |
| 10 | I0012710 | Duah Adu Phyllis | Female | Morning | 17 |

Sponsors for Educational Opportunities (SEO – Africa)

[SEOAfrica](#) is a non-profit leadership development organization, established in Ghana in 2012 to select, train and mentor Ghanaian and Nigerian university students to provide them with corporate access into international investment banks (Goldman Sachs and Bank of America Merrill Lynch) and into the Ghanaian financial services, oil and gas and telecommunications sectors.

At the request of the organization the Faculty facilitated interaction between the organization and final year students of the Faculty. Following that a number of the students applied and successfully went through the first stage of the selection for placement in high profile organizations both within and outside the country.

Launch of New Academic Programme

The Faculty's newly accredited programme, BSc Actuarial Science was formally inaugurated on September 27, 2016. As has been indicated earlier in this report, students have been admitted at Level 100 and they are going about their academic work with diligence.

Faculty Activities

A number of activities were undertaken in the Faculty throughout the year under review.

Orientation for Freshmen

Orientation for 2016/2017 freshmen in the Faculty took place on Friday September 11, 2015 in LBC 603 and 606. Present at the gathering were the Dean, Heads of Department, Alumni, representatives from professional bodies - ICAG, ACCA, CIB; and the Faculty and Departmental Officers. Students were informed of the structure and philosophy of the Faculty, the support available to them, the professional courses, and general academic issues. Orientation for Actuarial Science students was done later because of the late admission.

Matriculation of 2016/2017 Freshmen

All freshmen admitted to various levels in the University took part in the matriculation ceremony on Saturday, October 22, 2016. The matriculation register was successfully signed by all fresh students.

Undergraduate Dissertation Proposal Defence

The level 400 students of the Faculty presented their dissertation proposal within the year under review. The presentation started on Monday 10th – Saturday 15th, October 2016.

Final Undergraduate Dissertation Defence

The defense was held from Monday April 4, 2016 to Friday April 8, 2016 in the Lecture Block Complex from 9:00am till 2:30pm daily. There were two panels for each Department, with each panel consisting of one external assessor, two internal assessors and a secretary. The students made the presentations in groups and each group was made up of a maximum of four (4) and minimum of two (2) students. On a daily basis, a maximum of fifteen (15) groups and a minimum of eight (8) groups defended their dissertation. The defence was successful.

Examinations

The 1st Semester 2016-2017 examinations started on November 28, 2016 for all continuing students and ended on December 21, 2016. The Level 100 examinations have been scheduled for January 30, 2017 to February 4, 2017. The conduct of the 1st semester examinations was generally successful.

Examination Malpractice – Cases – Second Semester 2015/2016

There were 11 cases of students involved in examination malpractices in the year under review. The table below shows the statistics according to programme, gender and sanctions.

Table 11 Examination Malpractice Cases– Second Semester 2015/2016

| Programme | Gender | | Total No. of Students |
|--------------------------|----------|----------|-----------------------|
| | M | F | |
| BSc. Accounting | 4 | 5 | 9 |
| BSc. Banking and Finance | 0 | 2 | 2 |
| Diploma in Accounting | 0 | 0 | 0 |
| TOTAL | 4 | 7 | 11 |

Source: Faculty of Accounting and Finance

Table 12 Examination Malpractice Sanctions – Second Semester 2015/2016

| SANCTION | BSC. ACCOUNTING | DIP. ACCOUNTING | BSC. BANKING AND FINANCE | TOTAL |
|---|-----------------|-----------------|--------------------------|-----------|
| Dismissal | – | – | – | – |
| Rustication | 3 | – | 1 | 4 |
| Cancellation of Examination Paper | 3 | – | 1 | 4 |
| Cancellation of Examination Paper and Bond | – | – | – | - |
| Cancellation of Examination Paper and Rustication | – | – | – | - |
| Warning | 3 | – | – | 3 |
| Bonding | – | – | – | – |
| Did not Attend | 9 | – | 2 | 11 |

Source: Faculty of Accounting and Finance

Table 13 Department of Accounting-Second Semester 2015/2016

| No | Name of Candidate | Index No. | Level | Course Code / Title | Sanctions |
|----|----------------------|-----------|-------|---|-------------------------------|
| 1 | Ligbi M. Mubarik | I2BAK624 | 400 | PBBS 402 / Environmental Management | Rustication |
| 2 | Mahama Rashida | 10015299 | 400 | PBAC 402 / Public Sector Accounting | Cancellation of Subject Paper |
| 3 | Opare Yeboah Belinda | I2BAR664 | 300 | PBAC 306 / Management Accounting | Rustication |
| 4 | Mahami Salifu Sumani | 10016785 | 300 | PBMK 314 / Marketing Management | Cancellation of Subject Paper |
| 5 | Mensah Maximillian | 10049935 | 100 | BGEC 104 / Introduction to Environmental Management | Rustication |
| 6 | Appiah Kennedy A. | 10013551 | 300 | PBBS 302 / Entrepreneurship Development | Warning |
| 7 | Adu Cynthia | 10015227 | 300 | PBBS 302 / Entrepreneurship Development | Warning |
| 8 | Anim D. Theophilus | 10013583 | 300 | PBBS 302 / Entrepreneurship Development | Warning |
| 9 | Asiedu Dora Ansomaa | 10049752 | 200 | BCPC 202 / Global Dimensions of Business | Cancellation of Subject Paper |

Department of Banking and Finance- Second Semester 2015/2016

| | | | | | |
|---|----------------------|----------|-----|---|---|
| 1 | Opare Beatrice Abena | 10015473 | 300 | PBBF 306 Corporate Finance II | Cancellation of Subject Paper and Rustication |
| 2 | Selma Ama Habib | 10048623 | 100 | BCPC I 12 Introduction to Business Statistics | Cancellation of Subject Paper and Rustication |

External Assessors

In line with NAB and the UPSA Quality Assurance requirements the Faculty hosted four external assessors, two for each of the Departments under the Faculty. They were Prof Joseph Onwe; Dr. Wada Atta Adamu both from Nigeria; Prof. Edward Marfo Yiadom; and Dr. Anokye M. Adam. They assessed the examination scripts of final year students of the Faculty.

Faculty Seminars

A number of research seminars were held in the Faculty during the period under review. Table 14 below shows the papers and presenters at the seminars. Also included are pictures from some of the seminars.

Table 14 Faculty Seminars

| DATE | PRESENTER | RESEARCH TOPIC | VENUE |
|--|--------------------------------------|--|------------------|
| Department of Banking and Finance | | | |
| 22/09/16 | Christine Avortri (Mrs) | Differences in the Sustainability between Microfinance Institutions which Accept Deposit and those which Offer Solely Microcredit. | Auditorium UPSA |
| 22/09/16 | David Mensah | What Factors Influence SMEs' Decision to List on the Ghana Alternative Market? | Auditorium UPSA. |
| Department of Accounting | | | |
| 02/03/2016 | Mr. Redeemer Kra | Citizen centric Reporting: A tool for public accountability in the Ghanaian local government. | Auditorium UPSA |
| 02/03/2016 | Mr. R. Amankwah Fosu & Mr. Maxwell T | Revenue generation of District Assemblies: The case of AMA | Auditorium UPSA. |
| 28/09/2016 | Mr. John Amoh | An Estimation of Taxable Capacity of an Emerging Economy: Evidence from Ghana | Auditorium UPSA |
| 28/09/2016 | Mr. Isaac Ofoeda | Corporate Governance, Ownership Structure and Financing Decisions of NBFIs. Evidence From Ghana | Auditorium UPSA. |
| Faculty Research Seminar | | | |
| 08/09/2016 | Mr. Alhassan Bunyaminu | Effective Proposal and Dissertation/Business Case Writing. | Auditorium UPSA |
| 02/11/2016 | Mr. Albert Opoku Frimpong | Impact of entrepreneurship education on partnership venture formation | Auditorium UPSA. |
| 02/11/2016 | Mrs. Philomena Dadzie | Exploratory Case Study of Residence Life at a Ghanaian Public University | Auditorium UPSA |

The seminar had in attendance Senior Members and students from the University community.

Staff Development

By way of staff development the Faculty organized training seminars and workshops for the staff of the faculty and gave members of staff the opportunity to participate in conferences and

workshops organized by other bodies. These included:

- Training for Tally ERP – an accounting software invented by the Department of Accounting in August, 2016.
- Workshop on data analysis which was the first of its kind to be organized by the Department of Banking and Finance in March, 2016.
- Senior Academic Leadership Training (SALT) 2016 workshop organized by National Commission on Tertiary Education (NCTE) at the Institute of Statistical, Social and Economic Research (ISSER) in Legon in August 2016.
- The 6th Session of the International Science, Technology, Education, Arts, Management and Social Sciences (iSTEAMS) Multidisciplinary Cross-Border Conference in March, 2016.

Training and Workshops

Lecturers from the faculty attended various conferences, workshops and have had some publications to their credit during the year under review as follows:

| NAME | DEPARTMENT | No. OF PUBLICATIONS | 2016 PUBLICATIONS | CONFERENCES |
|-------------------------------|---------------------|---------------------|-------------------|-------------|
| Mr. George Quartey | Accounting | 2 | 0 | 8 |
| Mr. Kwadwo Obeng | Accounting | 3 | 0 | 4 |
| Dr. John Kwaku Mawutor | Accounting | 16 | 2 | 6 |
| Mr. Peter Ackah | Accounting | 0 | 0 | 2 |
| Mr. Richard Amankwah Fosu | Accounting | 2 | 1 | 0 |
| Mr. Redeemer Dornudo Yao Krah | Accounting | 9 | 0 | 4 |
| Mr. Isaac Ofoeda | Accounting | 3 | 0 | 0 |
| Dr. Mrs. Helena Ahulu | Accounting | 4 | 1 | 5 |
| Mr. Samuel Pimpong | Accounting | 0 | 0 | 1 |
| Mr. Emmanuel Mensah | Accounting | 0 | 0 | 1 |
| Dr. Charles Barnor | Banking and Finance | 15 | 3 | 3 |
| Dr. Raymond Dziwornu | Banking and Finance | 8 | 2 | 9 |

| NAME | DEPARTMENT | No. OF PUBLICATIONS | 2016 PUBLICATIONS | CONFERENCES |
|---------------------------|---------------------|----------------------------|--------------------------|--------------------|
| Mrs. Gladys A. A. Nabieu | Banking and Finance | 4 | 0 | 5 |
| Ms. Vivian E. Sampson | Banking and Finance | 2 | 0 | 0 |
| Mr. Adom Philip Kofi | Banking and Finance | 18 | 6 | 0 |
| Mrs. Christine Avortri | Banking and Finance | 2 | 3 | 3 |
| Mr. Danaa Natongmah | Banking and Finance | 7 | 0 | 0 |
| Dr. Joseph K. Tuffour | Banking and Finance | 8 | 1 | 3 |
| Dr. Ibrahim Mohammed | Banking and Finance | 8 | 4 | 3 |
| Mr. Samuel A. Tuffour | Banking and Finance | 2 | 0 | 0 |
| Mr. Adiyah Osei Bright | Banking and Finance | 3 | 0 | 1 |
| Richard K. Akoto | Banking and Finance | 4 | 0 | 0 |
| Mr. Alhassan Bunyaminu | Banking and Finance | 16 | 3 | 3 |
| Mr. Samuel Arthur | Banking and Finance | 1 | 0 | 1 |
| Mrs. Philomena Dadzie | Banking and Finance | 4 | 0 | 0 |
| Ms. Deborah Adu-Twumwaah | Banking and Finance | 5 | 3 | 0 |
| Mr. Abdul Mumuni Abdallah | Banking and Finance | 0 | 2 | 1 |
| Mr. Christopher Quaidoo | Banking and Finance | 1 | 1 | 0 |

| NAME | DEPARTMENT | No. OF PUBLICATIONS | 2016 PUBLICATIONS | CONFERENCES |
|----------------------------|---------------------|---------------------|-------------------|-------------|
| Mr. Kwaku Amakye | Banking and Finance | 2 | 1 | 0 |
| Mr. Ravenhill A. Laryea | Banking and Finance | 1 | 0 | 0 |
| Mr. Timothy King Avordeh | Banking and Finance | 3 | 0 | 2 |
| Mr. David Mensah | Banking and Finance | 0 | 0 | 5 |
| Mrs. Hamdeya Y. A. Muntala | Banking and Finance | 0 | 0 | 1 |
| Mr. Kwame Fosu Boateng | Banking and Finance | 1 | 1 | 1 |

Research Publications

During the year 2016, seventeen (17) research publications were made by nine (9) Lecturers in the Department. See details in Appendix B:

The Tuning Africa Programme.

This programme was to develop BSc and MSc. Economics in collaboration with the European Union (EU) and African Union (AU) for accreditation purposes and implementation in UPSA. The Dean, also a Coordinator of the programme attended the Tuning Africa Phase II general meeting in February 2016 this year at Addis Ababa. He noted that the structure of the programme must be used to work on the synopsis and again, there was the need for our structure to be reviewed and updated.

UPSA/Netherlands Collaboration.

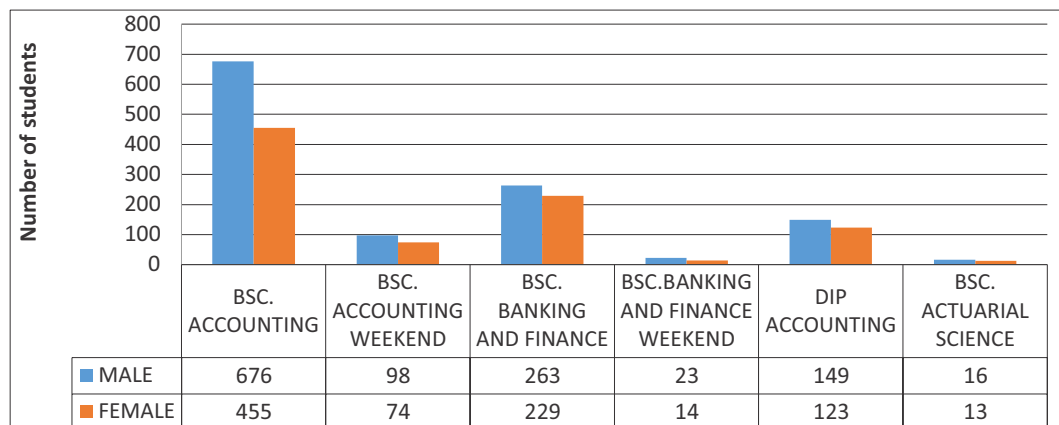
UPSA collaboration with the Netherlands on the New Business Challenge programme is still ongoing.

2016/2017 Admissions

On the whole, for the 2016/2017 admissions, 1,736 undergraduates (including 336 Diploma students) out of 2,133 applicants were admitted into the Faculty. The gender distribution of this number is shown on the chart below

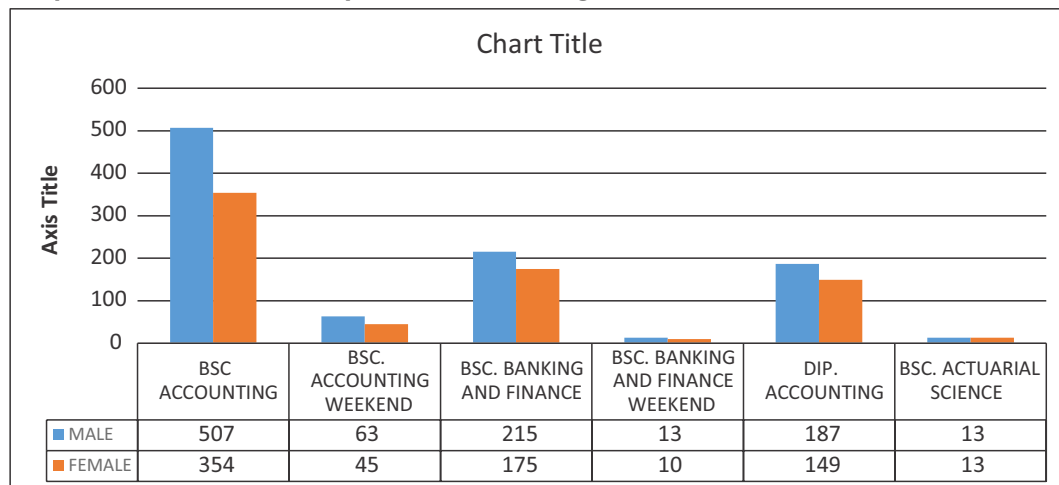
Gender proportion for the current admission is as shown below:

Graph 4.0 2016/2017 Faculty Applications Undergraduate



Source: UPSA USIS

Graph 4.1 2016/2017 Faculty Admissions Undergraduate



Source: UPSA USIS

Table 17: Structural Changes and Programme Patronage– Gender

Source: UPSA USIS

| Programme | MALE | | | | | FEMALE | | | | |
|--|-------------|------------|------------|--------------|--------------|-------------|------------|------------|--------------|--------------|
| | 2016/2017 | 2015/16 | 2014/15 | % on 2015/16 | % on 2014/15 | 2016/2017 | 2015/16 | 2014/15 | % on 2015/16 | % on 2014/15 |
| BSc Accounting | 1540 | 366 | 463 | 321% | -21% | 972 | 237 | 246 | 310% | -4% |
| BSc Accounting (weekend) | 205 | 74 | 68 | 177% | 9% | 145 | 48 | 33 | 202% | 45% |
| BSc. Actuarial Science | 8 | nil | nil | nil | nil | 5 | nil | nil | nil | nil |
| BSc. Actuarial Science (Weekend) | 1 | nil | nil | nil | nil | nil | nil | nil | nil | nil |
| BSc Banking and Finance | 984 | 142 | 230 | 593% | -38% | 854 | 138 | 186 | 519% | -26% |
| BSc Banking and Finance (weekend) | 61 | 12 | 20 | 408% | -40% | 68 | 14 | 17 | 386% | -18% |
| Diploma in Accounting | 192 | 82 | 55 | 134% | 49% | 133 | 61 | 43 | 118% | 42% |
| TOTALS | 2991 | 676 | 836 | 342% | -19% | 2177 | 498 | 525 | 337% | -5% |

As shown in the table above there were the following structural changes:

BSc Accounting

There was a 321% increase in male intake relative to previous academic year.

There was a 310% increase in female admission relative to previous year.

BSc Accounting (Weekend):

There was an overall increase of 379% on the Weekend intake relative to the previous academic year. There was a increase in the male and female intake by 177% and 202% respectively.

BSc Banking & Finance

There was a 593% increase in male intake relative to previous academic year.

There was a 519% increase in female admission relative to previous year.

BSc Banking & Finance weekend

There was a 408% increase in male intake relative to previous academic year.

There was a 386% decrease in female admission relative to previous year.

Diploma in Accounting

There was a 134% increase in male intake relative to previous academic year

There was a 118% increase in female admission relative to previous year

20.0 Student Examination Performance & the 8th Congregation Programme

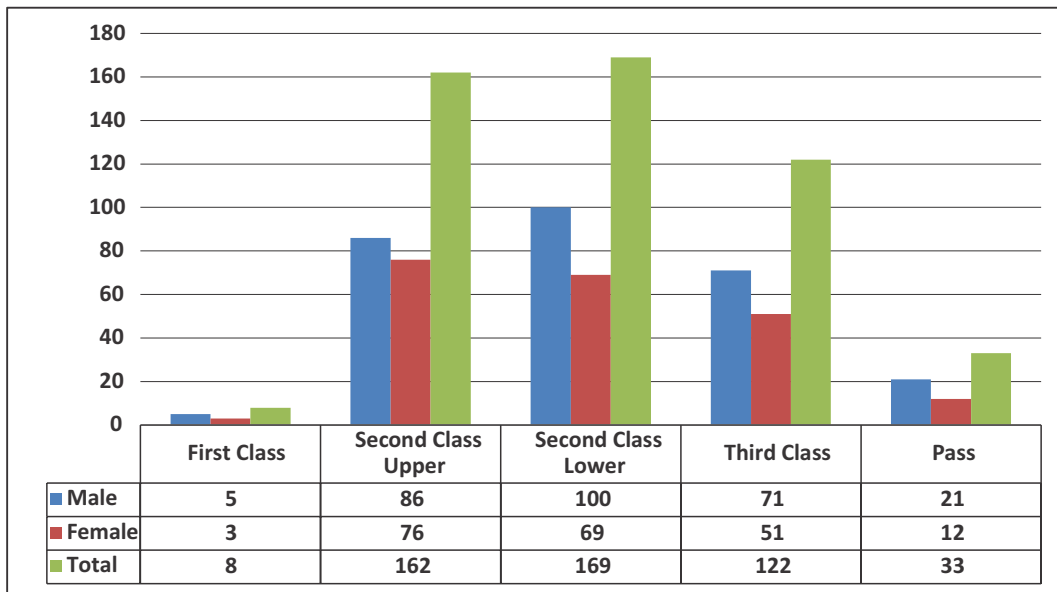
The University held its 8th Congregation on Saturday July 31, 2016. A total of 1096 students graduated from the Faculty, with 978 and 118 degree and diploma students respectively. Table 7 shows the distribution of the students who graduated.

Table 18: Graduating Class (Degree) Classified by Programme

| Programme | 1ST Class | 2nd Class. (Upper) | 2nd Class. (Lower) | Third Class | Pass | Total |
|------------------------|-----------------------------|--|--|------------------------|--------------|--------------|
| Accounting | 8 | 162 | 169 | 122 | 33 | 494 |
| | M-5 F -3 | M-86 F-76 | M-100 F-69 | M-71 F-51 | M-21 F-12 | |
| Banking and Finance | 2 | 113 | 202 | 123 | 44 | 484 |
| | M-1 F-1 | M-57 F-56 | M-106 F-96 | M-63 F-60 | M-30 F-14 | |
| TOTAL | 10 | 275 | 371 | 245 | 77 | 978 |

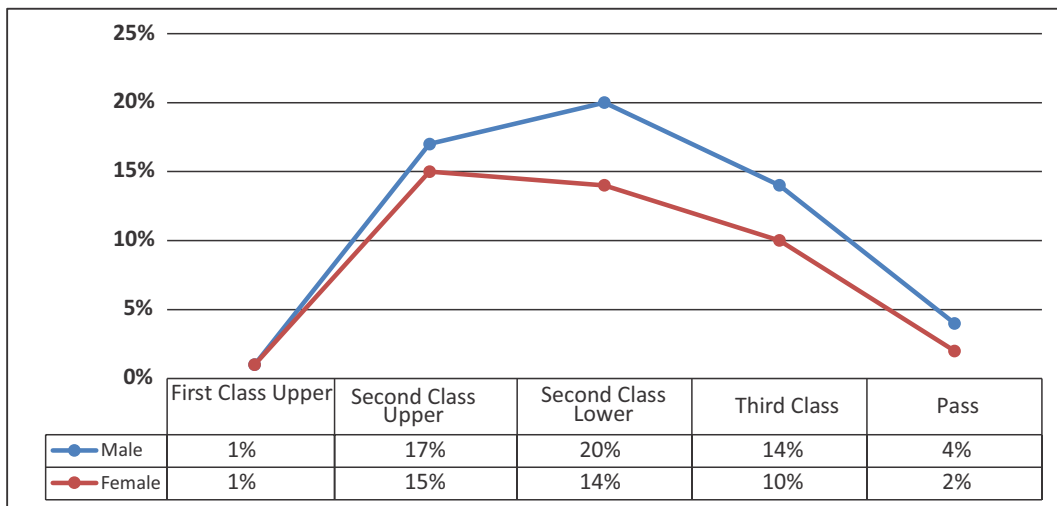
Source: 7th Congregation Brochure

Graph 5.0 Graduating Class (Degree) - BSc. Accounting



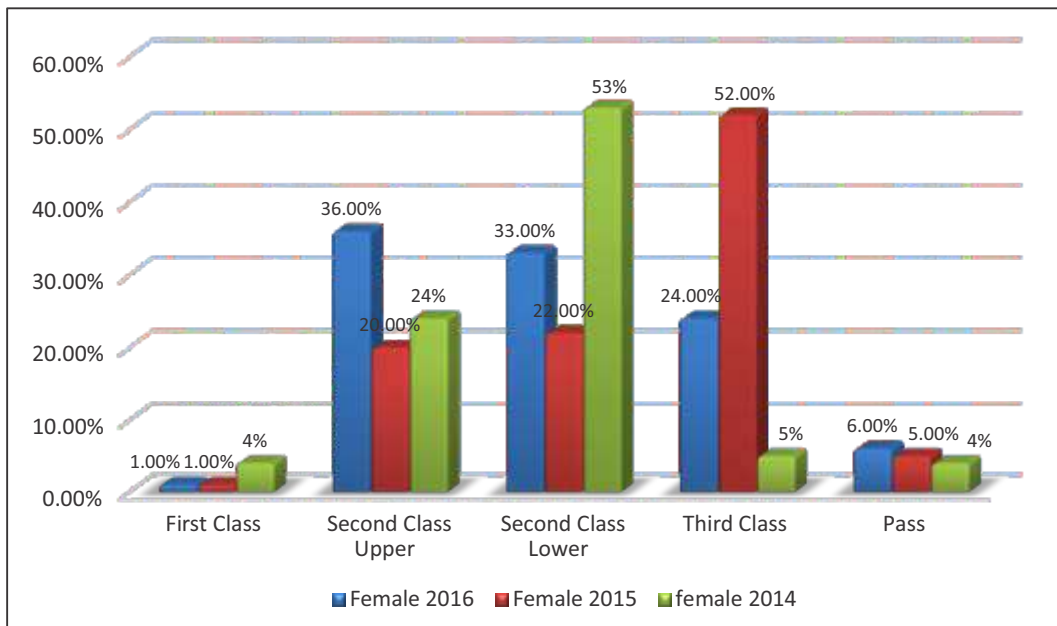
Source: 8th Congregation Brochure

Graph 6.0 BSc. Accounting 2016 Gender %



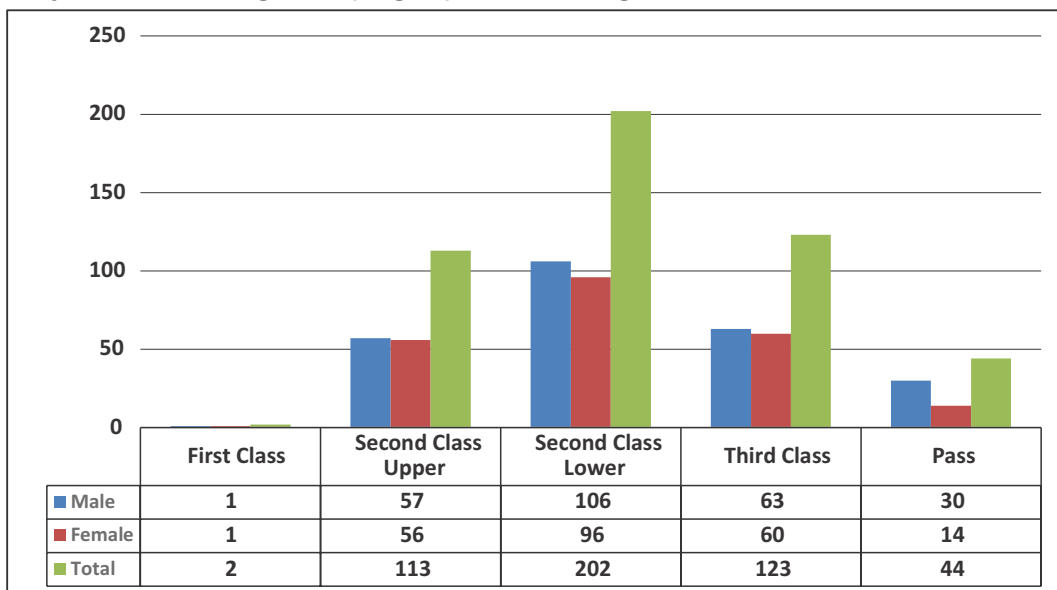
Source: 8th Congregation Brochure

Graph 7.0 BSc. Accounting - Female: Female 2016, 2015, 2014



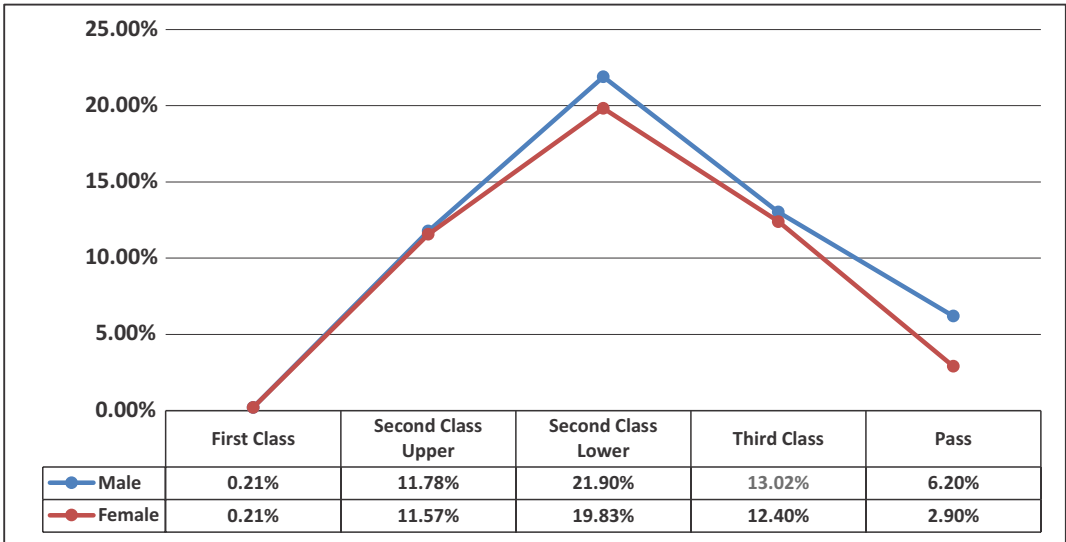
Source: 8th Congregation Brochure

Graph 8.0 Graduating Class (Degree) -BSc. Banking and Finance



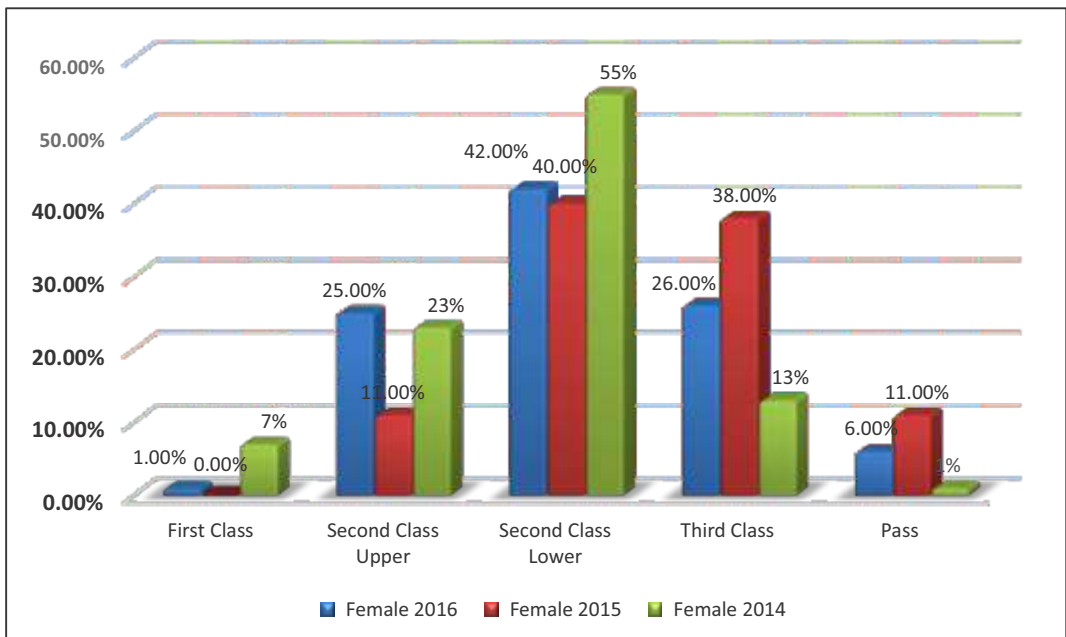
Source: 8th Congregation Brochure

Graph 9.0 BSc. Banking and Finance 2016 Gender %



Source: 8th Congregation Brochure

Graph 10.0 BSc. Banking and Finance - Female: Female 2016, 2015, 2014

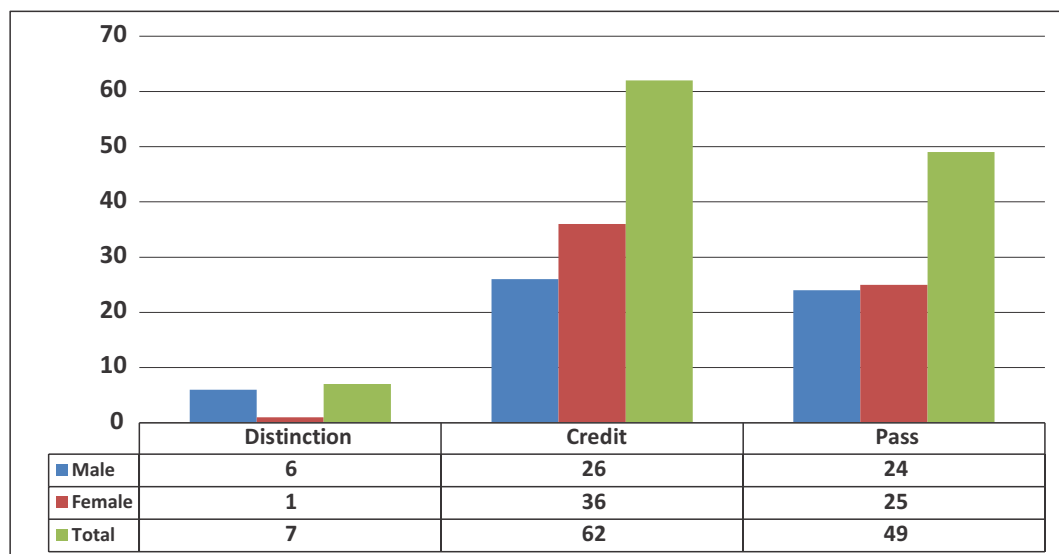


Source: 8th Congregation Brochure

Table 19: Faculty Graduation statistics-Diploma in Accounting

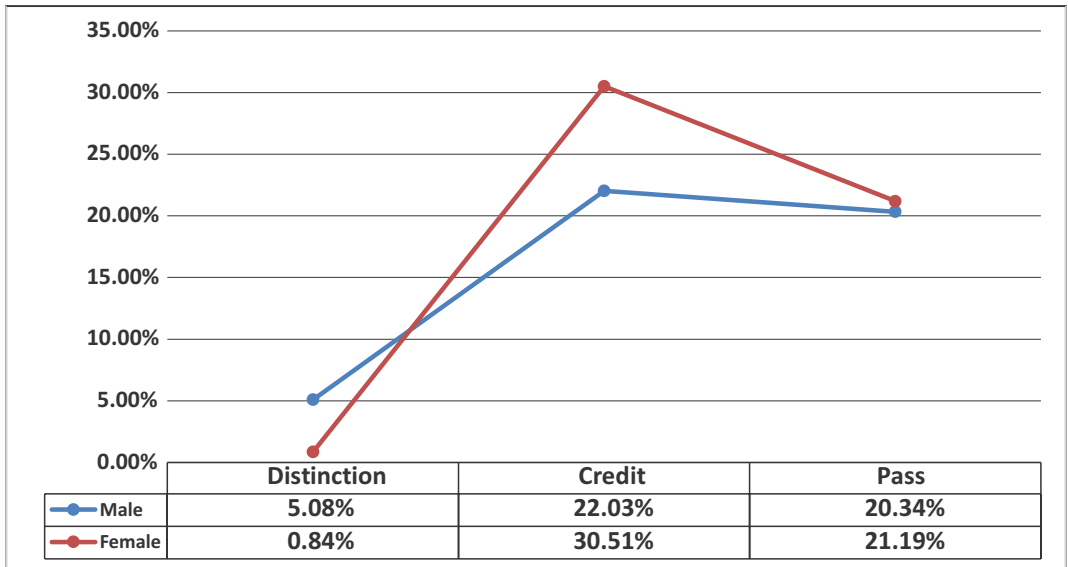
| PROGRAMME | CLASSIFICATION | | | |
|-----------------------|----------------|-----------|-----------|------------|
| | Distinction | Credit | Pass | Total |
| Diploma in Accounting | 7 | 62 | 49 | 118 |
| | M-6 | M-26 | M-24 | |
| | F-1 | F-36 | F-25 | |
| TOTAL | 7 | 62 | 49 | 118 |

Graph 11.0 Diploma in Accounting



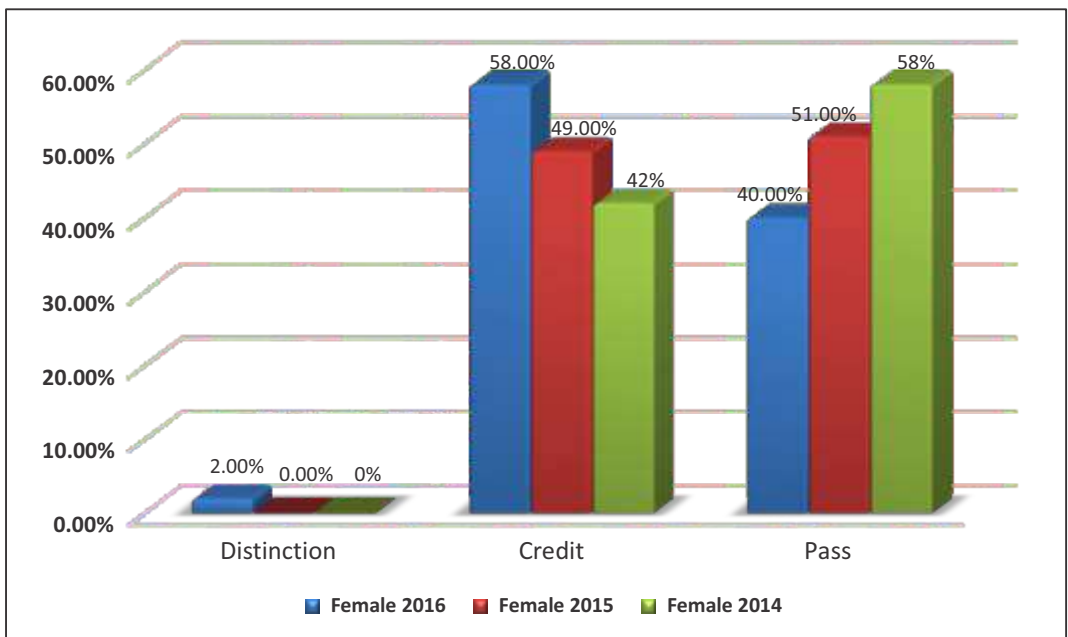
Source: 8th Congregation Brochure

Graph 12.0 Diploma In Accounting 2016 Gender%



Source: 8th Congregation Brochure

Graph 13.0 Diploma in Accounting - Female 2016, 2015, 2014



Graduation Awards, 2016

The Following students received awards for an excellent academic performance.

Table 20: Graduation Awards, 2016

| AWARD | STUDENT INDEX NUMBER | STUDENT NAME | TOTAL EXAM SCORES/FGPA |
|--|-----------------------------|--------------------------------|-------------------------------|
| Best Graduating Student in Faculty of Accounting and Finance | 10016394 | OPOKU, MILLICENT YEBOAH | 3.77 |
| Best Graduating Student in Department of Banking and Finance | 12BFR036 | AYAM, JOSEPH | 3.66 |
| Best Graduating Student in Department of Accounting | 10016394 | OPOKU, MILLICENT YEBOAH | 3.77 |
| Best Graduating Student in Introduction to Total Quality Management Course (Institutional Requirement) | 12BFR806 | IDDRISU HANISAH | Highest Score 97 |
| Best Graduating Student in Introduction to Environmental Management Course (Faculty of Accounting and Finance Requirement) | 10012871 | ANSAH BISMARCK | Highest Score 88 |
| Best Graduating Student in Management Information Systems Course (Department of Accounting Requirement) | 12BAR030 | AMOAH CATHERINE | Highest Score 93 |
| Best Graduating Student in Banking and Investment Analysis Course (Department of Banking and Finance Requirement) | 12BFR047 | ADZRAGO GIDEON | Highest Score 93.50 |
| Best Graduating Student in Economics Courses | 12BBR111 | ASANTE AMA ASANTEWAA | 85 |
| Best Graduating Student in Entrepreneurship Course | 10010699 | ASIAMAH ALBERT | Highest Score 90 |
| Best Graduating Student in Auditing Course | 10016394 | OPOKU, MILLICENT YEBOAH | Highest Average 91.75 |
| Best Graduating Student in Management Accounting Course | 10019324 | ANTWI ELIJAH BOASIAKO | Highest Score 94 |

| AWARD | STUDENT INDEX NUMBER | STUDENT NAME | TOTAL EXAM SCORES/FGPA |
|--|-----------------------------|-----------------------------------|-------------------------------|
| Best Graduating Student in Taxation Course | 10040041 | AFORKOR-LOMOTÉY EMMANUELLA | Highest Average 86.25 |
| Best Graduating Student in Diploma in Accounting | 10019343 | AMANKWAH, EMMANUEL OPOKU | 3.81 |

Student Activities

Department of Accounting Students Association (DASA)

The 2016 edition of the annual week celebration of DASA themed “EMPOWERING EXCELLENCE” came off from 8th to 13th March 2016.

The celebration commenced with a massive Blood Donation and Health Screening Exercise under the auspices of the National Blood Service with a total Donor turnout of 153. There was an “Investment and Financial Independence Conference” held in the Auditorium of the University during which the week celebration was officially launched. The Conference was attended by over 400 students and was moderated by:

- Mr. E.I Mbalam, CEO , Lending Square
- Mr. Frimpong Agyemang, Databank Group
- Mr. Paul Mantey, Ecobank Capital

There was also a week long “Exhibition Fair” staged at the forecourt of the Prestige Hostel coupled with a Job And Entrepreneurship Seminar. Resource persons for the Seminar were:

- Mr Roland Adade, CEO Distribution Direct, Nestle
- Dr. Kofi Osei-Kusi, Executive President, Osei Kusi Foundation.
- Mr. Frimpong Agyemang, Databank Group

The celebration also included a Health and Relation Talk Show delivered by Senior Health practitioners Flt. Lt. Benjamin Toboh and Dr. Titus Beyuo from the 37 Military Hospital and the Korle-Bu Teaching Hospital respectively.

Other side attractions were “Kenkey” Feast, Movie Show, Soccer League and a Socialization Party held at East Legon, T-Lounge

The celebration was crowned on Sunday 13th March 2016, with a mega Worship Night dubbed “FRUIT of MY LIPS”. In attendance were ministers of the Gospel:

- Minister Elliot Afful
- Minister Baako Junior
- Minister John Sena.

Banking and Finance Students' Association (BaFSA)

The Banking and Finance Students Association (BaFSA) celebrated their week from 22nd February- 27th February, 2016. The celebration dubbed BUILDING EFFECTIVE, VIBRANT AND ETHICAL PROFESSIONALS. Notable activities undertaken to celebrate their week included:

- ❖ **Seminar:** The association organized a seminar at the University auditorium on the following topics; *"How to brand yourself to fit into the corporate world and Integrity the keyword for professionalism"*. Resource persons were from the Osei Kusi Foundation and G.7 Consult.
- ❖ **Blood donation and eye screening exercise:** The association in collaboration with the Korle -bu blood bank organized a blood donation exercise. In all ninety (90) students were screened out of which seventy-eight (78) donated blood. The students were also screened for various eye problems by the Ghana Blind Union.
- ❖ **Games:** The association organized games in volley ball and football between the various levels and sections.
- ❖ **Reproductive Health Talk:** A talk on reproductive health was organized for the female members of the association. Resource persons were drawn from the Ark Foundation and Marie Stopes International
- ❖ **.Donation to Orphanage:** The Association made a donation of some items (bags of rice, toiletries etc.) worth one thousand Ghana cedis (GH¢1,000) to the Christ Faith Orphanage at Frafraha.

23: Obituaries

The Faculty regrettably lost a very hard working National Service Personnel, **Mr. Ernest Elijah Bonsie** who was also a past student of the Faculty and another student during the year under review.

Table 19.0 Obituaries

| NAME | ID NO. | DEPARTMENT | LEVEL | DATE |
|--------------------------|---|-----------------|-------|------------------|
| Mr. Ernest Elijah Bonsie | A past student and a National Service Personnel | | | October 11, 2016 |
| Ms Hannah Okraku | 10011537 | BSc. Accounting | 400 | April 4, 2016 |
| Mr. Eric Brown Dzeble | 12BAR0121 | BSc. Accounting | 400 | May 2, 2016 |

Source: Faculty of Accounting and Finance

WITHDRAWALS

BACHELOR OF SCIENCE IN ACCOUNTING

There were no students in the Department of Accounting withdrawn during the year under review.

Table 20: BACHELOR OF SCIENCE IN BANKING AND FINANCE

| NO | NAME | ID | LEVEL | PROGRAMME | GRADE POINT AVERAGE |
|-----------|--------------------------|-----------|--------------|------------------------|----------------------------|
| 1 | Koranteng Mavis | 10020783 | 200 | BSc. Banking & Finance | 0.95 |
| 2 | Adjei Naa Adjeley Sandra | 10050209 | 200 | BSc. Banking & Finance | 0.77 |
| 3 | Amoah Fiifi Richmond | 10012589 | 400 | BSc. Banking & Finance | 0.98 |
| 4 | Gbede Kenneth | 12BFR0052 | 400 | BSc. Banking & Finance | 0.88 |

APPENDIX A: FACULTY AND THEIR QUALIFICATION – 2016/17

| NAME | POSITION | QUALIFICATION |
|-----------------------|------------------------------------|---|
| Prof. Charles Barnor | Dean, Faculty of Acct. and Finance | PhD Finance, 2014, University of Walden, USA Master of Prof. Accountancy/July, 2000/ University of Canberra Master of Bus. Admin/August, 1999, University of Canberra BSc. Banking & Finance/1994, University of Ghana |
| Dr. Raymond Dziwornu | Head, Dept. of Banking & Finance | PhD Agricultural Economics/2012, University of Ghana MPhil Agricultural Economics/2004, University of Ghana BA Economics and Geog & Resource Development/2001, University of Ghana |
| Dr. Joseph K. Tuffour | Vice Dean, Lecturer | PhD (Economics)/2012/University of Benin, Nigeria MPhil Economics /2002/University of Ghana BA Economics/1999/University of Ghana |

| NAME | POSITION | QUALIFICATION |
|----------------------------|--------------------|---|
| Dr. Ibrahim Mohammed | | PhD Economics/2015/The Hong Kong Polytechnic University MPhil Economics/2006, University of Ghana – Accra, Ghana ICAG/2013 |
| Dr. Doku James Ntiamoah | Senior Lecturer | PhD in Finance/2014/University of Ghana MPhil in Finance/2007/University of Ghana BSc in Banking and Finance/1998/University of Ghana |
| Dr. Acquah-Sam Emmanuel | Senior Lecturer | PhD in Bus. Admin. (Economics)/2016/Open Univ. of Malaysia. MPhil in Economics/UG 2005 MA in Economics/2004/African Economic Research Consortium Nairobi Kenya BA in Economic/1997/University of Cape Coast |
| Dr. Attah Botchwey Edward | Senior Lecturer | Doctor of Philosophy (Finance)/2011/Open Univ. of Malaysia MBA (Finance & Mgt. Info. System), 2000/UGBS BSc. Mathematics/1996/KNUST |
| Dr. Quarshie Joseph | Assistant Lecturer | PhD in Asia Pacific Studies, Ritsumeikan Asia Pacific Univ. Japan Oita/2014 MBA in Finance, Ritsumikan Pacific Univ. of Japan Oita /2011 Bachelor of Fine Arts/UG/2007 |
| Dr. Botchway Ebo | Lecturer | PhD in Economics/2016/Univ. of Chiekh Anta Diop, Dakar-Senegal MPhil in Economics/2011/ University of Ghana BA in Economic/2008, University of Ghana |
| Dr. Alhassan Alolo Mutaka | Lecturer | PhD in Finance, 2015, Univ. of Hull Bus. Sch./UK MSc in Financial Mgt. 2010 Univ. of Hull Bus. Sch. BA in Info Studies,2008, University of Ghana |
| Dr. Frimpong Samuel Kwadwo | Lecturer | PhD in Industrial Economic/2013/(Intl. Bus. Strategy)/Univ. of Tech. Wuhan, China. MBA in Research Orientation/2010/Wuhan Univ. of Tech. China BSc in Agric. Tech./2006/University for Development Studies Chartered Inst. of Admin. & Mgt. Consultant Ghana Ongoing |

| NAME | POSITION | QUALIFICATION |
|---------------------------|---------------------------------|--|
| Dr. Adom Philip Kofi | Assistant Lecturer | PhD Economics/2016/Swedish University of Agricultural Sciences, SLU, Sweden MPhil Economics/2011, University of Ghana BA Economics /2007, University of Cape Coast |
| Mr. Richard K. Akoto | Lecturer | PhD in Development Finance/Stellenbosch Univ. South Africa, expected year of completion- 2017 MPhil Banking and Finance /2008/KNUST BSc. Banking and Finance/2003/UG, Legon |
| Mrs. Philomena Dadzie | Vice Dean of Students, Lecturer | PhD in Higher Education Administration/ on-going at University of Phoenix, Arizona, expected year of completion 2017 EMBA/March, Finance/ 2004/UGBSICSA/Dec., 1998/UPSA |
| Mr. Abdul Mumuni Abdallah | Lecturer | PhD in Economics/on-going at Univ. of Cape Coast, expected year of completion 2017 MSc. (Economics)/2005/Univ. of Skovde, (Sweden) MSc.(International Relations/2005/Linkoping Univ. Sweden BA. (Economics)/1994/Univ. of Cape Coast |
| Mr. Bright Adiyiah Osei | Lecturer | PhD in Economics/on-going at University of Mississippi, expected year of completion, 2020 MPhil Economics, University of Ghana BA Economics, University of Ghana |
| Mrs. Gladys Nabieu | Lecturer | PhD in Finance/on-going at UGBS, expected year of completion /2019 MSc. International Banking and Finance/2007/ London ACCA/2015/UK Bachelor of Commerce /2002 / UCC, Ghana |
| Ms. Vivian E. Sampson | Assistant Lecturer | PhD on-going at GIMPA, expected year of completion, /2019 MPhil Finance/2011/ University of Ghana BSc. Administration, (B & F)/Methodist University College/2007 |
| Mr. Abdul-Rahman A. Nuhu | Assistant Lecturer | PhD in Business Administration (ongoing) at Switzerland/expected year of completion/2019 MBA Finance/Usmanu Danfodiyo University, Sokoto Nigeria BSc. Management/Usmanu Danfodiyo University, Sokoto Nigeria |

| NAME | POSITION | QUALIFICATION |
|-----------------------------|--------------------|--|
| Ms. Deborah Adu-Twumwaah | Assistant Lecturer | MPhil Finance/Nov. 2010, University of Ghana BBA Accounting/1994/Islamic University College, Ghana |
| Mr. Samuel A. Tuffour | Assistant Lecturer | PhD Business Administration (Ongoing) at Open Univ. Malaysia/AIT, expected year of completion/2017 MBA Finance & Strategic Management/2003/ University of Westminster, London PGD in Management Studies /1999/UK Diploma in Export Management/1993/UK |
| Mr. David Mensah | Assistant Lecturer | PhD in Finance) on-going at UGBS, expected year of completion-2017 MPhil (Finance)/2011/ University of Ghana BSc. Banking and Finance, University of Ghana |
| Mrs. Hamdeeya Yenso Abdulai | Lecturer | MPhil (Finance)/2008/University of Ghana BSc. Admin./University of Ghana |
| Mr. Christopher Quaidoo | Assistant Lecturer | PhD on-going at University of Cape Coast, expected year of completion/2017 MPhil Economics/2009/University of Cape Coast BA Economics/1999/University of Cape Coast |
| Mr. Kwame F. Boateng | Assistant Lecturer | PhD on-going at University of Walden, expected year of completion/2018 MPhil in Finance/2011/UGBS BSc. Business Administration/2008 / UG |
| Mr. Adu Joseph | Assistant Lecturer | MPhil Economics/2011/ University of Ghana B.A Economics/2008, KNUST |
| Mr. Michael K. Minlah | Assistant Lecturer | PhD on-going at University of Ghana, expected year of completion-2019) MPhil (Economics)/2011/University of Ghana BA (Economics in Philosophy)/2008/University of Ghana |
| Mr. Kwaku Amakye | Assistant Lecturer | PhD in Economics/on-going at Univ. of Siena. Italy, expected year of completion/2019 MPhil (Economics)/2011/Univ. of Ghana BA (Economics with Sociology)/2008/University of Ghana |

| NAME | POSITION | QUALIFICATION |
|----------------------------|--------------------|---|
| Mr. Michael Insaideo | Assistant Lecturer | MA (Economics of Development/2011/ International Institute of Social Studies Of Erasmus University, The Hague, The Netherlands BA Economics/2004/Univ. of Ghana |
| Mrs. Victoria Nyarkoah Sam | Assistant Lecturer | PhD in Economics) ongoing at Christian Albrechts- Universitat Zukiel, Germany, expected year of completion 2017 MPhil (Economics)/2011/Univ. of Ghana BA Economics With Mathematics/2008/Univ. of Ghana |
| Ms. Christine Avortri | Assistant Lecturer | PhD in Business Administration) on-going at Open University, Malaysia, AIT, expected year of completion-2017) MBA Finance/2009, Methodist University College, Ghana ACIB/ Chartered Institute of Bankers, Ghana / 2015 Bed Social Science / 1999/ UCC, Ghana |
| Mr. Mawunyo Agradi | Assistant Lecturer | MPhil Economics/2011/ University of Ghana BA Economics and Geog. & Resource Development/2008/University of Ghana |
| Mr. Ravenhill A. Laryea | Assistant Lecturer | MPhil Mathematics/ University of Ghana/2011 B.A Economics & Mathematics/2006, University of Ghana Diploma in Statistics/June, 2000, University of Ghana |
| Mr. Danaa Nyatongmah | Assistant Lecturer | (PhD on-going at Kwame Nkrumah International Virtual University/ Central University of Technology, South Africa, expected year of completion-2018) MSc. Development & Project Planning/2003/ University of Bradford/ Bradford, UK |
| Mr. Alhassan Bunyaminu | Lecturer | (PhD on-going at University of Central Nicaragua expected year of completion-2017) MSc. Statistics and Management Science/ 2009, University of the West of England UK BSc Statistics and Operational Research/ 2007/Open University/UK |

| NAME | POSITION | QUALIFICATION |
|---|--------------------|---|
| Mr. Samuel Arthur | Assistant Lecturer | PhD Development Studies on-going at ISSER, University of Ghana, expected year of completion 2020) MPhil Economics/2009/ Univ. of Ghana BA. Economics with Geog& Resource Development/ 2006/Univ. of Ghana |
| Mrs. Rebecca Atta- Annor | Assistant Lecturer | PhD on-going at Walden, expected year of completion-2017 MBA Finance/2010/Western International University, Phoenix AZ, USA Master of Science in Agric. Economics/August, 2004, University of Idaho, Moscow, U.S.A BA Geog. Natural Science & Economics/1998/University of Ghana |
| Ms. Andaratu A. Achuliwor | Assistant Lecturer | PhD in Development Studies)on-going at University of Ghana, expected year of completion-2019) MPhil Economics/2012/University of Ghana BA Economics/2010/University of Ghana, Legon-Accra |
| Mr. George Boateng (Nana Barima Fi III) | Assistant Lecturer | PhD on-going at SMC, expected year of completion-2017) MPhil. Economics/ University of Ghana/2009 BA Economic with Geography & Resource Development/1998 |
| Mr. Timothy King Avordeh | Assistant Lecturer | PhD in Mathematical Modeling of Systems) on-going at University of Natural and Energy Resources, expected year of completion-2019) MSc Mathematics/KNUST/2011 BED Mathematics/UEW/2007 |
| Mr. Frimpong Albert Opoku | Assistant Lecturer | PhD in Economics/ Ongoing MPhil Economics, /2013/KNUSTBA Economics/2010/KNUST |
| Mr. Agblobi Andrews Doeh | Assistant Lecturer | PhD in Economics)Ongoing at KNUST, expected year of completion-2017) MSc in Economics & Finance/2006/Univ. of Southern Denmark, BA in Economics & Geography/1999/University of Ghana |
| Mr. Agbanyo Richard | Assistant Lecturer | PhD in Economics/UCC/Ongoing MPhil in Economics/2012/UCCBA in Social Sci./2002/University of Cape Coast. Dip in HRM |

| NAME | POSITION | QUALIFICATION |
|--------------------------------|--------------------|---|
| Mr. Adu Kofi Osei | Assistant Lecturer | PhD in Economics/UCC/Ongoing MPhil in Economics/2013/University of Cape Coast BA in Economics/2009/University of Cape Coast |
| Mr. Ahiagbor Albert | Assistant Lecturer | PhD in Actuarial Sci./KNUST/Ongoing MPhil in Risk Mgt.& Insurance/2014/University of Ghana BSc in Banking & Finance/2011/University of Professional Studies, Accra (UPSA)/ (IPA) HND in Maths.& Statistics/2005 |
| Mr. Musah Godwin | Assistant Lecturer | MPhil in Finance/2015/KUNST MBA in Finance/2009/KUNST BSc in Maths./2004/KNUST |
| Mr. Boachie Eric Yiadom | Assistant Lecturer | MPhil in Finance/2016/University of Ghana. ICAG /2015/Accra BSc in Accounting/2013/ University of Professional Studies, Accra (UPSA) Dip. in Accounting /2010/University of Professional Studies, Accra |
| Mr. Lawrence Asare Boadi | Assistant Lecturer | MPhil Risk Management and Insurance/2014/University of Ghana Business School BSc. Banking and Finance/2011/ Institute of Professional Studies |
| Mr. Kofi Afriyie Nyamekye | Assistant Lecturer | MSc. Applied Mathematics/2012/ University, Sweden; MÅLARDALENS Bsc. Statistics and Actuarial Science |
| Mr. Frederick Adu Gardiner | Assistant Lecturer | MPhil Mathematics/2011/Methodist University College BSc Mathematics/2006/KNUST |
| Mr. Boakye Robert Owusu | Assistant Lecturer | MSc. Industrial Mathematics/2014/ Kwame Nkrumah University of Science and Technology (KNUST) BA. Education/2006/University of Cape Coast |
| Mrs. Kathryn A. Owusua Assefua | Assistant Lecturer | Mphil in Risk Mgt & Insurance/2013/ University of Ghana BA Computer Science and Mathematics/2009/ University of Ghana |

| NAME | POSITION | QUALIFICATION |
|---|---|---|
| Mr. Abubakar Musah | Assistant Lecturer | MPhil Finance/2013/University of Ghana/ University of Ghana, Legon Accra BA. Economics/2008/University of Ghana, Legon Accra |
| Mr. Kojo Amonkwandoh Essel-Mensah | Assistant Lecturer | |
| Gloria Gariba | Assistant Lecturer | |
| Mrs. Patience Ayorkor Tackie | Faculty Officer (Faculty of Accounting and Finance) | MPhil Social Work B. Ed Psychology |
| Ms. Dorothy Siaw-Marfo | Departmental Officer (Accounting) | MPhil. Curriculum Studies MA Human Resources Management B.Ed Social Studies Dip. In Economics |
| Ms. Vivian Aku Gbade | Departmental Officer (Banking & Finance) | MBA Finance/2012/Wisconsin International University College Chartered Professional Chartered Management Consultant BBA, UPSA |
| Mr. S. T. Akrobor | Director, Institute of Professional Studies | Doctorate in Finance, SMC, (on-going), Chartered Accountant (ICA, GH), 1990, Msc Internal Auditing and Management, 1995, City University Business School, London. |
| Mr. George Quartey | Director, Quality Assurance | Doctorate in Finance, SMC, (On- going), Chartered Accountant (ICA, GH), MSc. Business Administration (Finance) April 2011, GIMPA, ICAG |
| Mr. Kwadwo Obeng | Vice Dean, Faculty of Acct. and Finance | Doctorate in Finance, SMC (On-going), MBA in Finance (March, 2009) UCC, Chartered Accountant (ICA, GH) (June, 1994) |
| Dr Mrs. Helena Ahulu | Head of Department, Accounting | Doctor of Philosophy in Accounting (April 2013) University of New England, Master of Economics (Oct 2008) University of New England, Bsc Administration, Accounting (Nov 2006) GIMPA |

| NAME | POSITION | QUALIFICATION |
|--------------------------------|--------------------|---|
| Mr. Adu Kofi Osei | Assistant Lecturer | PhD in Economics/UCC/Ongoing MPhil in Economics/2013/University of Cape Coast BA in Economics/2009/University of Cape Coast |
| Mr. Ahiagbor Albert | Assistant Lecturer | PhD in Actuarial Sci./KNUST/Ongoing MPhil in Risk Mgt.& Insurance/2014/University of Ghana BSc in Banking & Finance/2011/University of Professional Studies, Accra (UPSA)/ (IPA) HND in Maths.& Statistics/2005 |
| Mr. Musah Godwin | Assistant Lecturer | MPhil in Finance/2015/KUNST MBA in Finance/2009/KUNST BSc in Maths./2004/KNUST |
| Mr. Boachie Eric Yiadom | Assistant Lecturer | MPhil in Finance/2016/University of Ghana. ICAG /2015/Accra BSc in Accounting/2013/ University of Professional Studies, Accra (UPSA) Dip. in Accounting /2010/University of Professional Studies, Accra |
| Mr. Lawrence Asare Boadi | Assistant Lecturer | MPhil Risk Management and Insurance/2014/University of Ghana Business School BSc. Banking and Finance/2011/ Institute of Professional Studies |
| Mr. Kofi Afriyie Nyamekye | Assistant Lecturer | MSc. Applied Mathematics/2012/ University, Sweden; MÅLARDALENS Bsc. Statistics and Actuarial Science |
| Mr. Frederick Adu Gardiner | Assistant Lecturer | MPhil Mathematics/2011/Methodist University College BSc Mathematics/2006/KNUST |
| Mr. Boakye Robert Owusu | Assistant Lecturer | MSc. Industrial Mathematics/2014/ Kwame Nkrumah University of Science and Technology (KNUST) BA. Education/2006/University of Cape Coast |
| Mrs. Kathryn A. Owusua Assefua | Assistant Lecturer | Mphil in Risk Mgt & Insurance/2013/ University of Ghana BA Computer Science and Mathematics/2009/ University of Ghana |

| NAME | POSITION | QUALIFICATION |
|------------------------------|--|---|
| Mr. Peter Ackah | Assistant Lecturer/Coordinator SOGs | PhD in Finance, University of Nicaragua (On-going) MBA Finance (March 2009) UCC, B.Ed (Accounting) (July 2001) UCC, Dip. Bus. Edu. (Accounting) 1994, UCEW, K'si. ACCA (Final) |
| Mr. Emmanuel Kofi Penney | Lecturer | PhD ongoing at GIMPA, expected year of completion 2020), Ghana MSc. In Accounting and Finance (Jan 2003), Gothenburg University, Sweden, ACCA, BSc Administration (June 1999), UG |
| Mr. Redeemer Dornudo Yao Kra | Lecturer / Departmental Research Officer | PhD Accounting and Control Netherlands Open Univ., (On-going) MPhil Business Administration (Accounting) (Nov 2008) UG, BSc Administration (Accounting) (May 2002) UG, Chartered Accountant (ICA, GH) (Feb 2009) |
| Mr. Baba Seidu Adibura | Lecturer | MBA Thesis Option Accounting (UCC) 2010 BCom (UCC) 2005, Chartered Accountant (ICA, GH) Institute of Professional Fin. Managers (UK) 2009. Institute of Directors, (Ghana) 2009 |
| Mr. Samuel Opoku Pimpong | Lecturer | PhD Political Science, UG, (On-going) MPhil in Political Sc., UG. (June 2001) Masters in Business Administration (July 2007) Heriot-Watt University UK, Dip. In Bus. Admin. CIMA, UK. BA Political Science (June 1997) UG |
| Dr. John Kwaku Mawutor | Dean, Graduate School, | Doctor of Philosophy in Finance (2015) University of Nicaragua, Doctor of Finance (2014) Swiss Management Centre University, MBA Finance (Aug 2010) UG, Chartered Accountant (ICA, GH) (May 2008) |
| Mr. John Kwaku Amoh | Senior Lecturer | PhD in Finance GIMPA (On-going) MPhil Accounting (Nov 2009) UG, Chartered Accountant (ICA, GH) (2007) |
| Richard Amankwah Fosu | Lecturer | PhD Accounting, UG (on-going) Chartered Accountant (ICA, GH) (2011) MPhil Accounting (May 2010) UG, BSc Administration Accounting (May 2006) UG |

| NAME | POSITION | QUALIFICATION |
|-----------------------------|--------------------|---|
| Mr. Emmanuel Gyamera | Assistant Lecturer | MSc. Accounting and Finance (July 2008), London South Bank University, ACCA (Feb 2006) |
| Isaac Ofoeda | Assistant Lecturer | PhD on-going at University of Ghana, expected year of completion-2020) MPhil in Finance (July 2011) UG, Chartered Accountant (ICA, GH) (2011), BSc Administration Banking and Finance (June 2008) |
| Mr Lawrence Yirenskyi-Boafo | Lecturer | MBA in International Banking and Finance (Dec 1999) University of Birmingham, Chartered Accountant (ICA, GH) (April 2000) BSc. Administration (1999) UG |
| Mr. Lazarus L. Lamptey | Assistant Lecturer | PhD ongoing Universidad Central De Nicaragua, expected year of completion-2020) MSc. Accounting with Finance (March 2007) London South Bank University UK, ACCA 2004 |
| Mr. Emmanuel Mensah | Assistant Lecturer | MPhil Accounting (July 2011) UG, BSc Administration Accounting (July 2008) UG |
| Mr. Joseph Kubaje | Assistant Lecturer | ICAG (Nov 2013), MBA in Finance (2012), Bachelor of Arts in Accounting and Sociology (May 2006) |
| Mr. Prince Kwaku Sunu | Assistant Lecturer | MBA in Accounting and Finance, UPSA (2014), BSc Accounting, IPS (2011) ICA (Ghana) Final Part III |
| Mr. Samuel Antwi | Senior Lecturer | PhD (Management Science) Finance Option (2014) Jiangsu University, China MBA Administration (Accounting Option) (2003) UG. BA (Accounting and Sociology) (2000) UG. ACCA (Part III) London UK. |
| Ms. Ivy Eklement | Assistant Lecturer | MBA in Accounting and Finance, UPSA (2016), Bachelor of Education in Accounting, UEW |
| Mr. Mathew Kuunyigr | Assistant Lecturer | MBA in Auditing, UPSA (2014), BSc Accounting, IPS (2011) |

| NAME | POSITION | QUALIFICATION |
|------------------------------------|--------------------|---|
| Hassan Naa Liedong | Assistant Lecturer | ICAG (2015), MSc. Oil and Gas Accounting, RGU Aberdeen (October, 2013), BSc. Accounting, UPSA (2010) Certificate of Entrepreneurial Achievement, Wa Polytechnic (2011) |
| Dr. MacCarthy John | Lecturer | Doctorate in Finance, SMC University, Switzerland (Feb. 2016) MBA in Banking & Finance, Kings University College (Ghana 2012) ACCA (2002) UPSA, |
| Mr. Mohamed Issah | Assistant Lecturer | ACCA (2008), PGDip Financial Strategy, Oxford University, UK, MSc Financial Management, University of West of England, UK, BSc Applied Accounting, Oxford Books University, UK ACCA Part II, IPS (2002) |
| Mr. Richard Amoasi-Andoh | Lecturer | ACCA (2003), ICAG MBA Finance, University of Leicester UK. (2005) BSc Administration (Accounting), UG (1998) |
| Mr. Emmanuel Fianko Asamani Junior | Lecturer | MBA in Finance, University of Ghana, Legon (2012), Ghana ACCA (September 2011) Dip. in Edu. (June 1996) |
| Mr. Bonyire Adafula | Lecturer | PhD in Finance, UG, (on-going)expected year of completion-2018) Qualifying Cert in Law, Ghana School of Law (Sept. 2013) LLB, UG (May 2011) MPhil in Accounting, UG. (June 2008) |
| Mr. Lexis Tetteh | Assistant Lecturer | MPhil Accounting (July 2015) UG BA. Business Studies (July, 2011), WIUC/ UCC |

PROJECTIONS FOR 2017

- The projections for 2017 are premised on the notion that Academic Institutions build endowment and academic excellence. A broad vision in driving a sustainable Faculty requires the two, that is, academic excellence and endowment.
- Our contribution as a Faculty in 2017 will aim to further build on the existing portfolio to ensure expansion of our programmes and build the endowment to support the vision of the management in the building the much needed infrastructure and ultimately contribute to academic excellence in the University.
- Excellence means the year 2017 will focus on the Student (Customer), the Community, and Research. We will work with our students to develop self-confidence, persistence and leadership abilities. Excel in all scholastic activities even after UPSA.
- We trust in the Almighty God that by the year 2017 the Faculty should be in a position to complete at least three more programmes to support the much needed revenue generation embarked on by the University.
- The Faculty successfully instituted the Faculty of Accounting and Finance Professional Day Celebration to be observed annually. The maiden celebration would be observed in 2017.
- To involve more lecturers in invigilation of IA and end of semester examinations.
- To offer better remuneration for lecturers who invigilate.
- Furnish lecturers offices with desktops/laptops.
- Improve PA systems and permanent overhead projectors in the various lecture halls.
- Synchronise the activities of ISTD and Academic Affairs with respect to the USSIS.

CONCLUSION

The Faculty would like to express its gratitude to Management of the University, Dean, Heads of Departments, lecturers and staff for the support and invaluable contribution towards the progress of the Faculty during the year under review.



**FACULTY OF
INFORMATION
TECHNOLOGY &
COMMUNICATION
STUDIES**

**Mr. Godwin Adagewine
DEAN**

INTRODUCTION

This report covers the activities of the Faculty of Information Technology and Communication Studies for the year 2016. It comprises key ingredients that facilitated the realization of its objectives for the year under review.

Faculty Members

Current Staffing Position

The total staff strength of the Faculty is fifty (50) and the breakdown is presented in Table I

Table I: Staff Strength

| Gender | Senior Members | | Total |
|--------------|----------------|--------------|-----------|
| | Teaching | Non-Teaching | |
| Male | 29 | 1 | 30 |
| Female | 18 | 2 | 20 |
| Total | 47 | 3 | 50 |

The list comprises the under listed names and their designations:

- Dean - Mr. Godwin Adagewine
- Vice-Dean - Mr. James Ami-Narh

Heads of Department

- Department of Information Technology Studies (ITS) - Dr. John D. Bosco
- Department of Public Relations - Dr. Kweku Rockson
- Faculty Officer - Ms. Dinah Nana Ayensu
- Faculty Records Officer - Mr. Denis Atuquayefio

Departmental Officers

- Department of ITS - Ms. Sadia Mahama
- Department of Public Relations Management - Vacant

Table 2: Staff Designations and qualifications for the Department of Public Relations Management

| No. | Name of staff | Sex | Full Time | Part Time | Highest qualification/Year obtained and Place | Area of specialization | Rank |
|-----|----------------------|-----|-----------|-----------|--|---|--------------------------|
| 1. | | M | Full | | MPhil, LL.M, (2009), LLB [2003], University of Ghana, Legon BL (2001), Ghana School of Law | Labour Law | Dean/ Senior Lecturer |
| 2. | Dr. Kweku Rockson | M | Full | | Doctorate in Social Science [2016] University of Leicester, Leicester MA [1986] University of Ghana | Public Relations Communication Theories Research Methods C.S.R | HOD/ Senior Lecturer |
| 3. | Dr. Fiona Gibson | F | Full | | PhD, Tourism Marketing [2010], Cardiff MA (Journalism Studies) [2003] Cardiff | Tourism Mass Communication | Lecturer |
| 4. | Peace M. Adzadi | F | Full | | PhD, [ongoing] University of Lancaster, UK, MBA, HRM [2003], University of Ghana, Legon MA, Communication Studies [2012], University of Ghana, Legon | HRM, Communication | Lecturer |
| 5. | Charity Afua Boateng | F | Full | | MA English [2001] University of Ghana, Legon | English Communication | Lecturer |

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|------------------------|-----|-----------|-----------|--|---|----------|
| 6. | Iliasu Adams | M | Full | | MPA [2014], Syracuse University, NY, United States, MA, Development Studies, [2011] University of Cape Coast, MA Journalism [2000], Cardiff University, Cardiff, Wales, | Journalism Public Administration | Lecturer |
| 7. | Manfred Ashiboe-Mensah | M | Full | | MA [2004] Communication, University of Ohio, Ohio MA [2003], International Affairs University of Ohio, Ohio | Communication International Affairs | Lecturer |
| 8. | Bright K. Gakpe | M | Full | | MPhil, Communication Studies [2011], University of Ghana, Legon Bachelor of Education (Home Economics) (First Class Hon.) University of Cape-Coast, Ghana [2006] | Communication Studies | Lecturer |
| 9. | Mr. Patrick Yin Mahama | M | Full | | PhD [on-going] in International Politics, (UNISA). MPhil., in Political Science [2009], University of Ghana, Legon Bachelor of Arts in Political Science (First Class Honour) [2003], University of Ghana, Legon | Political Comm. | Lecturer |
| 10. | Andy Quao | M | Full | | MA., Communication and Media Studies [2012] University of Education, Winneba | Communication Media Studies | Lecturer |
| 11. | Charles Nii Ayiku | M | Full | | MBA., MIS [2014], University of Ghana, Legon MA., DEEL[2016] University of Ghana, Legon | New Media Social Media Web Production Online Journalism Digital Marketing | Lecturer |
| 12. | Samuel Appiah Darko | M | Full | | MA., [2014], Gender, Peace, Security, KIPTC, Ghana | Broadcast Journalism Community Law Gender & Security | Lecturer |
| | | M | Full | | | | |

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|----------------------------|-----|-----------|-----------|---|---|--------------------|
| 13. | Martin Segtub | M | Full | | MPhil Communication and Media Studies [2009] PhD [in progress] | Public Relations Journalism | Lecturer |
| 14. | Shirley Banini | | | | MPhil English [2008], University of Ghana, Ghana | English Communication | Lecturer |
| 15. | Diana Sebbie | M | Full | | MPhil Communication Studies [2014], University of Ghana, Legon | Public Relations Advertising | Lecturer |
| 16. | Ivy Jones-Mensah | M | Full | | MPhil, Linguistics [2014], University of Ghana, Legon MA T.E.S.L [2008], University of Ghana, Legon | English Language | Lecturer |
| 17. | Gifty Edna Anani | M | Full | | PhD, [ongoing] University of Venda, South Africa MPhil Teaching of English [2015] University of Ghana, Ghana MA., T.E.S.L [2005] University of Ghana, Legon | Teaching of English as a Second Language | Assistant Lecturer |
| 18. | Theodora Dame Adjinn-Tetty | M | Full | | PhD, [ongoing] University of South Africa, S.A MPhil Communication Studies [2011], University of Ghana, Legon, BA Linguistics and Information Studies, [2004], University of Ghana, Legon | Events Management Media Relation Comm. Skills | Assistant Lecturer |
| 19. | Abena Kyeraa Duah | M | Full | | MPhil., [2014] Communication and Media Studies, University of Education, Winneba | Communication and Media Communication Skills | Assistant Lecturer |
| 20. | Jacob Anderson | M | Full | | MPhil., English [2014] University of Ghana, Legon | English | Assistant Lecturer |
| 21. | Andreas Awute | M | Full | | MPhil, French [2013] University of Ghana, Legon | French | Assistant Lecturer |

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|------------------------|-----|-----------|-----------|---|--|--------------------|
| 22. | Avenyo Stevens Justice | M | Full | | PhD, [ongoing] University of South Africa, S.A MPhil, French [2010], University of Ghana, Legon MA in Adult Education[2009], University of Ghana, Legon | French | Assistant Lecturer |
| 23. | Eric Ziem Bibiebome | M | Full | | MPhil, Linguistics (2010) University of Ghana, Ghana | Logic & Critical Thinking English | Assistant Lecturer |
| 24. | Inusah Awuni | M | Full | | MPhil, Philosophy [2013] University of Cape Coast MA, African Studies [2014] University of Ghana | Philosophy | Assistant Lecturer |
| 25. | Abigail Ayiglo | F | Full | | PhD [ongoing] University of Ghana MPhil, Linguistics[2010], University of Ghana, Legon | English Communication | Assistant Lecturer |
| 26. | Hasiyatu Abubakari | F | | | PhD., African Linguistics, [ongoing] University of Vienna, Australia MPhil., Linguistics [2010], University of Ghana, Legon | English Communication | Assistant Lecturer |
| 27. | Sadat Mohammed | M | Full | | PhD., [ongoing] University of Ghana, Legon MPhil., [2010] T.E.S.L, University of Ghana, Legon | English Communication | Assistant Lecturer |
| 28. | Ernest Nkrumah Addo | M | Full | | PhD, [ongoing] University of South Africa, S.A MPhil., [2012] English, University of Ghana, Legon | English Communication | Assistant Lecturer |
| 29. | Ms. Rebecca Baah-Ofori | F | Full | | M.Phil., [2011], Communication Studies University of Ghana, Legon | Public Relations Practice Intro. to Public Relations Advertising Comm. Skills | Assistant Lecturer |

Table 3: Staff Designations and qualifications for the Department of IT Management

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|---------------------------|-----|-----------|-----------|---|--|----------------------------|
| 1. | Dr. John Bosco K. Damnyag | M | Full | | DBA Finance (2015) Swiss Management University PhD, Central University of Nicaragua, 2016 | Computational Finance/MIS/ Mathematics | HOD/ Lecturer |
| 2. | Mr. James Ami-Narh | M | Full | | MBA MIS, [2002] University of Ghana, Legon PhD Candidate [From 2008] Edith Cowan University, Australia | MIS & IT | Senior Lecturer/ Vice Dean |
| 3. | Dr. Ebenezer Malcalm | M | Full | | PhD, Instructional Technology (2012) Ohio University, USA | Instructional Technology | Senior Lecturer |
| 4. | Ms. Harriet Lamptey | F | Full | | MBA Management Information Systems [2004]. University of Ghana, Legon PhD Candidate University of Ghana [2018] | Management Information Systems | Lecturer |
| 5. | Dr. Kofi Koranteng Adu | M | Full | | PhD in Information Systems University of South Africa (2016) | Information Systems and Database management | Assistant Lecturer |
| 6. | Mr. Lawrence Aziale | M | Full | | MPhil Information Technology (2008) Kwame Nkrumah University of Science & Technology, Ghana PhD Candidate Central University of Nicaragua, 2019 | Information Technology & Information Systems | Assistant Lecturer |
| 7. | Mr. William Alhassani | M | Full | | MBA Information Technology [2000] Lincoln University, UK BL, [2015] Ghana School of Law, Makola | IT & E-Commerce | Assistant Lecturer |
| 8. | Mr. Albert A. Akanferi | M | Full | | MBA Management Information Systems [2006]. University of Ghana PhD Candidate Swiss Management University, [2017] | MIS Management Information Systems | Assistant Lecturer |

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|--------------------------------|-----|-----------|-----------|--|---|--------------------|
| 9. | Mr. Ben Ocra | M | Full | | MBA Management Information Systems [2001] Southern NH University Manchester, USA PhD Candidate, Open University of Malaysia, 2017 | Management Information Systems | Lecturer |
| 10. | Mr. Isaac Asampana | M | Full | | MSc., Management Information Systems[2012]. Coventry University, UK PhD Candidate Central University of Nicaragua, [2017] | Management Information Systems | Lecturer |
| 11. | Mr. Richard T. K. Lolonu Dayie | M | Full | | MSc. Information and Communication Technologies, [2010] Aalborg University, Denmark | Computer and communication systems | Assistant Lecturer |
| 12. | Mr. Aboagye-Darko David | M | Full | | MSc. Management information systems, [2016] GIMPA | Management Information systems | Assistant Lecturer |
| 13. | Ms. Maud Ashong | F | Full | | MPhil Information Technology (2012). PhD Candidate UCC, 2018 | Management Information Systems | Assistant Lecturer |
| 14. | Mordzifa Lina Emeffa | F | Full | | Master of Educ., Info. Tech. University of Cape Coast [Ongoing] Master of Arts in Arts & Culture UEW 2014 | Information Technology and Computer Graphics | Assistant Lecturer |
| 15. | Mr. Joshua Kwaku Ofoeda | M | Full | | MPhil, Information Systems [2015] University of Ghana, Legon | Information Systems and Database Management | Assistant Lecturer |
| 16. | Ms. Augustina Agor | F | Full | | MPhil. Information Technology. [2014], KNUST, Ghana PhD Candidate KNUST, 2020 | Data Communications /System Analysis and Design | Assistant Lecturer |

| No. | Name of Staff | Sex | Full Time | Part Time | Highest qualification/ Year obtained and Place | Area of specialization | Rank |
|-----|-----------------------|-----|-----------|-----------|--|--|--------------------|
| 17. | Mrs. Eleanor Afful | F | Full | | Masters in Information Communication Technology (MICT) [2010] GTUC & Aalborg University, Ghana and Denmark | Computer Networking/ Data Communication Project management | Assistant Lecturer |
| 18. | Adnan Odartey Lamptey | M | Full | | MSc. E-Commerce & MA. E-policy Management, University of Ghana, 2010 | E- Commerce | Assistant Lecturer |

Appointment

The following appointments were made during the period under consideration. Please see the Table 4 below:

Table 4: List of staff appointed to the Faculty

| No. | Name | Designation | Department |
|-----|----------------------------------|--------------------|---------------------|
| 1. | Abena Kyeraa Duah | Assistant Lecturer | Public Relations |
| 2. | Adnan Odartey Lamptey | Assistant Lecturer | Information Studies |
| 3. | Andreas Awutey | Assistant Lecturer | Public Relations |
| 4. | Andy Quao | Assistant Lecturer | Public Relations |
| 5. | Augustina Dede Agor | Assistant Lecturer | Information Studies |
| 6. | Caroline Akpene Aku Yegblemenawo | Assistant Lecturer | Public Relations |
| 7. | Diana Sebbie | Assistant Lecturer | Public Relations |
| 8. | Eric Ziem Bibiebome | Assistant Lecturer | Public Relations |
| 9. | Inusah Awuni | Assistant Lecturer | Public Relations |
| 10. | Ivy Jones – Mensah | Assistant Lecturer | Public Relations |
| 11. | Jacob Anderson | Assistant Lecturer | Public Relations |
| 12. | Martin Segtub | Assistant Lecturer | Public Relations |
| 13. | Mavis Kwainoe | Lecturer | Public Relations |

| No. | Name | Designation | Department |
|-----|----------------------------|--------------------|---------------------|
| 14. | Mordzifa Lina Emefa | Assistant Lecturer | Information Studies |
| 15. | Aboagye-Darko David | Assistant Lecturer | Information Studies |
| 16. | Mr. Joshua Kwaku Ofoeda | Assistant Lecturer | Information Studies |
| 17. | Richard T. K. Lolonu Dayie | Assistant Lecturer | Information Studies |
| 18. | Eleanor Afful | Assistant Lecturer | Information Studies |
| 19. | Samuel Appiah Darko | Assistant Lecturer | Public Relations |
| 20. | Shirley Banini | Assistant Lecturer | Public Relations |
| 21. | Vera Fordjour Esenam | Assistant Lecturer | Public Relations |

Promotion

During the period under review, Ms. Dinah Nana Ayensu was promoted from the rank of Junior Assistant Registrar to the rank of an Assistant Registrar.

Leave

Dr. Ebenezer Malcalm and Mr. Ernest Nkrumah Addo were on leave of absence during the period under review. Mr. Brian Akrong also went on sabbatical leave during the year under review.

Retirement

Dr. Hillar Addo mandatorily retired from active service during the period under review.

ACADEMIC PROGRAMMES OF THE FACULTY

The Faculty, during the period being reviewed, ran the following programmes: Bachelor of Arts in Public Relations Management, Bachelor of Science in Information Technology Management, Diploma in Public Relations Management and Diploma in Information Technology Management.

ENROLMENT

The current students' population in the Faculty stands at five hundred and ninety-three (593). This comprises three hundred and ninety five (395) for degree programmes and one hundred and ninety eight (198) for diploma programmes.

Table 5: Enrolment Statistics for Bachelor of Science in IT Management for 2016

| BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 31 | 5 | 22 | 2 | 0 | 0 | 61 | 7 | 68 |
| 200 | 27 | 0 | 38 | 1 | 0 | 0 | 65 | 1 | 66 |
| 300 | 20 | 4 | 53 | 4 | 0 | 0 | 76 | 8 | 84 |
| 400 | 39 | 11 | 15 | 13 | 0 | 0 | 55 | 24 | 79 |
| GRAND TOTAL | | | | | | | 297 | | |

Table 6: Enrolment Statistics for Diploma in IT Management for 2016

| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 49 | 4 | 6 | 1 | 0 | 0 | 55 | 5 | 60 |
| 200 | 30 | 4 | 9 | 1 | 0 | 0 | 36 | 5 | 44 |
| GRAND TOTAL | | | | | | | 104 | | |

Table 7: Enrolment Statistics for Bachelor of Arts in Public Relations Management for 2016

| BACHELOR OF ARTS IN PUBLIC RELATIONS MANAGEMENT | | | | | | | | | |
|--|----------------|----------|----------------|----------|----------------|----------|---------------------|----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 25 | 16 | 2 | 12 | 0 | 0 | 27 | 28 | 55 |
| 200 | 8 | 3 | 9 | 13 | 0 | 0 | 15 | 16 | 33 |
| 300 | 0 | 0 | 2 | 7 | 0 | 0 | 2 | 7 | 10 |
| 400 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 |
| GRAND TOTAL | | | | | | | 98 | | |

Table 8: Enrolment Statistics for Diploma in Public Relations Management for 2016

| DIPLOMA IN PUBLIC RELATIONS MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 18 | 49 | 0 | 0 | 0 | 0 | 18 | 49 | 67 |
| 200 | 6 | 21 | 0 | 0 | 0 | 0 | 6 | 21 | 27 |
| GRAND TOTAL | | | | | | | 94 | | |

ADMISSION STATISTICS

A total of four hundred and forty-seven (447) qualified applicants were offered admission to various programmes of the Faculty but only two hundred and eighty-three (283), representing 63.3% accepted the offer and went ahead to register for the programmes offered them. The table below shows the acceptance figures and their gender distribution.

Table 9: Admissions Statistics for 2016

| Programme | Level | No. Offered Admission | No. Accepted Admission | | | | | | |
|--|------------|-----------------------|------------------------|--------|---------|--------|---------|--------|-------|
| | | | Morning | | Evening | | Weekend | | Total |
| | | | Male | Female | Male | Female | Male | Female | |
| Bachelor of Science in Information Technology Management | 100 | 132 | 31 | 5 | 22 | 2 | 0 | 0 | 68 |
| | 200 | | 2 | 0 | 9 | 1 | 0 | 0 | 12 |
| | 300 | | 1 | 0 | 6 | 0 | 0 | 0 | 7 |
| Sub-Total | 87 | | | | | | | | |
| Diploma in Information Technology Management | 100 | 98 | 49 | 4 | 6 | 1 | 0 | 0 | 60 |
| Sub-Total | 60 | | | | | | | | |
| Bachelor of Arts, Public Relations Management | 100 | 108 | 25 | 16 | 2 | 12 | 0 | 0 | 55 |
| | 200 | | 1 | 1 | 3 | 5 | 0 | 0 | 11 |
| | 300 | | 0 | 0 | 1 | 2 | 0 | 0 | 3 |
| Sub-Total | 69 | | | | | | | | |
| Diploma in Public Relations Management | 100 | 109 | 18 | 49 | 0 | 0 | 0 | 0 | 67 |
| Sub-total | 447 | | | | | | | | |
| Grand Total | 283 | | | | | | | | |

Table 10: Students punished for examination offences in 2016

| NO. | NAME | INDEX NUMBER | OFFENCE | PUNISHMENT |
|-----|---------------------------|--------------|--|---|
| 1 | Kpormashie Samuel | 10020050 | Possession of foreign material relevant to the examination | Rustication for one academic year and cancellation of subject paper |
| 2 | Otopah Ntow David | 10017605 | Possession of foreign material relevant to the examination | Rustication for one academic year and cancellation of subject paper |
| 3 | Paintsil Damian Abbey | 10026181 | Possession of foreign material relevant to the examination | Rustication for one academic year and cancellation of subject paper |
| 4 | Tamakloe Freeman | 10019040 | Possession of foreign material relevant to the examination | Rustication for one academic year and cancellation of subject paper |
| 5 | Odai Richard Afotey | 10021719 | Communicating | Written warning |
| 6 | Ogoe Araba Segua Beatrice | 10043139 | Insubordination | Written warning, and letter of apology to invigilator |
| 7 | Kumah Ignatius Bismark | 10049191 | Communication in Examination Hall/Insubordination | Written warning and to sign bond of good behaviour. |
| 8 | Nunoo Timothy Kweku | 10026486 | Communicating in Examination Hall | Written warning |
| 9 | Asante Augustine | 10019669 | Communicating in Examination Hall | Written warning |

CONGREGATION

The Faculty graduated twenty-four (24) diploma students during the 8th Congregation held on July 30, 2016. The tables below show the various classes and number of successful outcomes:

Table 11: Diploma in Information Technology Management

| Classification | No. of Successful Outcomes |
|-----------------------|-----------------------------------|
| Distinction | 2 |
| Credit | 9 |
| Pass | 6 |
| Total | 17 |

Table 12: Diploma in Public Relations Management

| Classification | No. of Successful Outcomes |
|-----------------------|-----------------------------------|
| Distinction | - |
| Credit | 5 |
| Pass | 2 |
| Total | 7 |

Table 13: A 3-year trend analysis of graduate output for Diploma, PRM

| COMPARATIVE ASSESSMENT OF GRADUATE OUTPUT | | | |
|--|--------------------|---------------|-------------|
| YEAR | DISTINCTION | CREDIT | PASS |
| 2014 | 0 | 4 | 2 |
| 2015 | 0 | 8 | 5 |
| 2016 | 0 | 5 | 2 |

Graphic representation of a 3-year trend of graduate output for PRM

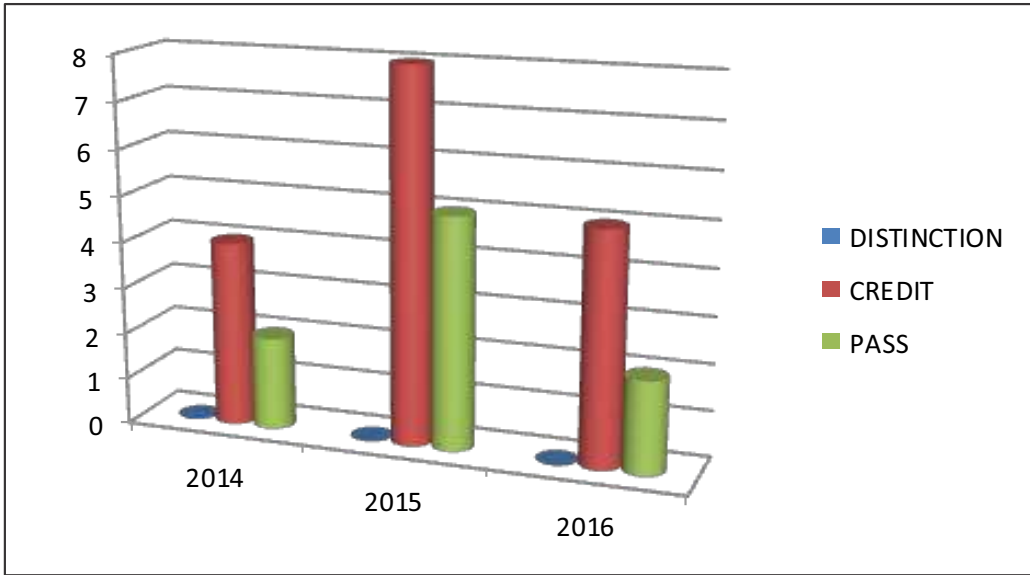


Figure 2: Graduate output for the Diploma in

EXTRACURRICULAR ENGAGEMENT

Meeting with Course Representatives

The Faculty during the period under consideration held two meetings with course representatives and deliberated on issues bothering students taking courses in the Faculty. The forum served as a medium by which the Faculty got to know of challenges faced by students and helped resolve those that were within the mandate of the Faculty

RESEARCH ACTIVITIES

Research Seminars

The Faculty held research seminars and training on research for lecturers in the Faculty; four departmental seminars were also organized during the period. The table below itemizes the activities:

Table 14: Research Seminars held in 2016

| DATE | PRESENTER(S) | RESEARCH TOPIC | VENUE |
|-------------------|----------------------------------|--|------------------------------------|
| February 24, 2016 | Mr. Albert Quashigah | The President's International Relations and Diplomacy Powers: Gitmo Two in Perspective | LBC Auditorium, UPSA |
| February 24, 2016 | Mr. Richard Dua- Ansah | Commercialisation of Inventions by Public Universities in Ghana | LBC Auditorium, UPSA |
| March 16, 2016 | Mr. Ben Odra | The Business Process Outsourcing (BPO) Model Dichotomy a Model Establishing the Relationships and the Degree of Significance of BPO Competency Factors in IT-Based BPO | Conference Room I |
| March 16, 2016 | Mr Richmond Koduah | The Role of Ghana School of Law in Training Specialized Information Technology Adjudicators and its Impact on Electronic Crime Verdicts | Conference Room I |
| April 6, 2016 | Mrs. Charity Boateng | Finding a Lasting Solution to the Kayayei Problem | LBC Auditorium, UPSA |
| April 6, 2016 | Mr. William Allassani | ICT Uptake and Academic Performance: The Case of Final Year Students of the University of Professional Studies | LBC Auditorium, UPSA |
| April 6, 2016 | Mrs. Theodora Dame Adjinn-Tettey | New Media Learning Practices Among Higher Education Students in Ghana by | LBC Auditorium, UPSA |
| October 19, 2016 | Eleanor Afful | Internet of Everything (IOE) and its influence on business with Virtual teams – The case of West Africa | IT & Communication Conference Room |
| | | Research Training | |

CONFERENCE ATTENDANCE

The table below shows conferences and workshops attended by staff during the period under review.

Table 15: Conferences attended by staff during the period

| No | Name | Position | Programme | Duration | Sponsorship | Venue |
|----|-------------------------|-----------------|---|--------------------|--|-------------------------------|
| | Mrs. Leticia Akyeampong | Dept. Officer | Annual Conference of Linguistics Society of America | January 7-10, 2016 | Self | Washington, DC |
| | Dr.. Kweku Rockson | Senior Lecturer | Addressing Environmental Challenges towards Sustainable Mining in Ghana. | February 16, 2016 | Canadian High Commission | Labadi Beach Hotel, Accra |
| | | | Global PR Summit | February 18, 2016 | Institute of Public Relations (IPR) | Labadi Pleasure Beach |
| | | | Training Event IPR "Cutting Edge Media Relations for Business Success | February 23, 2016 | IPR | IPR Seminar Room |
| | | | Review of Ghana Journalists Association(GJA) Code of Ethics | March 30, 2016 | GJA and Friedrich Ebert Foundation (FES) | Chances Hotel, Ho |
| | | | Madison Pine and Public Services Commission (PSC) | April 5 - 8, 2016 | National Road Safety Commission (NRSC) | Capital View Hotel, Koforidua |
| | | | Workshop on "Building High Performance Governing Boards/Councils of the Public Sector Organizations and Institutions in Ghana | | | |
| | | | Moderation of Second Semester Exams, Communication Department, Christian | April 7 - 21, 2016 | Christian Service University | Christian Service University |

| No | Name | Position | Programme | Duration | Sponsorship | Venue |
|----|-----------------------------------|--------------------|--|------------------------|------------------------------|---|
| | | | Service University College (CSUC) | | College (CSUC) | College |
| | | | Academic Audit Fountainhead Christian College | April 14 -15, 2016 | National Accreditation Board | Fountainhead Christian College |
| | Maud Adjeley Ashong Elliot (Mrs.) | Assistant Lecturer | Ghana Internet Governance Forum | August 18, 2016 | NITA, NCA | AITI-KACE, Accra-Ghana |
| | | | International Conference on Education, Development and Innovation (INCEDI) | August 28 -30, 2016 | Self | Tang Palace Hotel |
| | | | Inter-Community 2016 | September 21, 2016 | Internet Society | Ghana- Korea Centre, University of Ghana, Legon |
| | | | Application Security Analyst Training | September 23 -30, 2016 | IBM Skills Academy | National Tertiary Council for Education |
| | | | IEEE Virtual Events Program in Africa: Cyber security 2016 | October 6, 2016 | IEEE | Ghana Institute of Management and Public Administration (GIMPA) |
| | Patrick Yin Mahama | Lecturer | University of Ghana- Pan African Doctoral Academy | June 13-15, 2016 | University of Ghana | Centre for African Wetland, University of Ghana, Legon |
| | | | The 1 st National Philanthropy Forum. | June 23-24, 2016. | Oxford Research Group | Accra International Conference Centre |

| No | Name | Position | Programme | Duration | Sponsorship | Venue |
|----|------------------|--------------------|--|---------------------------|----------------|----------------------------|
| | James Ami-Narh | Senior Lecturer | African Network for Internationalization (ANIE) | October 5-7, 2016 | UPSA | Mensvic Grand Hotel-Accra, |
| | Gifty Edna Anani | Assistant Lecturer | International conference on Education and development and innovation (INCEDI 2016) | August 29-August 31, 2016 | Self-sponsored | Tang Palace Hotel, Accra |

STAFF DEVELOPMENT

Further Studies/Staff Development

The table below shows staff of the Faculty who had enrolled for further studies during the period under observation:

Table 16: Staff Development

| No | Name | Faculty | Institution | Award |
|----|--------------------------------|---------------------------------------|--|--|
| 1. | Dr. John Damnyag Bosco | Faculty of IT & Communication Studies | Swiss Management University, Central University of Nicaragua | Doctor of Business Administration PhD in Finance, 2016 |
| 2. | Dr. Kweku Rockson | Faculty of IT & Communication Studies | University of Leicester | Doctor of Social Science, 2016 |
| 3. | Mohammed Sadat | Faculty of IT & Communication Studies | University of Ghana | Doctor of Philosophy (ongoing, expected to be completed in 2018) |
| 4. | Abigail Ayiglo Brian Akrong | Faculty of IT & Communication Studies | University of Ghana | Doctor of Philosophy (ongoing, expected to be completed in 2018) |
| 5. | Ernest Nkrumah Addo | Faculty of IT & Communication Studies | University of South Africa | Doctor of Philosophy (ongoing, expected to be completed in 2018) |
| 6. | Gifty Edna Anani | Faculty of IT & Communication Studies | University of South Africa | Doctor of Philosophy (ongoing, expected to be completed in 2018) |

| No | Name | Faculty | Institution | Award |
|-----|----------------------------|---------------------------------------|----------------------------|---|
| 7. | Peace Mawunyo Adzadi | Faculty of IT & Communication Studies | University of Venda | Doctor of Philosophy, (ongoing, expected to be completed in 2018) |
| 8. | Theodora Dame Adjin-Tettey | Faculty of IT & Communication Studies | Lancaster University | Doctor of Philosophy (ongoing, expected to be completed in 2019) |
| 9. | Hasiyatu Abubakari | Faculty of IT & Communication Studies | University of South Africa | Doctor of Philosophy (ongoing, expected to be completed in 2018) |
| 10. | Patrick Yin Mahama | Faculty of IT & Communication Studies | University of Vienna | Doctor of Philosophy in African Linguistics, (ongoing expected to be completed in 2017) |
| 11. | Maud Ashong | Faculty of IT & Communication Studies | University of Ghana | Doctor of Philosophy (ongoing, expected to be completed in 2019) |
| 12. | ElliotStevens | Faculty of IT & Communication Studies | University of Cape Coast | Doctor of Philosophy, Information Systems (ongoing, expected to be completed in 2019) |
| 13. | Justice Avenyo | Faculty of IT & Communication Studies | University of South Africa | Doctor of Philosophy (ongoing, expected to be completed in 2018) |

ACHIEVEMENT

1. Increased enrolment figures
2. Birthing the Law Faculty: following the creation of the Faculty of Law, lecturers who taught law courses were reassigned to the Law Faculty.
3. Maintained a good environment for teaching and learning
4. Submission of revised documents for re-accreditation of diploma Public Relations and Diploma and Bachelor of Science in Information Technology Management.
5. Publication of results of interim assessment
6. Examination script audit.

CHALLENGES

1. Internet Connectivity
2. Difficulty in photocopying confidential documents

FOCUS FOR 2017

Create an enabling environment for research, teaching and learning



FAULTY OF LAW

Prof Kwame Frimpong
DEAN

1.0 INTRODUCTION

The National Accreditation Board (NAB) granted accreditation to the Faculty of Law to run Bachelor of Laws (LL.B) degree programmes from September 1, 2016. Subsequently the first batch of students was admitted in the 2016/2017 academic year. This report covers the period of August to December 2016.

The philosophy of the LL.B degree programme is to produce law graduates with sound and relevant knowledge in law, problem solving skills, professional judgment and community consciousness. The programme combines academic training with a practical and professional touch through clinical legal education, concentrating in areas that reflect the history, identity, vision and mission of the University. In this respect, the programme is business focused, as it seeks to produce graduates who will contribute to Ghana's socio economic development through business oriented legal expertise.

2.0 VISION STATEMENT

To be a world-class provider of legal education, nationally entrenched, regionally relevant and globally recognized.

3.0 MISSION STATEMENT

To provide and promote quality legal education that incorporates practical training and quality research in business, commerce, investment and social science related disciplines by leveraging a structured mix scholarship and professionalism in Ghana and beyond.

4.0 AIMS AND OBJECTIVE

The general aim and objective of the UPSA LL.B programme is to produce world class legal scholars with cutting edge competitive advantage on the basis of their exposure to theory and practice through practical oriented legal education. The specific objectives are to:

1. Equip students with sound theoretical foundation that builds their conceptual capacities
2. Build upon the sound theoretical foundation by exposing students to clinical legal education that gives them the opportunity to participate in community and professional programmes through attachments.
3. Equip students with knowledge and skills of multidisciplinary research methodologies and orientation.
4. Give students the opportunity to acquire and upgrade their professional practical skills through course work where they wish to develop the level of skills necessary to become practitioners in these roles.
5. Equip graduates to continue to develop their professional skills through their careers.
6. Enable graduates of the programme to plan, integrate and direct the application of their skills within a strategic legal practice framework.
7. To Equip the students with solid research based orientation to enable interested ones to follow the path of graduate studies.

5.0 PROGRAMMES OFFERED

The Faculty offers the following programmes:

1. Four (4) year LL.B for Non-Degree Holders (Full Time) (Day) for which the entry requirement is grade C6 or better in three (3) core subjects and three (3) elective subjects. A pass in selection test and an interview.
2. Three (3) year Post Degree LL. B (Full Time) (Evening) for which the entry requirement is a good first degree from a recognized university and a pass in a selection test and an interview.

6.0 STUDENT ENROLMENT

Students' enrolment and distribution in the year under review were as follows:

6.1 Applications

During the year under review, a total of two hundred and thirty-nine (239) applications were tendered in for admissions into the Faculty of Law.

Table 1 APPLICATION

| Programme | Morning | | Evening | | Weekend | | Total |
|------------------|---------|----|---------|----|---------|---|-------|
| | M | F | M | F | M | F | |
| Bachelor of Laws | 41 | 52 | 112 | 31 | 1 | 2 | 239 |
| Total | | | | | | | 239 |

6.2 Admissions

The Faculty received a total of two hundred and thirty nine (239) applications for admission into the various programmes. Out of the 239 applications received for the 2016/2017 academic year, a total of 134 applicants were offered admission into the Faculty. The breakdown is indicated below.

Table 2 ADMISSIONS

| Programme | Morning | | Evening | | Total |
|---|---------|----|---------|----|-------|
| | M | F | M | F | |
| Bachelor of Laws | | | | | |
| Level 100 Four (4) year LL.B | 19 | 20 | 1 | 0 | 40 |
| Level 200 Three (3) year LL.B | 0 | 0 | 70 | 24 | 94 |
| Total | | | | | 134 |

6.3 Registered Students – 2016/17 Academic Year

Out of a total of one-hundred and thirty-four admitted students, one hundred and eighteen accepted the offer and registered as students during the year under consideration. Details are shown in table 3 below.

Table 3 REGISTRATION

| Programme | Morning | | Evening | | Total |
|---|---------|----|---------|----|-------|
| | M | F | M | F | |
| Level 100 Four (4) year LL.B | 17 | 17 | 0 | 0 | 34 |
| Level 200 Three (3) year LL.B | 0 | 0 | 64 | 20 | 84 |
| Total | | | | | 118 |

Source: Academic Affairs Directorate

7.0 STAFFING POSITION

The Faculty has total staff strength of eighteen (18) as follows:

Table 4 STAFF RANK

| Professor | Associate Professor | Senior Lecturer | Lecturer | Assistant lecturer | Total |
|-----------|---------------------|-----------------|----------|--------------------|-------|
| 1 | 0 | 1 | 3 | 8 | 13 |

Senior Members-Administrative - 2

Senior Staff - 1

National Service Personnel - 2

7.1 FACULTY MEMBERS

Faculty Administrative Staff

| | | |
|---------------------------------|---|--------------------------|
| Consulting Dean | - | Professor Kwame Frimpong |
| Faculty Officer | - | Mrs. Leticia Akyeampong |
| Faculty Records Officer | - | Thomas Asante |
| Senior Administrative Assistant | - | Mrs. Joyce Sackey |

Table 5 Senior Members – Academic

| No. | Name | Qualification | Rank | Status |
|-----|----------------------------------|---|--------------------|-----------|
| 1. | Professor Kwame Frimpong | JSD (Doctor of Science of Law) [1977] Yale Law School, USA | Professor | Full Time |
| 2. | Mr. Godwin Adagewine | MPhil (Law) [2009] University of Ghana, Legon | Senior Lecturer | Full Time |
| 3. | Dr. Rainer Akumperigya | PhD [2015] University of Aberdeen Law School, Scotland | Lecturer | Full Time |
| 4. | Miss. Mavis Akua Enyamaa Kwainoe | LLM, [2015] George Washington University Law School, Washington D.C. | Lecturer | Full Time |
| 5. | Miss. Natasha Odarkwa Lamptey | LLM, [2012] University of Strathclyde, Scotland | Lecturer | Full Time |
| 6. | Mr. Albert Quashigah | LLM, [2012], George Washington University Law School, Washington D.C. | Assistant Lecturer | Full Time |

| | | | | |
|-----|-------------------------------|---|--------------------|-----------|
| 7. | Mr. Richard Dua- Ansah | LLM [2013]University of Mutari, Zimbabwe | Assistant Lecturer | Full Time |
| 8. | Mr. Paul MbaYelzaalem | LLM [2014] George Washington University Law School, Washington D.C. | Assistant Lecturer | Full Time |
| 9. | Mr. Vitus Gbang | LLM [2013] Boston College, USA | Assistant Lecturer | Full Time |
| 10. | Mr. Samuel Aboagye - Amoa-Esa | LLM [2008](University of Nottingham,UK | Assistant Lecturer | Full Time |
| 11. | Mr. Courage Asabagna | LLM [2015] Tax Law University of Columbia, D.C. | Assistant Lecturer | Full Time |
| 12. | Mr. Kofi O. Adinkra Jnr | LLM [2013]University of Ghana, Legon | Assistant Lecturer | Full Time |
| 13. | Miss. Adjoa Sarpong Osei | LLM [2014] Brunel University, London | Assistant Lecturer | Full Time |

Table 5 QUALIFICATION BREAKDOWN

| Professors | PhD | Masters | PhD in progress |
|------------|-----|---------|-----------------|
| I | I | II | 0 |

7.2 APPOINTMENT

During the period under consideration, the following full time appointments were made:

Table 6 NEW APPOINTMENTS WITHIN THE YEAR

| No. | Name | Position |
|-----|----------------------------|--------------------|
| 1. | Dr. Rainer Akumperigya | Lecturer |
| 2. | Mavis Akua Enyamaa Kwainoe | Lecturer |
| 3. | Natasha Odarkwa Lamptey | Lecturer |
| 4. | Vitus Gbang | Assistant Lecturer |
| 5. | Samuel Aboagye -Amoa-Esa | Assistant Lecturer |
| 6. | Courage Asabagna | Assistant Lecturer |
| 7. | Kofi O. Adinkra Jnr | Assistant Lecturer |
| 8. | Adjoa Sarpong Osei | Assistant Lecturer |

7.2 CONFIRMATION OF APPOINTMENT

The appointments of the under listed lecturers were confirmed during the period under consideration.

Table 8 CONFIRMATION OF APPOINTMENT

| No. | Name | Rank | Date of Employment | Due Date |
|-----|------------------------|----------------|-------------------------------|---------------------------------|
| 1. | Mr. Richard Dua -Anseh | Asst. Lecturer | 1 st February 2015 | 29 th February, 2016 |
| 3 | Mr. Paul Mba Yelzaalem | Asst. Lecturer | 1 st February 2015 | 29 th February. 2016 |

Source: Human Resource Directorate, March 2016

8.0 STAFF DEVELOPMENT

Staff development includes any activity which contributes to the enhancement of employees' knowledge, skills, competences, or working practices (Quality Manual, 2015).

8.1 CONFERENCES / WORKSHOPS / SEMINARS

Table 9 below shows conferences, workshops and seminars attended by members.

TABLE 9 CONFERENCES/ WORKSHOPS/SEMINARS

| Name | Position | Programme | Duration | Sponsorship | Venue |
|--------------------------|-----------------|--|---|--|----------------------------|
| Professor Kwame Frimpong | Consulting Dean | Stakeholders Conference on Activism Against Corruption in Africa | 22 nd -25 th November, 2016 | Konrad Adenauer Foundation and Accountability (IFAISA) | Johannesburg, South Africa |
| | | Symposium on the Rule of Law. | 14 th -19 th November,2016 | Konrad Adenauer Foundation | Nairobi, Kenya |
| | | 3-Day Summit on Tertiary Education in Ghana | 2 nd -4 th November, 2016 | UPSA | Mensvic Hotel, Accra |
| | | Conference on Traditional Leadership and Decentralisation | 6 th -10 th September 2016 | University of Pretoria & Konrad Adenauer Foundation | Cape Town, South Africa |
| | | Conference on Implementation of Modern African Constitutions | 22 nd -25 th June 2016 | Konrad Adenauer Foundation | Pretoria, South Africa |

| Name | Position | Programme | Duration | Sponsorship | Venue |
|---------------------------|--------------------|---|---|--|--|
| | | External Examiner | 16 th – 21 st May, 2016 | Kenyatta University | Kenya |
| Mr. Kofi O. Adinkrah Jnr. | Assistant Lecturer | Ghana Bar Conference/ Continuing Legal Education | 11 th – 18 th September, 2016 | Self | Ada, Accra |
| Mr. Courage Asabagna | Assistant Lecturer | Continuing Legal Education | 3 rd - 4 th May, 2016 | Self | Labadi Beach Hotel, Accra |
| Adjoa Sarpong Osei | Assistant Lecturer | Maiden Seminar of Noble Law Group Maiden | 14 th November, 2016 | | University of Ghana School of Law |
| Mrs. Leticia Akyeampong | Faculty Officer | Law and Society Association | 1 st - 5 th June, 2016 | Self | New Orleans, USA |
| | | Annual Conference of Linguistics Society of America | 7 th - 10 th January, 2016 | Self | Washington, DC, USA |
| | | Workshop on Admission and Graduation Processes | 27 th February, 2016 | UPSA | UPSA |
| | | Records Management Seminar | 16 th March, 2016 | UPSA | UPSA |
| | | “Women Against Violence in Elections (WAVE Ghana Two Programme) | 13 th October, 2016 | Centre for Legal Advocacy Research Education and Training (CLARiT) | Fiesta Royale Hotel, North Dzorwulu, Accra |
| Newly Recruited Lecturers | | Orientation for Newly Recruited Lecturers | 29 th - 30 th November, 2016 | UPSA | UPSA |

9.0 RESEARCH ACTIVITIES

The following were the papers presented by Faculty members:

Table 10

| Author(s) | Title of paper | Date | Venue |
|----------------------------------|---|---|-------------------------|
| Mr. Albert Quashigah | The President's International Relations and Diplomacy Powers: Gitmo Two in Perspective | 24 th February, 2016 | UPSA |
| Mr. Richard Dua- Ansah | Commercialisation of Inventions by Public Universities in Ghana | 24 th February, 2016 | UPSA |
| Professor Kwame Frimpong | The Implementation of Modern African Constitutions: Challenges and Prospects | 22nd-25th June 2016 | Pretoria, South Africa |
| | Traditional Leadership and Constitutional Governance in Ghana | 6 th -10 th September, 2016 | Cape Town, South Africa |
| Miss Mavis Ekuah Enyamah Kwainoe | The Impact of Professional Development on Legal Professionals in the Public Institutions in Ghana | June, 2016 | Accra, Ghana |
| | The Role of Culture In Governance And Leadership within the Public Sector of Ghana | July 2016 | Accra, Ghana |

11.0 MAJOR ACTIVITIES UNDERTAKEN IN 2016

Some of the activities undertaken by the Faculty during the period under review include:

Accreditation Visitation Panel

As part of the processes of obtaining accreditation from the National Accreditation Board (NAB) to run a Bachelor's programme in Law (LL.B), a team from National Accreditation Board met with the Academic Audit and Review Committee of the University on April 28, 2016.

Open Day

The Faculty of Law organized an Open Day programme on Saturday, 27th August, 2016 at the LBC Auditorium. It was an opportunity for the general public and prospective students to interact with faculty members.

Inauguration

The Faculty of Law was inaugurated on August 31, 2016 at the UPSA Auditorium.

Entrance Examinations and Selection Interviews

As part of the processes for admitting students to pursue a three (3) year and four (4) year LL.B programme, the Faculty conducted interviews for shortlisted applicants from Wednesday 28th –

Friday 30th September, 2016. The shortlisted applicants passed an entrance examination written on the September 17, 2016.

Matriculation

The first batch of Law students and fresh students of the other faculties were matriculated on Saturday 22nd October 2016. The admitted Law students signed the matriculation register.

Orientation

The Faculty organized an orientation programme for all fresh Law students in October 21, 2016. The objective was to enable the students familiarize themselves with practices and policies of the university to enable them settle-in properly as they commence their studies.

Faculty Members and Students Interactions

Faculty members held meetings with students of the faculty to discuss and address issues and challenges they encountered with their academic work.

Visit by National Accreditation Board (NAB) and Ghana Legal Counsel (GLC)

Representatives from the National Accreditation Board and Ghana Legal Counsel paid an official visit to the University on 21st July, 2016 to review the practices of the Law Faculty and to make inputs for the efficient management of the Faculty.

Death

The Faculty lost a student, Mr. Wonder Kwabla Dovlo on 18th November, 2016. May his soul rest in perfect peace.

Faculty Secretariat

The Faculty secretariat is located at the Old Library of the University. Management renovated the Old Library for use by the academic and non-academic staff of the Faculty.

12.0 FOCUS FOR THE SUCCEEDING YEAR

- I. Create and sustain a culture that supports commitment and teaching excellence.
- II. Promote academic research.
- III. Create a peaceful and serene atmosphere for all staff members and students for effective academic work and growth.



SCHOOL OF GRADUATE STUDIES (SOGS)

**Dr. Kweku Mensah
Mawutor**

DEAN

EXECUTIVE SUMMARY

This report gives an overview the activities of the School of Graduate Studies (SOGS) for the year 2016. The School has made tremendous progress in attracting qualified students from public, private and international institutions, culminating in increased enrolment for the 2016 academic year. A total of six hundred and eleven (611) students representing 88.42% of qualified applicants, registered for the various programmes. This marked improvement from the previous year's figure of 80.81%. As a result, Management approved the School's occupancy of the physical infrastructure of the AB Block in response to the increased enrolment.

Graduation rate of 90.50% of registered students in the year 2015 was also a marked improvement from the previous year's rate of 87.18%. These achievements did not come by chance but was as a result of strategic decisions implemented by Management. It is worthy to note that our graduates are doing remarkably well in the job market and some are also in strategic positions both in the private and public sectors of the economy. In acknowledging the contributions of the alumni of the University of Professional Studies in general and that of the School of Graduate Studies in particular, Management organized a dinner and awards night in their honour.

The year under review also witnessed the Graduate School, working with the Academic Audit and Review Committee to thoroughly review the accreditation documents of its programmes which are due to expire in the 2017/2018 academic year in line with the Accreditation Council for Business Schools and Programmes (ACBSP) and the National Accreditation Board (NAB) standards for re-accreditation. The School is quite optimistic that it will strive to make tremendous improvements for superior educational value and excellence.

INTRODUCTION

This is the annual report on the activities of the School of Graduate Studies spanning January 2016 to December 2016. SOGS has been in existence since January 2009. It runs nine (9) flagship

academic programmes that are highly patronized by both local and international students. The current student population enrolled on the various programmes stands at one thousand and fifty-seven (1057). The School has since graduated six (6) batches.

SCOPE OF THE REPORT

The report dwells on three thematic areas namely; current staffing and general administrative issues, the second is about academic issues and the third part discusses publications, seminars/conferences and workshops and other activities undertaken by the School during the year under consideration.

PART ONE: CURRENT STAFFING AND GENERAL ADMINISTRATIVE ISSUES

1.1 Staff Strength

The staff strength of the School during the period under review stood at fifty (50), with the breakdown presented as follows: (Refer to Appendix 'B' for details of the Teaching and Non-Teaching Staff)

Table 1.1 Staff Strength of SOGS

| Rank | Senior Members | | Non-Teaching | | Total |
|-----------------|----------------|-----------|----------------|--------------------|-----------|
| | Full-time | Adjunct | Senior Members | Non-Senior Members | |
| Professor | 2 | 4 | | | 6 |
| Assoc. Prof. | 3 | - | | | 3 |
| Senior Lecturer | 4 | 1 | | | 4 |
| Lecturer | 4 | 13 | | | 17 |
| Asst. Lecturer | 3 | - | | | 3 |
| Junior AR | | | 2 | | 2 |
| Senior Staff | | | | 6 | 6 |
| Junior Staff | | | | 8 | 8 |
| Total | 16 | 18 | 2 | 14 | 50 |

1.2 Appointments

1.2.1 Appointments of new Management Team for the School of Graduate Studies

During the period under review, a new management team was appointed to direct and administer the affairs of the School. The appointments of the new Dean and the Vice-Dean took effect from January 1, 2016 while that of the School Officer was from February 1, 2016. The breakdown of the appointments is presented as follows:

Table 1.2 Appointments of New Management Team

| No. | Name | Position |
|------------|-------------------------------|-----------------|
| 1 | Dr. Albert Puni | Dean |
| 2 | Dr. John Kwaku Mensah Mawutor | Vice-Dean |
| 3 | Mr. Ibrahim Monipaak Amadu | School Officer |

Source: SOGS, December, 2016

1.2.2 Appointment of Coordinators

In a bid to fill in the void created by the elevation of a coordinator to the position of Vice-Dean, two (2) new coordinators namely Mr. Peter Ackah and Mr. Gerald Joseph Nyanyofio were appointed by Management. They both resumed duty effective April 1, 2016. This brings to three (3) the number of coordinators in the School. The break-down of the coordinators and the programmes they coordinate is as follows:

Table 1.3 Graduate School Coordinators

| Sn | Name | Programmes Coordinated |
|-----------|-----------------------------|--|
| 1 | Mrs. Gladys Nabieu | MBA Acct.& Finance |
| 2 | Mr. Peter Ackah | MBA Auditing, MBA Internal Auditing, & MBA Pet.Acct & Finance. |
| 3 | Mr. Gerald Joseph Nyanyofio | MBA TQM, MBA Marketing, MBA Corporate GovernanceMSc Leadership & MPhil Leadership. |

Source: SOGS, December, 2016

1.3 Promotions

During the period under review, Dr. Albert Puni, the immediate past Dean of the School of Graduate Studies was promoted from the rank of a Senior Lecturer to the rank of an Associate Professor by the University's Governing Council at its regular meeting held on Thursday, September 8, 2016. The appointment takes effect from January 22, 2016

1.4 Transfers

During the year under consideration, The Dean of the School of Graduate Studies, Professor Albert Puni was transferred to the Faculty of Management as the Dean of the Faculty, while Dr. John Kwaku Mensah Mawutor took over as the substantive Dean of the School of Graduate Studies. Similarly, Mr.Siddique Abdul- Samad, was also transferred to the Human Resource Directorate.

PART TWO: ACADEMIC ISSUES

2.1 Introduction

This section highlights the academic issues of SOGS bordering on academic programmes, programme accreditation, admissions, students' population graduation, research conferences, community service among others.

2.2 Programmes of the School of Graduate Studies

The School of Graduate Studies currently ran the underlisted programmes for the 2015/2016 academic year;

1. MBA Accounting & Finance
2. MBA Auditing
3. MBA Internal Auditing
4. MBA Corporate Governance
5. MBA Marketing
6. MBA Total Quality Management
7. MBA Petroleum Accounting & Finance
8. MSc Leadership
9. Master of Philosophy in Leadership

2.3 Graduate School Courses

The School ran different courses under the various programmes. The courses are categorized into core courses and elective courses. The core courses are mandatory courses commonly known as Common Professional Components. (Refer to Appendix 'C' for details of the courses)

2.4 Accreditation and Re-Accreditation of Programmes

In line with the University's vision to be recognized as a world class business education provider, it has obtained international accreditation from the Accreditation Council for Business Schools and Programs (ACBSP) of the United States. As a result, the Graduate School Programmes have been streamlined to meet the requirements of the ACBSP through gap analysis and documentation. As per National Accreditation requirements, University is expected to apply for renewal of accreditation one (1) year to the expiry date of the stated period of accreditation for a programme. Following from this, the School of Graduate Studies in collaboration with the Faculties of Accounting and Finance and Management hosted a six- member team from the National Accreditation Board at different instances to assess the following academic programmes for re-accreditation. The programmes are as follows:

Table 2.1 Programmes for Re-accreditation

| No | Programme | Expiration Date |
|----|---------------------------|-----------------|
| 1 | MBA Accounting & Finance, | August 2017 |
| 2 | MPhil Leadership | July 2017 |
| 4 | MSc Leadership | July 2017 |
| 5 | MBA Corporate Governance | December 2017 |

Source: SOGS, December, 2016

Similarly, the National Accreditation Board Review Panel met with University's Academic Audit and Review Committee on Thursday 5th May, 2016 to discuss the re-accreditation of the following programmes due to expire in August 2016.

1. MBA Petroleum Accounting and Finance and
2. MBA Internal Auditing.
3. MBA Total Quality Management

2.4.1 Proposed MBA

The School of Graduate Studies in collaboration with the Director of Otumfuo Centre for Traditional Leadership and the Faculty of Management Studies initiated the introduction of Masters in Business Administration in Sports Management. The document has been presented to the University's Academic Audit and Review Committee for review.

2.5 Admissions and Enrolment

During the year under review, the School received a total of eight hundred and eighteen (818) applications for admissions into the various programmes. Out of the 818 applications received for the 2016/2017 academic year, a total of six hundred and ninety-one (691) applicants were offered admissions into the various programmes. Similarly, out of the total of six hundred and ninety-one (691) applicants who were offered admissions, six hundred and eleven (611) applicants accepted the offer and have since registered for their respective programmes. Of the 611 registered students, three hundred and ninety-one (391) representing 63.99% were males while two hundred and twenty (220) representing 36.01 % were females. The break-down of the applicants by programme and gender is shown in the table below.

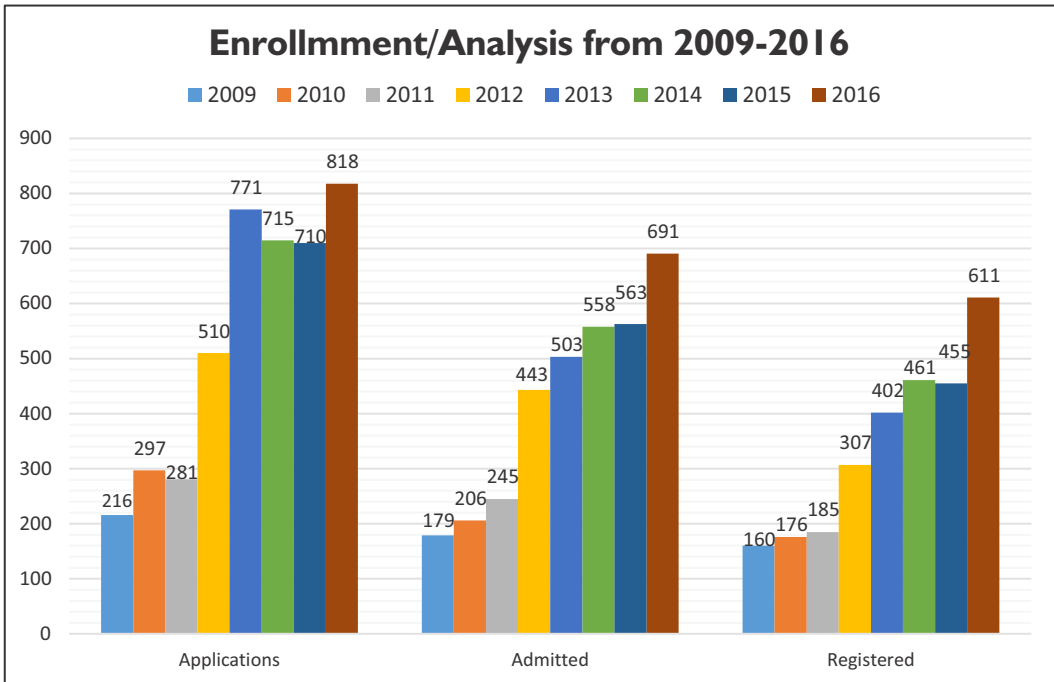
Table 2.2 Admission Statistics for 2016/2017 Academic Year

| Programme | Application | | | Admissions | | | Registration | | |
|--------------------|-------------|------------|------------|------------|------------|------------|--------------|------------|------------|
| | Male | Fem | Total | Male | Fem | Total | Male | Fem | Total |
| MBA A/F | 309 | 134 | 443 | 294 | 127 | 421 | 244 | 105 | 349 |
| MBA Auditing | 13 | 6 | 19 | 13 | 6 | 19 | 12 | 5 | 17 |
| MBA Corp. Gov. | 31 | 45 | 76 | 28 | 44 | 72 | 21 | 33 | 54 |
| MBA TQM | 57 | 46 | 103 | 53 | 44 | 97 | 42 | 36 | 78 |
| MBA PAF | 23 | 3 | 26 | 21 | 3 | 24 | 18 | 1 | 19 |
| MBA Int. Aud. | 11 | 7 | 18 | 10 | 7 | 17 | 10 | 4 | 14 |
| Msc. Leadership | 17 | 6 | 23 | 16 | 6 | 22 | 10 | 3 | 13 |
| Mphil. Leadership | 20 | 8 | 28 | 14 | 5 | 19 | 12 | 6 | 18 |
| MBA Marketing | 44 | 40 | 84 | 39 | 36 | 75 | 22 | 27 | 49 |
| Grand Total | 524 | 294 | 818 | 488 | 242 | 691 | 391 | 220 | 611 |

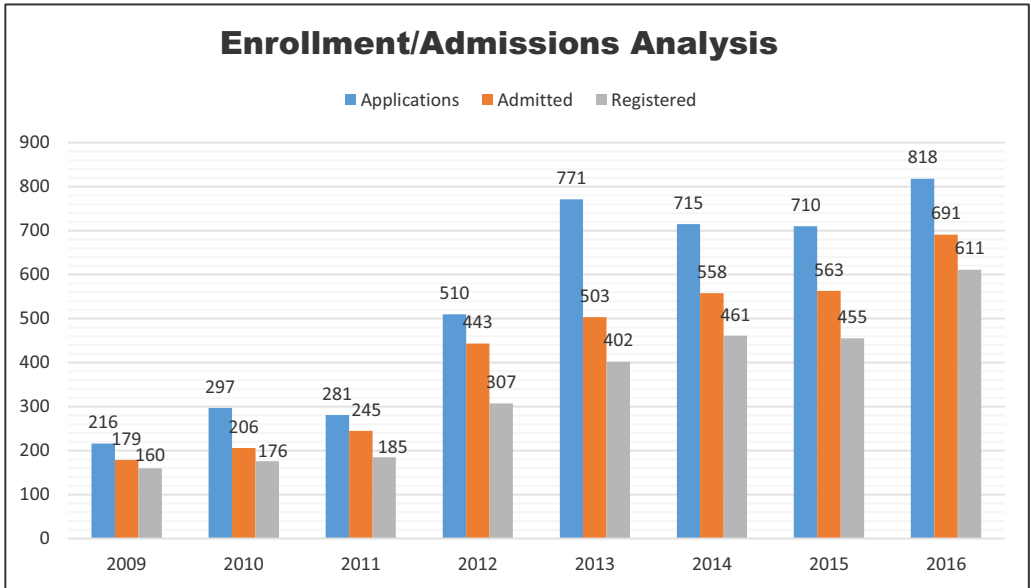
Table 2.3 Admission Analysis from 2009 to 2016

| Year | Applications | Admitted | Percentage % | Registered | Percentage % |
|------|--------------|----------|--------------|------------|--------------|
| 2009 | 216 | 179 | 82.87 | 160 | 89.38 |
| 2010 | 297 | 206 | 69.36 | 176 | 85.43 |
| 2011 | 281 | 245 | 87.18 | 185 | 75.51 |
| 2012 | 510 | 443 | 86.86 | 307 | 69.30 |
| 2013 | 771 | 503 | 65.23 | 402 | 79.92 |
| 2014 | 715 | 558 | 78.04 | 461 | 82.61 |
| 2015 | 710 | 563 | 79.29 | 455 | 80.81 |
| 2016 | 818 | 691 | 84.47 | 611 | 88.42 |

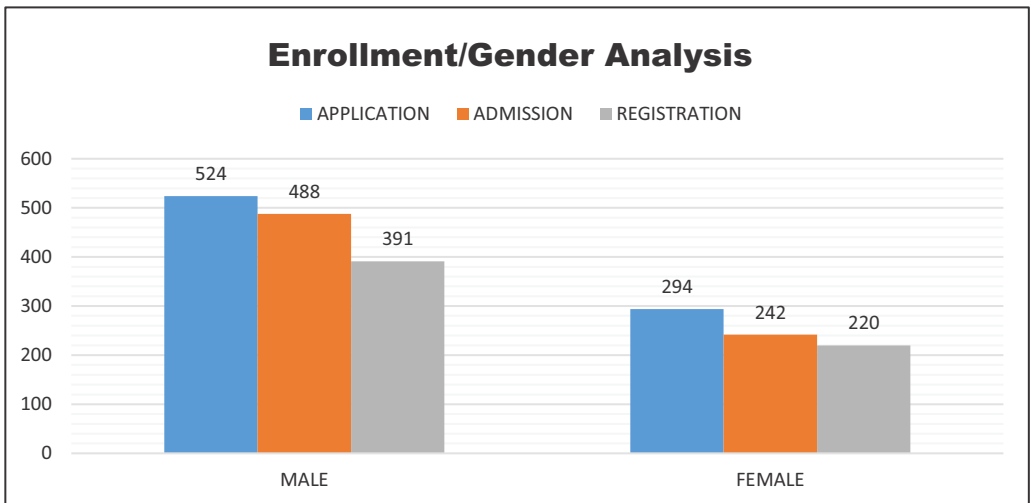
Source: Icampus (2016)



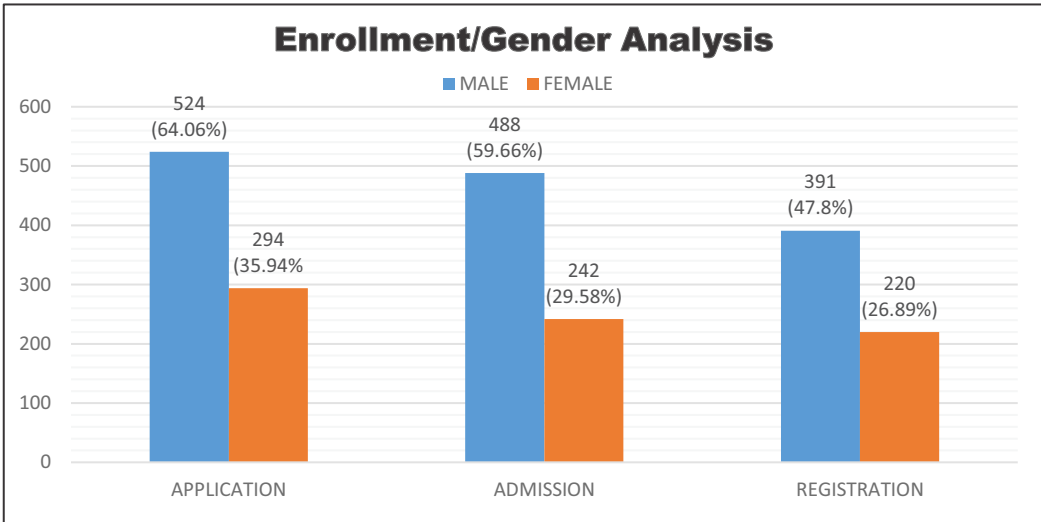
Source: Icampus (2016)



Source: Icampus (2016)



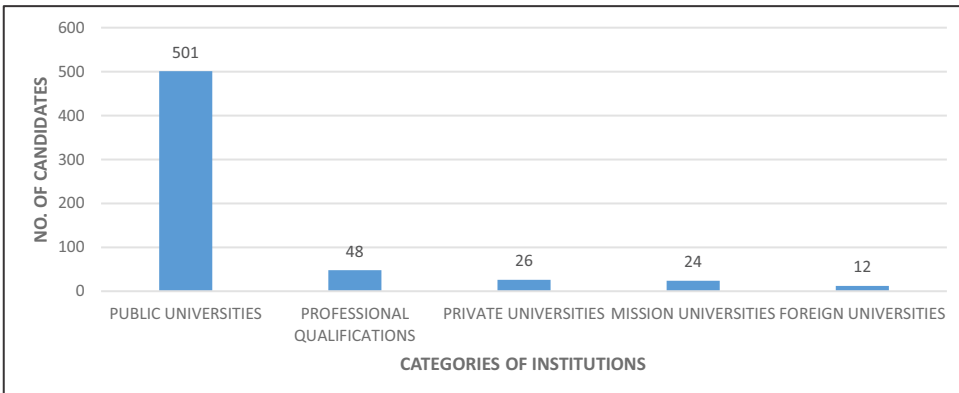
Source: Icampus (2016)



Source: Icampus (2016)

2.5.1 Background Analysis of Registered Students

| CATEGORIES OF INSTITUTIONS | NUMBER OF CANDIDATE |
|-----------------------------|---------------------|
| PUBLIC UNIVERSITIES | 501 |
| PROFESSIONAL QUALIFICATIONS | 48 |
| PRIVATE UNIVERSITIES | 26 |
| MISSION UNIVERSITIES | 24 |
| FOREIGN UNIVERSITIES | 12 |
| TOTAL | 611 |



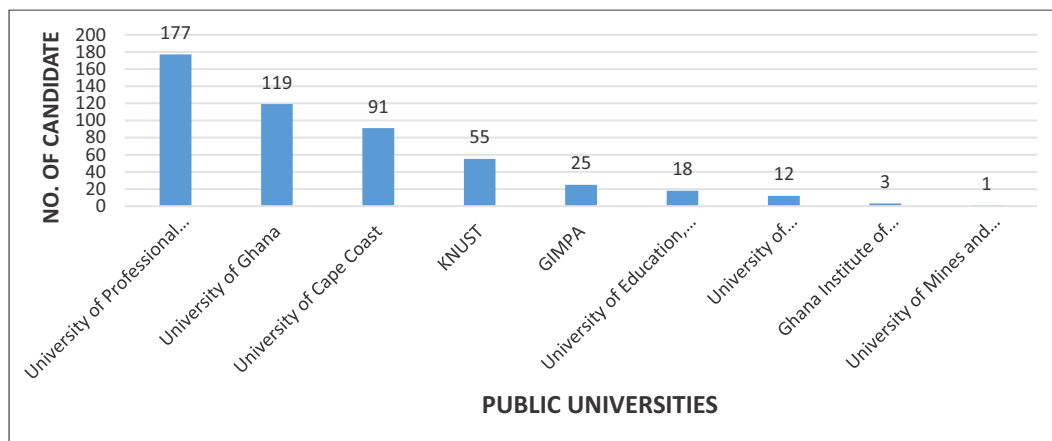
Source: Icampus (2016)

PUBLIC UNIVERSITIES

University of Professional Studies, Accra
 University of Ghana
 University of Cape Coast
 KNUST
 GIMPA
 University of Education, Winneba
 University of Development Studies
 Ghana Institute of Journalism
 University of Mines and Technology

NUMBER OF CANDIDATE

177
 119
 91
 55
 25
 18
 12
 3
 1
501



2.6 Orientation Programme for newly admitted graduate students

The School of Graduate Studies organized a two-day orientation programme for its newly admitted freshmen/women for the 2016/2017 academic year on Friday, September 2, 2016 and Saturday, September 3, 2016. The Vice-Chancellor, Professor Joshua Alabi, narrated the history of the University since its inception to its current state. He also appealed to them to be worthy ambassadors of UPSA. Other sectional Heads/Directors took turns to address the students on issues bordering on their academic and welfare on campus. The Dean, the Vice-Dean and the programme coordinators also talked to the students about the course contents of their respective programmes.

2.7 Matriculation of Fresh Students

The matriculation ceremony for freshmen/women of the School for the 2016/2017 academic year took place on Saturday, October 22, 2016 at the forecourt of the Library Block. In all six hundred and eleven (611) freshmen/women were matriculated into the University to pursue varied programmes at the School of Graduate Studies. The matriculants were made to sign the matricula.

2.8 Withdrawals

Mr. Kwasi- Ottovon Bismark Wilson with student number I2MBCG220 was dismissed from the University for examination malpractices in both the first and the second semester examinations of the 2013/2014 academic year. Following from this, the Academic Board at its sitting on August 13, 2015 upheld the recommendation of the Disciplinary Committee to dismiss him from the University.

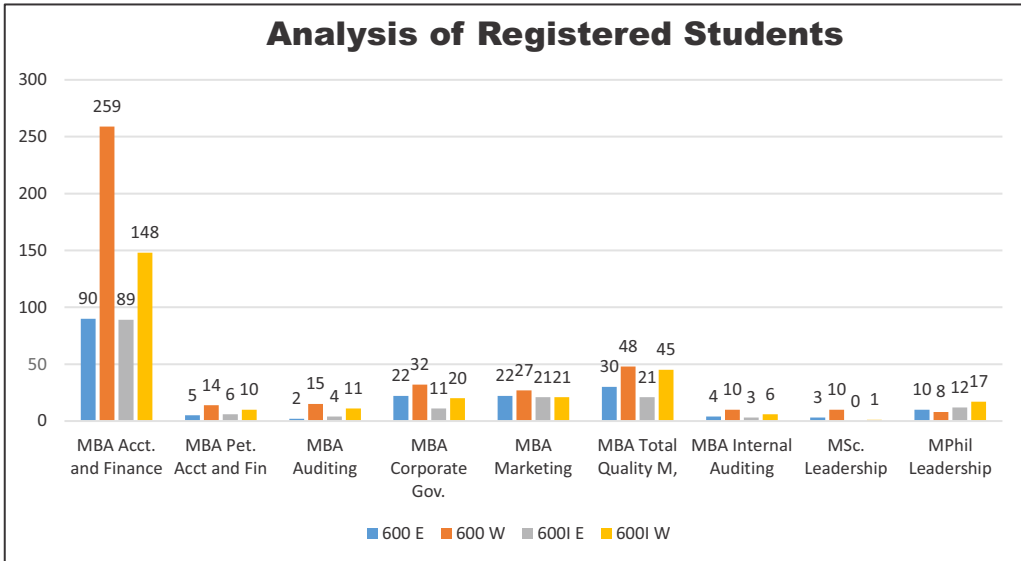
2.9 Student Population for First Semester 2016/2017 Academic Year.

The total number of registered students for the first semester of the 2016/2017 academic year for both freshmen/women and continuing graduate students stood at one thousand and fifty-seven (1057). This is made up of six hundred and eleven (611) freshmen/women and four hundred and forty-six (446) continuing students. All the Freshmen/women have successfully completed their registration processes and have been issued with their admission letters. The break-down of the registered students by programmes and sessions is as follows:

Table 2.4 Registered students for first semester of 2016/2017 academic year

| No. | Programme | Level 600 | | Sub-T | Level 600I | | Sub - Total | Grand Total |
|--------------|--------------------------------------|------------|------------|------------|------------|------------|-------------|--------------|
| | | E | W | T | E | W | T | |
| 1 | MBA Acct. and Finance | 90 | 259 | 349 | 89 | 148 | 237 | 586 |
| 2 | MBA Petroleum Accounting and Finance | 5 | 14 | 19 | 6 | 10 | 16 | 35 |
| 3 | MBA Auditing | 2 | 15 | 17 | 4 | 11 | 15 | 32 |
| 4 | MBA Corporate Governance | 22 | 32 | 54 | 11 | 20 | 31 | 85 |
| 5 | MBA Marketing | 22 | 27 | 49 | 21 | 21 | 42 | 91 |
| 6 | MBA Total Quality Mgt. | 30 | 48 | 78 | 21 | 45 | 66 | 144 |
| 7 | MBA Internal Auditing | 4 | 10 | 14 | 3 | 6 | 9 | 23 |
| 8 | MSc. Leadership | 3 | 10 | 13 | 0 | 1 | 1 | 14 |
| 9 | MPhil Leadership | 10 | 8 | 18 | 12 | 17 | 29 | 47 |
| Total | | 188 | 423 | 611 | 167 | 279 | 446 | 1,057 |

Source: *Icampus* December, 2016



Source: Icampus December, 2016

2.10 Crush Courses

During the period under consideration, some visiting professors took part in the crush courses organized by the School. Below are the visiting professors and some local staff who took part in the crush courses.

Table 2.5 Crush courses for the second semester 2015/2016 and First Semester 2016/2017 Academic Year

| No | Course Code | Course Title | Lecturer |
|----|-------------|---|---|
| 1 | MBMK605 | Advanced Services Marketing | Prof. Nathan Kobina Austin (USA) |
| 2 | MBMK641 | Brands Management | Prof. Nathan Kobina Austin (USA) |
| 3 | MBAQ616 | Corporate Governance & Ethics | Prof. Olin O. Oedekoven (USA) Prof. Gunther Singer (Austria) |
| 4 | MBAQ612 | Using Quality to Improve Business Performance | Mr. Jonathan Awoo-Adongo (UK) |
| 5 | MBAQ602 | Quality Management Systems Models | Mr. Lionel Abbey (UK) |
| 6 | MCPC605 | Management Information System | Prof. Stephen Adjei Mensah (USA) |
| 7 | MBIA614 | Corporate Communication | Mr. Brian Akrong |
| 8 | MPGL608 | Strategic Leadership | Mr. Ayaz A.Shafi (UK) |
| 9 | | Quantitative Techniques for Decision-making | Professor Abraham Adotey (USA) |

Source: Icampus December, 2016

2.11 EXAMINATIONS

2.11.1 Second Semester Examination - 2015/2016 Academic Year

The second semester 2015/2016 academic year examinations commenced on Friday, May 13, 2016 and ended on Sunday, May 29, 2016. In all, forty-two (42) courses were written by a total number of eight hundred and fifty-seven (857) graduate students. However, fifty (50) students were absent during the entire examinations.

2.11.2 Supplementary Re-sit Examinations for 2015/2016 Academic Year

As part of measures to ensure that appreciable number of graduate students graduate within the year under review, SOGS sought permission from Management to organize a supplementary re-sit examination for graduate students who had failed in various courses. The supplementary re-sit examinations came off from Wednesday, June 1, 2016 to Sunday, June 5, 2016 at the School. In all fifty-eight (58) students took advantage of the opportunity and registered for the examination. However, fifty-six (56) students took part in the exams while two students absented themselves.

2.11.3 Students without ID Cards

Pursuant to Management directive not to allow students without identity cards to write the examinations, two students namely; Mr. Nti Kofi Abanaba and Ms. Duah Erica were prevented from writing Advanced Sales Management and Digital Marketing respectively during the first semester examinations.

2.11.4 Examination Malpractices

The end of second semester 2015/2016 academic year examinations and the supplementary re-sit examinations conducted in the School were quite successful. However, there were four reported incidence of examination malpractices. As a result, a Disciplinary Committee was set-up to investigate the cases and its recommendation was upheld by the Academic Board at its meeting held on Thursday, July 28, 2016. The list of the affected students is shown in Table 9.

Table 2.6 Students engaged in examinations malpractices

| No | Index No. | Name of Student | Offence | Decision Taken |
|----|-----------|---------------------|---------------------------------|--|
| 1 | I0019082 | Adams Dorcas | Insubordination | Warning |
| 2 | I0031795 | Linda Amissah | Copying from a mobile phone | Rustication for one year and cancellation of the paper |
| 3 | I0031058 | Yakubu Adam | Copying from a foreign material | Rustication for one year and cancellation of the paper |
| 4 | I2MPLDI12 | Abdul-Rashid Yakubu | Copying from a foreign material | Rustication for one year and cancellation of the paper |

Source: Examination Unit, 2016

2.11.5 First Semester Examination-2016/2017 Academic Year

The end of the first semester examination for the 2016/2017 academic year started on December 2, 2016 and is expected to end on December 18, 2016. A total of one thousand and fifty-seven (1057) students registered for the first semester. This comprised six hundred and eleven (611) first year students and four hundred and forty-six (446) second year students.

2.11.6 Conference Marking

The second semesters 2015/2016 academic year's conference marking was largely successful while that of the first semester of the 2016/2017 academic year is on-going. Lecturers have adequately been reminded of the rules and regulations governing the exercise. Lecturers are, however, demanding refreshment during the conference marking since they leave their homes and drive to campus for the marking. Some complained that, it was quit tedious marking for longer hours without food and appealed to Management to take a second look at it in order to facilitate a successful completion of the exercise in future.

2.12 GRADUATION

Determination of Results Presented to the Board for an Award

During the year under review, the School of Graduate Studies presented the results of four hundred and thirty-two (432) students to the Board of Examiners for consideration. Out of that number, three hundred and ninety-one (391) students, representing (90.50%) met the criteria for graduation. The breakdown of the number of students who met the requirements for graduation is shown in Table 10.

Table 2.7 Percentage of Students approved for graduation by the Examiners Board

| Programmes | Total Registered Students | Students Approved by Examiners Board | Percentage of Students Approved |
|--------------------------------------|---------------------------|--------------------------------------|---------------------------------|
| MBA Accounting and Finance | 211 | 205 | 97.15% |
| MBA Petroleum Accounting and Finance | 33 | 31 | 93.93% |
| MBA Auditing | 16 | 14 | 87.50% |
| MBA Corporate Governance | 37 | 34 | 91.89% |
| MBA Marketing | 37 | 36 | 97.29% |
| MBA Total Quality Management | 48 | 44 | 91.66% |
| MBA Internal Auditing | 9 | 8 | 88.88% |
| MPhil Leadership | 34 | 14 | 41.17% |
| MSc. Leadership | 7 | 5 | 71.42% |
| Total | 432 | 391 | 90.50% |

Source: Academic Affairs Directorate, 2016

2.12.1 Supplementary list for the 2016 Graduation

Students who were supposed to have graduated in previous years, were also presented to the Board of Examiners for consideration. The break-down of the supplementary list for graduation is shown below.

Table 2.8 Students Qualified by the Examiners Board for the supplementary list

| Programmes | Students Approved for graduation |
|--------------------------------------|---|
| MBA Accounting and Finance | 7 |
| MBA Petroleum Accounting and Finance | 7 |
| MBA Auditing | 4 |
| MBA Corporate Governance | 2 |
| MBA Marketing | 2 |
| MPhil Leadership | 9 |
| MSc. Leadership | 1 |
| MPhil Global Leadership | 1 |
| Total | 33 |

Source: Academic Affairs Directorate, 2016

2.12.2 Academic Prizes for deserving Postgraduate Students.

The School of Graduate Studies awarded prizes to deserving students with the highest CGPA in their respective programmes during the 2016 graduation. Details of the awardees are as follows:

Table 2.9 Academic prize winners for 2016 graduation

| NO | PROGRAMME | NAME | CGPA |
|-----------|------------------------------------|----------------------------|-------------|
| 1 | MBA(Accounting and Finance) | Ms. Morkpeley Joyce | 3.90 |
| 2 | MBA(Auditing) | Mr. Aseidu Emmanuel Kojo | 3.55 |
| 3 | MBA Petroleum Accounting & Finance | Mr. Katsekor Jerome Cudjoe | 3.75 |
| 4 | MBA Corporate Governance | Ms. Obeng Francisca | 3.71 |
| 5 | MBA Total Quality Management | Mr. Okoe Caleb | 3.88 |
| 6 | MBA Marketing | Mr. Dzanade Bright Etonam | 3.64 |
| 7 | MSC Leadership | Mr. Hinson Peter | 3.35 |
| 8 | MBA Internal Auditing | Mr. Asare-Brewu Maxwell | 3.60 |
| 9 | MPHIL Leadership | Mr. Abubakar Abdul-Latif | 3.85 |
| 10 | Overall Best Postgraduate Student | Morkpeley Joyce | 3.90 |

Source: Icampus June 2016

2.13 Master of Philosophy in Leadership Students' Thesis

The School of Graduate Studies set March 11, 2016 deadline for the submission of students' thesis. As at close of the deadline, thirty-five students submitted their work for external assessment. Out the thirty-five (35) thesis, twenty-four (24) met the conditional pass mark (6-8) and were therefore recommended for the defense and graduation whilst eleven (11) students fell below the conditional mark as a result, they were advised to enhance their work and graduate next year or opt for Master of Science in Leadership programme. However, two students namely; Mr. Kotochie Clemence and Alabira Pagnaa wrote to the Dean to opt for MSc Leadership Programme. The Master of Philosophy in Leadership thesis defense was held on the June 30, 2016 and July 11, 2016.

2.14 Verification of Students' Certificates

The School through the Director of Academic Affairs wrote to previous institutions of admitted students to verify their certificates. This was to ensure that the entry qualifications used by students to gain admission into the School of Graduate Studies were genuine. A total of five hundred and eighty-eight (588) students' have had their certificates forwarded to their respective institutions for verifications. So far, two hundred and twenty-two (222) students from the University of Ghana, University of Cape Coast and the University of Development Studies have had their certificates verified. The break-down of the remaining institutions and the number of students whose certificates have been sent for verification is as follows:

Table 2.10 Number of students whose certificates are to be verified

| NO | INSTITUTION | NO. OF STUDENTS |
|----|--|-----------------|
| 1 | University of Education, Winneba | 18 |
| 2 | GIMPA | 25 |
| 3 | KNUST | 55 |
| 4 | Valley View University | 23 |
| 5 | ACCA | 14 |
| 6 | CIM | 2 |
| 7 | ICA | 26 |
| 8 | CIB | 5 |
| 9 | Trinity Theological Seminary | 1 |
| 10 | University of East London | 1 |
| 11 | Koforidua Polytechnic | 2 |
| 12 | Prifysgol Cymru University of Wales | 1 |
| 13 | University of Mines and Technology | 1 |
| 14 | Kumasi Polytechnic | 2 |
| 15 | Ecole Supérieure De Commerce et De Gestion | 1 |
| 16 | Cuttington University College | 1 |

| NO | INSTITUTION | NO. OF STUDENTS |
|-----------|--|------------------------|
| 17 | Swiss Management University | 2 |
| 18 | Satakunta Univ. of Applied Sciences, Finland | 1 |
| 29 | Open University of Malaysia | 1 |
| 30 | University of Professional Studies | 177 |
| 31 | Wisconsin University | 1 |
| 32 | Ghana Institute of Journalism | 3 |
| 33 | Oxford Brookes University | 1 |
| 34 | Cranfield University | 1 |
| 35 | ICSA | 1 |
| | Total | 366 |

Table 3.1 International Conferences/Workshops/ Seminars

| S/N | Name | Programme | Duration | Sponsor | Venue |
|-----|-----------------------------------|--|--|---------|-------------------------------|
| | Prof. Abednego Feehi Okoe Amartey | International Journal of Arts International Conference | November 8 th - 11 th , 2016 | UPSA | University of London, UK |
| | Prof. Albert Puni | International Journal of Arts International Conference | November 8 th - 11 th , 2016 | UPSA | University of London, UK |
| | Prof. Albert Puni | Staff Exchange Programme | April 17 th --28 th 2016 | AAU | Crawford University, Nigeria. |
| | Prof. Goski Alabi | Best Practices in Twitter 2.0 and Periscope for Educators | 17 th June, 2016 | UPSA | Atlanta, Georgia |
| | Prof. Goski Alabi | Participated in " <i>Creating New Knowledge in the class room</i> " by Accreditation Council for Business Schools and Programmes (ACBSP) | 17-20 June, 2016 | UPSA | Atlanta Georgia |
| | Mr. Munkaila Abdulai | Participated in " <i>Creating New Knowledge in the class room</i> " by Accreditation Council for Business Schools and Programmes (ACBSP) | 17-20 June, 2016 | UPSA | Atlanta Georgia |
| | Mr. Munkaila Abdulai | Best practices in Twitter 2.0 and periscope for educators | 17 th June ,2016 | UPSA | Atlanta, Georgia |

Table 3.2 Local Conferences/Workshops/Seminars

| S/N | Name | Programme | Duration | Sponsor | Venue |
|-----|-----------------------------------|--|--|---------|-------|
| | Prof. Abednego Feehi Okoe Amartey | Customer perception of frontline employees attitude in corporate branding: A study of three (3) selected hotels in Ghana's Hospitality Industry | 21 st -22 nd April, 2016 | UPSA | Accra |
| | Dr. Robert Afutu Kotey | The effects of customer relationship management on customer loyalty in the Hospitality industry: A case study on four (4) Top star hotels in Ghana | 21 st -22 nd April, 2016 | UPSA | Accra |
| | | Afutu-Kotey, R. L., Nyanyofio, T. N. G. J., Asamoah, D., Anane, D., | 21 st April, 2016 | UPSA | Accra |

| S/N | Name | Programme | Duration | Sponsor | Venue |
|-----|---------------------------|--|--|---|----------------------------------|
| | | Kordah, C., Fiakorfi, I. (2016). "Assessing the performance of e-zwich as an electronic payment system in the Greater Accra Metropolitan Area", paper presented at the 2 nd International Conference on Business Management and Entrepreneurial Development, UPSA. | | | |
| | Mr. Robert N. Kotey | Kotey, R.N. and Essiam, J.O. (2016), Service quality in banks; evidence from students in a public university, International conference on Business Management and Entrepreneurial Development | 21 st April, 2016 | UPSA | Accra |
| | Mr. Munkaila Abdulai | Governance of Higher Education's institutions in Ghana: the interactional relationships among personal values preference, leadership style and leadership effectiveness. International Conference on Business Management and Entrepreneurship Development. Accra, Ghana: Faculty of Management, UPSA | 21 st April, 2016 | UPSA | Accra |
| | Dr. Emmanuel Asamoah | 3-Day National Summit on Tertiary Education | 2 nd - 4 th November, 2016 | NCTE in collaboration with the MOE and TrustAfrica, Senegal | Mensvic-Hotel, East Legon, Accra |
| | Dr. Ernest Mensah Abraham | First Author Workshop | 29 th November, 2016 | NCTE in collaboration with Elsevier, Netherlands | NCTE Conference Room |

Source: SOGS June, 2016

3.3 Handing –Over of Executives of Graduate Student Association of Ghana (GRASAG)

The University of Professional Studies's chapter of Graduate Students Association of Ghana (GRASAG) elected new executives for the 2016/2017 academic year. The handing-over has since taken place and the new executives have taken office. The names and positions of the executives elect are as follows:

Table 3.3 GRASAG Executives for 2016/2017 academic year

| | | |
|---|-------------------------|---------------------|
| 1 | Robert Ofori Ofosu Apea | President |
| 2 | David Nartey | General Secretary |
| 3 | Haruna Sumaila | Financial Secretary |
| 4 | Abdul-Aziz Abdul Raman | Organizer |
| 5 | Gifty Ofosua | Women Commissioner |

3.4 Seminar for Graduate School Students

The School organized a seminar for all second year graduate students on Academic/ Scholarly Writing for Research and Dissertation Students. The seminar was held on Saturday, September 24, 2016 at GH 10. The resource person for the one-day seminar was Dr. Kweku Rockson. The seminar was aimed at equipping the students with the necessary skills in research, as they get ready to go to the field.

3.5 Ghana Connect Programme hosted by School of Graduate Studies.

The Election Headquarters, in partnership with Ghana Oil and Gas for Inclusive Growth and Penplusbite and supported by School of Graduate Studies, UPSA organized “**The VOTERS' COMPASS on GHANA CONNECT**” on October, 2016. It was a live RADIO & TV programme and participants were asked to express their views on which political party's policy proposal on Oil and Gas best reflects their hopes and aspirations. Participants visited computerized booth ahead of the live show at the School of Graduate Studies to take the compass and state their stands. The panel members for the discussion included the following:

1. Dr. William Ahadzi - Director of Research, NDC.
2. Mr. Richard Asante Yeboah- NPP
3. Mr. Aziz Gomda - Dep. Communication Director, PPP
4. Mr. Benjamin Boakye- ACEP

3.6 Seminar on the formation of Ghana Quality Institute (GQI)

During the year under consideration, a seminar was held for both past and present Total Quality Management students and practitioners. The seminar was to sensitize participants on the formation of a Ghana Quality Institute. Prof. Goski Alabi, a renowned and globally recognized quality expert, delivered her message via webcam to the participants. She informed participants that the Ghana Quality Institute was registered in 2007 with the backing of Ministry of Trade and Industry and called on TQM professionals to endeavor to be registered with the body. She was of the view that the establishment of the GQI was the fundamental motivation for the mounting of the MBA in TQM programmes in UPSA and expressed confident that UPSA having gone through two (2) successful graduations (with MBA TQM graduates) was a sufficient motivator for the University to establish the GQI.

3.7 Live Audit of Management Systems by TQM Students

Students on the MBA Total Quality Management programme paid a working visit to four (4) organizations namely; **Special Ice Company, Ghana Standards Authority, School of Graduate Studies- UPSA and the Abokobi Rural Bank** to enable them gain practical experiences on how management systems work in contemporary business environment as well as allow the students to demonstrate the ability to apply the theories learnt in the Management System Audit Course to practical work environment. In line with this, the 2016 edition of the programme saw graduate students on the TQM Programme (Management Audit Systems Course) embark on a live systems audit at the above-named institutions. As a requirement of the programme, the students prepared and submitted comprehensive audit reports to the School of Graduate Studies as well as the selected organizations for the consideration of their respective Managements, including recommendations for systems improvement where necessary.

3.8 Forum

Petroleum Accounting and Finance Year Two (2) students together with Total Quality Management (TQM) Year Two (2) students teamed up with GRASAG Executives to organize an all-inclusive forum on Oil and Gas and Total Quality Management. The programme was held on Friday 18th November, 2016 at the Auditorium of the University.

3.9 Second Africa Oil Governance Summit.

The school was invited to participate in a summit organized by Africa Centre for Energy Policy (ACEP) in Accra from 26th to 27th September, 2016. Two students from Petroleum Accounting and Finance (one each from year 1 and 2) attended. It was under the theme 'Rising through the Rubbies of Oil Price Shock – Strategies for Inclusive Growth and Sustainable Development'

3.10 Challenges

1. This year's broad sheet was generated from the icampus directly instead of previous practice of importing data from the icampus to be printed on other platforms. The challenges, herein is that the icampus did not capture the names of students who should have graduated in previous years but for one or two reasons could not graduate;

2. Inadequate Public Address(PA) systems and office furniture to facilitate effective teaching and learning;
3. Inadequate cameras to facilitate video and conference sessions;
4. The graduate school does not have permanent administrative assistants to support delicate administrative duties which national service personnel are not allowed to handle.

3.11 Recommendations

1. The Icampus vendor should be contacted to upgrade the Icampus platform in order to ensure that the broadsheet takes account of past students who have not graduated.
2. The graduate school commends management for the provision of overhead projectors and laptops and also appeals for the provision of, public address systems, photocopy machine and office furniture to facilitate effective teaching and learning.
3. The graduate school needs permanent administrative assistants to help in the effective running of the school instead of the over-reliance on national service personnel.
4. Provision should be made to allocate supervisors to all MBA students working on their project work/dissertation in order to ensure that students really carry out their project work on their own under the guidance of a supervisor.

3.14 Logistics Required for 2017

- 3 Computers for administrative duties
- 1 Photocopier machine
- 4 Cameras for video conferencing
- 50 computers for Computer laboratory

3.13 Projections for the year 2016

The School of Graduate Studies will focus on the following in the ensuing year.

- Introduce two additional graduate programmes by the end of 2017;
- Achieve 80% Lecturer/Students' monitoring system;
- Conduct tracer studies to track the performance of our alumni in the job market;
- Improve the sanitation of the School to the level of a first class higher educational institution;
- Increase students' intake by introducing more demand-driven programmes;
- Organize a minimum of six seminars on national topical issues;
- Mobilize funds from corporate entities to support the University's internally generated funds.

APPENDIX 'A': Proposed Budget for 2017

SCHOOL OF GRADUATE STUDIES

Proposed Budget for the 2016/2017 Academic Year

| | | | |
|----------------|------|-----|------------------|
| ITEM | NOTE | GH¢ | GH¢ |
| Revenue | I | | 8,085,037 |

Expenditure:

| | | |
|--|----|-----------------------|
| Salaries and Extra-work load for Lecturers | 2 | 294,228 |
| Admissions and Registrations | 3 | 25,700 |
| Orientation | 4 | 10,300 |
| Matriculation | 5 | 9,900 |
| Teaching and Learning | 6 | 43,176 |
| Examinations | 7 | 40,307 |
| Supervision and Defense of Student Thesis | 8 | 45,000 |
| Graduation | 9 | 40,000 |
| Administration and Marketing | 10 | 24,130 |
| Departmental Seminar | 11 | 11,104 |
| Adhoc and Emergency Meeting | | 15,986 |
| Training and Development | | 15,000 |
| | | <u>574,831</u> |

Surplus

7,510,206

Notes to Proposed SOGS Budget, 2016/2017 Academic Year

Note I: Revenue

| ITEM | Qty. | Number of Students | Unit Price | % of Fees Charge | Expected Fees to be paid | Sub-total | Total |
|-------------------------------|--------|--------------------|------------|------------------|--------------------------|-----------|------------------|
| Sale of forms | 1200 | | 200 | | | | 240,000 |
| Tuition and Academic User Fee | | | | | | | |
| Academic Year | | | | | | | |
| 2015/2016 Second semester | Year 2 | 432 | | 20% | 15,000 | 1,296,000 | |
| | Year 1 | 446 | | 25% | 15,682 | 1,748,543 | |
| 2016/2017 First semester | Year 2 | 446 | | 25% | 15,682 | 1,748,543 | |
| | Year 1 | 611 | | 30% | 16,470 | 3,018,951 | |
| Sub-total | | | | | | | 7,812,037 |
| Research Project | | | | | | | 33,000 |
| Total | | | | | | | 8,085,037 |

ASSUMPTIONS AND EXPLANATION TO THE NOTES

Note 1: Revenue

SOGs anticipate selling not less than 1200 admission forms next year due to the following;

1. Introduction of new programmes with consistent increase in enrolments
2. Constant presence in the media with Quality Assurance issues
3. Increased in infrastructure and developmental projects
4. UPSA brand

The rate used to propose the 2016/2017 academic user fees was based on the projections of the students' fee determination policy of the UPSA.

The projections numbers of students was also based on the student's population strategy in the strategic plan.

Note 2: Salaries and extra work load for lecturers

We expect a general decline in the number of adjunct lecturers engaged by the School as well as a decrease in the extra work load of lecturers due to the University's policy to recruit more full –time lecturers. However, the School will still engage lecturers in the category of Senior Lecturers, Associate Professors and Full Professors in order to bring international perspective on the programmes. Even though the rates paid as allowances for lecturers have been reviewed upward the amount spent as salaries and extra workload will not increase significantly because School will still engage lecturers in the category of Senior Lecturers, Associate Professors and Full Professors in order to bring international perspective on the programmes.

| Item | No of lecturers | Rate/Hour | Total Credit Hours | Total months | Total |
|----------------------------|-----------------|-----------------------|--------------------|--------------|----------------|
| Extra Work Load | | | | | |
| Full Professor | 1 | 120 | 198 | 6 | 23,760 |
| Associate professor | 2 | 120 | 396 | 6 | 47,520 |
| Senior lecturer | 4 | 99 | 702 | | 69,498 |
| Lecturer | 5 | 88 | 684 | | 60,192 |
| Adjunct Lecture | | | | | |
| Visiting Professors | 9 | \$5000 (GH¢20,000) | | 6 | |
| Senior Lecturer | 3 | 99 | 270 | 6 | 26,730 |
| Lecturer | 16 | 88 | 756 | 6 | 66,528 |
| Total | | | | | 294,228 |

Note 3: Admissions and Registrations

We anticipate advertising for the various programmes in major media platforms in the Country. For this reason a number of adverts will be publicized in both the electronic and print media. Also, We anticipate to organize a maximum of 4 admission meetings for the selection of students at the current sitting allowance rate for members of the Graduate School board. We will verify the certificates of admitted applicants in order to authenticate their records for admission.

4: Orientation for admitted applicants

We expect to organize a two-day orientation programme for all freshmen/women admitted at the School of Graduate Studies. As a result, we plan to offer an amount of GH¢200.00 each to each speaker as honorarium. We also intend to provide snacks for speakers and refresh students during the event.

Note 5: Matriculations

We expect to hold not more than two meeting for the planning of matriculation. In addition, we intend to provide students with snacks during matriculation.

Note 6: Teaching and Learning

We anticipate four (4) meetings for planning and scheduling of time table for 2015/2016 and 2016/2017 academic year. We expect to buy some teaching and instructional materials to facilitate effective teaching and learning. This will includes DVDs, CDs and Case Studies. In addition, we expect that a number of cases will be developed to enhance teaching in the University. Moreover, in order to ensure effective teaching and learning, three coordinators have been assigned to effectively monitor the teaching and learning process at an agreeable allowance.

Note 7: Examinations

We anticipate for a further decentralization of the various faculties and therefore we expect the Graduate School to independently organize and conduct its own examination next year and beyond. The cost of examination materials including answer booklets, A4 sheets and tonner among others, is expected to form about 5% of the total expenditure on examinations of the school. We expect to serve snack during the examination session due to the period in which examinations are undertaking at the graduate school.

We desire to hold conference marking after examinations for both first and second semesters. The conference marking will take place at the Graduate School and the lecturers with some supporting staff will be provided with some refreshment.

Note 8: Supervision and Defense of Students Thesis

We expect about thirty-one (31) MPhil/MSc Leadership students will be writing and defending their

thesis. This consists of those who could not graduate in previous years. However, we anticipate to pay GHC 22,000 on the marking of the thesis for the 31 leadership students. We expect to also hold a proposal defense and a final defense. In this regard we are looking forward for not less than two panelist for a total number of 4 days. We expect to serve food and drink during the students' defense exercises.

Note 9: Graduation

We expect to spend an amount of GH¢40,000 on graduation which consist of number of meetings preceding graduation, cost of broadsheet, cost of award for best students, folders for students certificates, refreshment and other miscellaneous expenditures.

Note 10: Administration

We expect to hold two review meetings at the end of the second quarter and the last quarter of the year. During these meetings, we project to refresh members. The graduate school anticipates to develop a number of fliers for various programmes and students handbook for the next year.

Note 11: Departmental Seminars

We expect each department to hold at least 2 departmental seminars in a semester in line with the requirement for a fully-fledged University.

APPENDIX 'B': list of Teaching and Non- Teaching staff of SOGS

| | Name | Qualification | Rank/Position |
|--|-----------------------------------|--|----------------------|
| | Dr. John Kwaku M. Mawutor | PhD, DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA | Senior Lecturer/Dean |
| | Professor Goski Alabi (Mrs.) | PhD, DBA, MPhil, BSc. Dip.Ed. CQP, MCQI, ACMI | Professor/Dean. |
| | Professor Kwame Gyekye | PhD Philosophy | Professor |
| | Prof. Albert Puni | PhD, DBA (Corporate Governance, Switzerland) MSc Corporate Governance, ACIS, | Assoc. Prof. /Dean |
| | Prof. Abednego Feehi Okoe Amartey | PhD, DBA (Marketing, Switzerland) MBA Marketing, CIM (UK), B.A. Economics & Sociology | Assoc. Prof. |
| | Prof. Charles Banor | PhD (Finance) MBA (Finance) Australia MBA (Prof. Acct) Australia. BSc (Admin) Ghana. CPA-Australia (ASCPA) | Assoc. Prof. |

| | Name | Qualification | Rank/Position |
|--|------------------------------|--|----------------------|
| | Mr. Godwin Adagawine | LLB(Ghana), BL(Ghana) LLM (Ghana) | Dean/Senior Lecturer |
| | Dr. Joseph K. Tuffour | PhD Economics | Senior Lecturer |
| | Dr. Justice Salifu | PhD in Organization & Management | Lecturer |
| | Mrs. Gladys Nabieu | MPhil (Finance) BBA (Banking & Finance) | Lecturer |
| | Dr. Ibrahim Mohammed | PhD (Hotel and Tourism Hospitality and Economics) | Snr. Research Fellow |
| | Dr. Robert L. Afutu-Kotey | PhD (Development Studies) MSc (Regional and Urban Studies. BA (Hons) Geography | Lecturer |
| | Mr. Michael Mickson | MPhil Educational Administration | Lecturer |
| | Mr. Abdulai Munkaila | MPhil Leadership | Assistant Lecturer |
| | Mr. Ebenezer Arthur Duncan | CIM, MPhil Leadership | Assistant Lecturer |
| | Mr. Robertson Neequaye Kotey | MBA (General Management) BSc Mathematics & Statistics. | Assistant Lecturer |

Table 1.2: Senior Members–Academic (Adjunct)

| | Name | Qualification | Rank |
|--|-----------------------------|--|-----------------|
| | Dr. Ted Sun | DBA, PhD. | Professor |
| | Prof. K. B Piron | PhD (Marketing Management) | Professor |
| | Prof. Steve O. Agyei-Mensah | Information Technology, Project Management and Management Information System | Professor |
| | Prof. Nathan Austin | Marketing Management | Professor |
| | Dr. Ezekiel Nii Noye Nortey | PhD, Statistics | Senior Lecturer |
| | Hon. Albert Kan-Dapaah | MBA | Lecturer |
| | Mr. Edward Abroakwah | MSc. Oil and Gas | Lecturer |

| | Name | Qualification | Rank/Position |
|--|-----------------------------|---|----------------------|
| | Mr. Nathaniel Addy | Msc. Marketing | Lecturer |
| | Mr. Nkumsah Winston Aseidu | Msc. Marketing and Management | Lecturer |
| | Mr. Robert Nyarkoh | ICA | Lecturer |
| | Mr. Augustine Addo | MBA ICA | Lecturer |
| | Mr. Fadil-Rahman Adams | MPA, CMC ChpA | Lecturer |
| | Dr. Sampson Amofo | International Economics & Finance MS Finance. MBA(MGT) | Lecturer |
| | Mr. Martin K. Yamborigya | ICAG. MBA Project Mgt | Lecturer |
| | Mr. Musah Mohammed | MBA OIL and Gas ACCA | Lecturer |
| | Mr. Abdul-Karim Adam | MBA OIL and Gas Management. | Lecturer |
| | Mr. Emmanuel Appiah Essel | MBA Finance MBA Banking & Finance | Lecturer |
| | Mr. Lawrence Yirenkye Boafo | MBA International Banking & Finance ICAG BSC Administration(Accounting option) | Lecturer |

Table 1.3: Administrative Staff – Senior Members

| | Name | Qualification | Rank |
|--|------------------------|--------------------------|----------------------------|
| | Ibrahim Monipaak Amadu | MPhil (Dev't Stds), B.Ed | Junior Assistant Registrar |
| | Kwesi Offei Kwafo | MBA Finance | Junior Asst. Registrar |

Table 1.4: Administrative Staff–Senior Staff

| | Name | Qualification | Rank |
|--|--------------------|-------------------------|----------------------|
| | Mr. Charles Darkey | Professional Diploma IT | Assistant IT Officer |

Source: Human Resource Directorate, 2016

Table I.5: Administrative Staff - Graduate Research Assistants & National Service Persons

| | Name | Qualification | Rank/Position |
|--|-----------------------------|--------------------------|-----------------------------|
| | Mr. Yahaya Abdulai | MBA Acct. & Finance | Graduate Research Assistant |
| | Ms. Dorcas Oye Hayford | MBA Acct. & Finance | Graduate Research Assistant |
| | Mr. Emmanuel Adjei Nketia | MBA Pet. Acct. & Finance | Graduate Research Assistant |
| | Mr Desmond Aboagye | MBA Acct. & Finance | Graduate Research Assistant |
| | Mr. Joel Okoe Quacoo | MPhil. Leadership | Graduate Research Assistant |
| | Mr. Ernest Kyere | B A. Soc. Science | National Service |
| | Mr. Boakye Kingsley Sarpong | BSc. Banking & Finance | National Service |
| | Mr. Clifford Nii Hammond | BSc Information Tech. | National Service |
| | Mr. Akakposu Louis | Bus .Administration | National Service |
| | Mr. Amevor Selasi John | BSc. Marketing | National Service |
| | Mr. Richard Nii-Sai Tawiah | Bus. Administration | National Service |
| | Mr. Kodzitsey George Kelly | BSc. Accounting | National Service |
| | Mr. Franklin Agyekum | Bus. Administration | National Service |

APPENDIX 'C': Core and Elective Courses for all MBA, MSc & MPhil Programmes

| YearOne | | | |
|---------------------|-------------|---|---------------------|
| Semester One | | | |
| | CODE | COURSE TITLE | CREDIT HOURS |
| 1 | MCPC601 | Marketing Management | 3 |
| 2 | MCPC603 | Management and Organizational Behaviour | 3 |
| 3 | MCPC605 | Management Information Systems | 3 |
| 4 | MCPC607 | Statistics for Decision Making | 3 |
| 5 | MCPC609 | Legal Aspects of Business | 3 |

Semester Two

| | CODE | COURSE TITLE | CREDIT HOURS |
|----|-------------|--|---------------------|
| 6 | MCPC604 | Economics for Managers | 3 |
| 7 | MCPC612 | Financial Management/Business Finance | 3 |
| 8 | MCPC614 | Management Accounting | 3 |
| 9 | MCPC616 | Research Methods | 3 |
| 10 | MCPC618 | Accounting and Financial Systems/Accounting for Managers | 3 |

| Year Two | | | |
|-----------------|---------|--------------------------------|-----------|
| | MCPC611 | Business Leadership and Ethics | 3 |
| | MCPC613 | Strategic Management | 3 |
| Total | | | 12 |

| ELECTIVE FOR MBA PROGRAMMES | | | |
|------------------------------------|-------------|---|---------------------|
| MBA ACCOUNTING AND FINANCE | | | |
| | Code | Course Title | Credit Hours |
| 1 | MCPC614 | Management Accounting | 3 |
| 2 | MCPC618 | Accounting and Financial Systems | 3 |
| 3 | MBAF601 | Financial Reporting | 3 |
| 4 | MBAF605 | Corporate Finance | 3 |
| 5 | MBAF602 | Corporate Reporting Strategy | 3 |
| 6 | MBAF604 | Taxation and Fiscal Policy | 3 |
| 7 | MBAF606 | Enterprise Risk Management | 3 |
| 8 | MBCG610 | Business Etiquette/ Practitioners Forum | 3 |
| 9 | MBAF608 | Project Work | 6 |
| TOTAL | | | 30 |

| | Code | Course Title | Credit Hours |
|---------------------------------|---------|--|--------------|
| MBA AUDITING | | | |
| 1 | MBAF601 | Financial Reporting | 3 |
| 2 | MBAF603 | Public Sector Accounting | 3 |
| 3 | MBAU601 | Conduct of Audit and Reporting | 3 |
| 4 | MBAU604 | Audit Related and Assurance Service | 3 |
| 5 | MBAF604 | Taxation and Fiscal Policy | 3 |
| 6 | MBAU602 | Forensic Audit | 3 |
| 7 | MBCG610 | Business Etiquette/ Practitioners Forum | 3 |
| 8 | MBAF608 | Project Work | 6 |
| | | TOTAL | 27 |
| MBA CORPORATE GOVERNANCE | | | |
| 1 | MBCG601 | Corporate Governance: Theories & Issues | 3 |
| 2 | MBCG603 | Internal Audit and Controls | 3 |
| 3 | MBCG605 | Project Management | 3 |
| 4 | MBCG604 | Advanced Entrepreneurial Development | 3 |
| 5 | MBCG606 | Advanced Human Resource Management | 3 |
| 6 | MBCG608 | Financial Statement Analysis & Decision Making | 3 |
| 7 | MBCG610 | Business Etiquette/Practitioners' Forum | 3 |
| 8 | MBCG612 | Project Work | 6 |
| | | TOTAL | |

MPHIL/MSC LEADERSHIP Semester One

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|---|-----------|-------------------|
| 1 | MPGL601 | Rudiments and Theories of Leadership | 3 | 3 |
| 2 | MPGL603 | International Communication &Marketing | 3 | 6 |
| 3 | MPGL605 | Poverty, Wealth & Development | 3 | 9 |
| 4 | MPGL607 | Research Methods I (Qualitative Design) | 3 | 12 |
| 5 | MCPC609 | Legal Environment of Business | 3 | 15 |
| | TOTAL | | 15 | |

Semester Two

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|--|---------------|--------------------------|
| 1 | MPGL602 | Principles of Accounting and Finance for Leaders | 3 | 18 |
| 2 | MPGL604 | Strategic Leadership | 3 | 21 |
| 3 | MPGL606 | Leading People And Managing Organizations | 3 | 24 |
| 4 | MPGL608 | Understanding Global Economy | 3 | 27 |
| 5 | MPGL610 | Ethics in Management | 3 | 30 |
| | TOTAL | | 15 | |

Second Year (Semester One)

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|---|---------------|--------------------------|
| 1 | MBCG601 | Corporate Governance: Theories and Practice | 3 | 33 |
| 2 | MBCG605 | Project Management | 3 | 36 |
| 3 | MPGL609 | Research Method II (Quantitative) | 3 | 39 |
| 4 | MPCPC605 | Management Information Systems | 3 | 42 |
| | TOTAL | | 12 | |

MBA PETROLEUM ACCOUNTING AND FINANCE**Semester One**

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|---------------------------------------|---------------|--------------------------|
| 1 | MBAP601 | Fundamentals of Petroleum | 3 | 3 |
| 2 | MCPC603 | Management & Organizational Behavior | 3 | 6 |
| 3 | MBAP603 | Petroleum Finance and Economics | 3 | 9 |
| 4 | MBAP605 | Applied Statistics & Energy Economics | 3 | 12 |
| 5 | MCPC605 | Management Information Systems | 3 | 15 |
| | TOTAL | | 15 | 15 |

MBA PETROLEUM ACCOUNTING AND FINANCE

Semester One

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|--|---------------|--------------------------|
| 6 | MBAP602 | Petroleum Policy and Strategic Resource Management | 3 | 18 |
| 7 | MBAP604 | Legal Framework in Oil & Gas Management in Ghana | 3 | 21 |
| 8 | MBAP610 | Introduction to Petroleum Accounting & Finance | 3 | 24 |
| 9 | MCPC616 | Research Methods | 3 | 27 |
| 10 | MBAP614 | Financial Management for Oil & Gas Operations | 3 | 30 |
| | TOTAL | | 15 | 30 |

Second Year (Semester One)

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|--|---------------|--------------------------|
| 11 | MCPC611 | Business Leadership & Ethics | 3 | 33 |
| 12 | *MBAP613 | Risk & Investment Portfolio Management | *3 | *36 |
| 13 | *MBAP612 | Corporate Finance | *3 | *36 |
| 14 | MBAP615 | Financial Reporting for International Petroleum Operations | 3 | 39 |
| 15 | MBAP619 | Petroleum Taxation & Fiscal Systems | 3 | 42 |
| 16 | MBAP617 | Financial Modeling and Petroleum Project Economics | 3 | 45 |
| | TOTAL | | 115 | 45 |

**These are optional elective courses, therefore, students are expected to select one of them*

Semester Two

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|---|---------------|--------------------------|
| 17 | MBAP608 | Management Accounting for Production Activities and Revenue | 3 | 48 |
| 18 | MBAP618 | Corporate Governance and Natural Resources Management | 3 | 51 |
| 19 | MBAP616 | Total Quality Management and Quality Improvement Programme | 3 | 54 |
| 20 | MBAP622 | Seminars/Practitioners' Forum | 3 | 57 |
| 21 | MBAP606 | Environmental Management & Auditing for Oil & Gas Industry | 3 | 60 |
| 22 | MBAP620 | Project work | 6 | 66 |
| | TOTAL | | 18 | 66 |

Semester One

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|---|---------------|--------------------------|
| 1 | MBIA601 | Principles of Internal Auditing | 2 | 2 |
| 2 | MBIA603 | Corporate Communications' Skills | 1 | 3 |
| 3 | MCPC603 | Management & Organizational Development | 3 | 6 |
| 4 | MCPS605 | Management Information Systems | 3 | 9 |
| 5 | MCPC607 | Statistics for Decision Making | 3 | 12 |
| 6 | MCPC609 | Legal Environment of Business | 3 | 15 |
| | TOTAL | | 15 | 15 |

Semester Two

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|---|--------------|--|---------------|--------------------------|
| 1 | MCPC616 | Research Methods | 3 | 18 |
| 2 | MBIA604 | Accounting and Financial Systems | 3 | 21 |
| 3 | MCPC612 | Financial Management | 3 | 24 |
| 4 | MCPC604 | Economics for Managers | 3 | 27 |
| 5 | MBIA602 | Total Quality Management/Quality Improvement Programme | 3 | 30 |
| 6 | TOTAL | | 15 | 30 |
| | | | | |

Semester Two

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|--|---------------|--------------------------|
| 7 | MCPC616 | Research Methods | 3 | 18 |
| 8 | MBIA604 | Accounting and Financial Systems | 3 | 21 |
| 9 | MCPC612 | Financial Management | 3 | 24 |
| 10 | MCPC604 | Economics for Managers | 3 | 27 |
| 11 | MBIA602 | Total Quality Management/Quality Improvement Programme | 3 | 30 |
| | TOTAL | | 15 | 30 |

Second Year (Semester One)

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|-------------------------------|---------------|--------------------------|
| 12 | MCPC613 | Strategic Management | 3 | 33 |
| 13 | MBIA603 | Conduct of Audit Reporting | 3 | 36 |
| 14 | MBIA605 | Information Systems and Fraud | 3 | 39 |
| 15 | MBIA607 | Forensic Auditing | 3 | 42 |
| 16 | MBIA609 | Corporate Governance | 3 | 45 |
| | TOTAL | | 15 | 45 |

Semester Two

| | CODE | SUBJECT | CREDIT | CUMULATIVE CREDIT |
|----|--------------|---|---------------|--------------------------|
| 17 | MBIA608 | Managing the Internal Audit Function | 3 | 48 |
| 18 | MBIA610 | Taxation and Fiscal Policy | 3 | 51 |
| 19 | MBIA612 | Business Process & Enterprise Risk Management | 3 | 54 |
| 20 | MBIA614 | Information Systems Auditing | 3 | 57 |
| 21 | MBIA616 | Seminar/Practitioners' Forum | 3 | 60 |
| 22 | MBIA618 | Project work | 6 | 66 |
| | TOTAL | | 18 | 66 |

Source: Icampus June 2016

PROJECTIONS FOR THE YEAR 2017

In the ensuing year, the School of Graduate Studies intends to strengthen its growing influence as a leader in leadership innovation and corporate accountancy/entrepreneurship in Ghana as well as enhance the instructional practices and research by attracting international faculty and exchange programmes. The School plans to improve upon its video conference facility with the acquisition of more advanced video conferencing equipment to enable lecturers have full view of the students in the conferencing room during lesson delivery. The School also intends to improve its internet connectivity with the acquisition of Advanced Digital Subscriber Line in order to reduce its over-reliance on the main server of the University.



WEEKEND SCHOOL

**Dr. Gerald
Dapaah Gyamfi**
DEAN

1.0 Introduction

The Weekend School of the University of Professional Studies, Accra (UPSA) was established in 2009 to alleviate the problems and difficulties many workers face as regular students. The Weekend School has since admitted students to various undergraduate programmes and graduated its sixth (6th) batch of students in July, 2016.

1.1 Overview of Faculties and Departments with which the Weekend School

Collaborates

The Weekend School depended largely on the four (4) major faculties in the University for its teaching staff requirements. The faculties are:

- Faculty of Accounting and Finance
- Faculty of Management Studies
- Faculty of Information Technology and Communications Studies
- Faculty of Law

1.2 Weekend School Team

Dean of the Weekend School:

Dr. Gerald Dapaah Gyamfi

PhD (Phoenix, USA), MSc HRD, (Manchester UK),
FCIS (ICSA Fellow, UK),

Vice-Dean, Weekend School:

Dr. Ampem Darko Aniapam

PhD (UG), MPhil (UG), BA (UCC)

School Officer, Weekend School:

James A. Fosu

MPhil. (UG), BA (UG)

Senior Members

The Weekend School Secretariat is made up of the following full time Senior Members.

Table I : Staff list of Senior Members

| | Name | Qualification | Rank /Position |
|----|--------------------------|----------------------|------------------------------|
| 1. | Dr. Gerald Dapaah-Gyamfi | PhD, MSc., FCIS | Dean /Senior Lecturer |
| 2. | Dr. Ampem Darko Aniapam | PhD, M.Phil BA | Vice Dean /Lecturer / School |
| 3. | Mr. James A. Fosu | MPhil., BA | Officer/Administrator |

1.3 Supporting Staff (Senior Staff and Junior Staff-Administrative)

Currently, the Weekend School has no permanent support staff (senior and junior staff) at its secretariat. There are however national service personnel who currently assist the Dean, the Vice-Dean, and the School Officer.

1.4 Completion of Terminal Degrees

During the period under review, both the Dean and the Vice-Dean of the Weekend School successfully completed their Doctor of Philosophy (Ph.D.) programmes. They have since graduated and been awarded their respective certificates.

2.0 Programmes

During the 2016/2017 academic year, UPSA Weekend School ran four (4) mainstream undergraduate programmes as follows:

1. Bachelor of Science, Marketing
2. Bachelor of Business Administration
3. Bachelor of Science, Accounting
4. Bachelor of Science, Banking and Finance

3.0 Student Enrollment – 2016/2017 Admissions 2016/17

A total of 282 applicants were admitted for the 2016/2017 academic year as against 488 for last year representing a 42% drop in admissions from last year. The breakdown according to levels and programs is shown in Table 2 below.

Table 2: New Admissions for Weekend School: 2016/2017

| No. | Programme | Level | Male | Female | Sub-Total | Total |
|--------------|--|-------|------|--------|-----------|------------|
| 1. | Bachelor of Business Administration | 100 | 35 | 21 | 56 | 122 |
| | | 200 | 23 | 27 | 50 | |
| | | 300 | 6 | 10 | 16 | |
| 2. | Bachelor of Science, Accounting | 100 | 17 | 6 | 23 | 108 |
| | | 200 | 32 | 24 | 56 | |
| | | 300 | 13 | 16 | 29 | |
| 3. | Bachelor of Science, Banking & Finance | 100 | 10 | 3 | 13 | 23 |
| | | 200 | 2 | 7 | 9 | |
| | | 300 | 1 | 0 | 1 | |
| 4. | Bachelor of Science, Marketing | 100 | 4 | 4 | 8 | 29 |
| | | 200 | 9 | 6 | 15 | |
| | | 300 | 2 | 4 | 6 | |
| Total | | | | | | 282 |

Table 3: Comparison of 2016/2017 and 2015/16 Admissions

| Academic Year | 2016/2017 | 2015/2016 |
|-------------------------|-----------|-----------|
| Total Admissions | 282 | 488 |

Figure 1: Comparison of 2016/2017 and 2015/16 Admissions

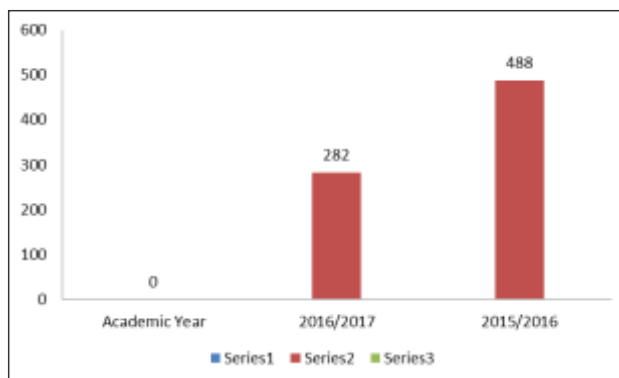


Table 4: Total Enrollment for 2016/2017 Academic Year

| Programme | Level 100 | | | Level 200 | | | Level 300 | | | Level 400 | | | Sub - Total | | |
|---------------------------------------|-----------|----|-------|-----------|----|-------|-----------|-----|-------|-----------|-----|-------|-------------|-----|-------------|
| | M | F | Total | M | F | Total | M | F | Total | M | F | Total | M | F | Grand Total |
| Bachelor of Business Administration | 21 | 16 | 37 | 37 | 43 | 80 | 75 | 68 | 143 | 84 | 84 | 168 | 217 | 211 | 428 |
| Bachelor of Science Accounting | 7 | 5 | 12 | 41 | 26 | 67 | 68 | 60 | 128 | 89 | 54 | 143 | 205 | 145 | 350 |
| Bachelor of Science Banking & Finance | 5 | 1 | 6 | 4 | 7 | 11 | 13 | 20 | 33 | 39 | 40 | 79 | 61 | 68 | 129 |
| Bachelor of Science Marketing | 2 | 4 | 6 | 14 | 10 | 24 | 34 | 21 | 55 | 36 | 33 | 69 | 86 | 68 | 154 |
| Total | 35 | 26 | 61 | 96 | 86 | 182 | 190 | 169 | 359 | 248 | 211 | 459 | 569 | 492 | 1061 |

Table 5: Comparison with Previous Year's Enrollments

| Academic Year | 2016/17 | 2015/16 | Percentage Decrease |
|-------------------|---------|---------|---------------------|
| Total Enrollments | 1,061 | 1,205 | 12% |

Comparatively, there was a 12% decrease in total enrollment as against that of the previous year.

4.0 Activities

4.1 Matriculation for 2016 Fresh Intake

The Freshmen of the Weekend School for the 2016/2017 academic year were matriculated alongside the mainstream students on Saturday, October 22nd, 2016.

4.2 Registration of Fresh and Continuing Weekend Students

Registration for all categories of students (including Weekend Students) took place from Monday, 15th August to Saturday, 27th August, 2016.

4.3 Commencement & End of Lectures

First Semester lectures

First Semester lectures commenced for weekend students on Friday, 2nd September, 2016 and ended on Sunday, 27th November, 2016.

4.4 End of Semester Examinations

End of first semester (2016/17) examinations started from Friday, 2nd December, 2016 to Sunday, 18th December, 2016.

4.5 Graduation Ceremony

The Weekend School successfully graduated its sixth (6th) batch of students on Saturday, 30th, July, 2016. A total of 355 weekend students successfully graduated with various classes of degrees. The classification of grades is shown in Table 6.

| Program/Class | 1 st Class | 2 nd Upper | 2 nd Lower | 3 rd Class | Pass | Total |
|-------------------------|-----------------------|-----------------------|-----------------------|-----------------------|-------------|---------------|
| BSc. Marketing | 0 (0%) | 11 (20%) | 16 (30%) | 18 (33%) | 9 (17%) | 54 (100%) |
| Bachelor of Bus. Admin. | 1 (1%) | 42 (32%) | 43 (32%) | 35 (26%) | 12 (9%) | 133 (100%) |
| BSc. Accounting | 3 (2%) | 47 (32%) | 44 (30%) | 35 (24%) | 17 (12%) | 146 (100%) |
| BSc. Banking & Finance | 0 (0%) | 5 (23%) | 8 (36%) | 7 (32%) | 2 (9%) | 22 (100%) |
| Sub-Total | 4 (1%) | 105 (30%) | 111 (31%) | 95 (27%) | 40 (11%) | 355 (100%) |

In the First Class category, only 1% of the total weekend graduating class had first class while a total of 30% had second class upper. Thirty-one percent (31%) had second lower, 27% had third class while 11% had pass.

Comparing 2016 performance to 2015, the results indicate that 2016 performance was better than 2015 performance. This marks an improvement in performance above the previous year. This is shown in Table 7 below.

Table 7: Comparison of 2015 & 2016 Performance

| Class | 1 st Class | 2 nd Upper | 2 nd Lower | 3 rd Class | Pass | Total |
|-------|-----------------------|-----------------------|-----------------------|-----------------------|------|---------------|
| 2015 | 1% | 6% | 39% | 40% | 14% | 535 (100%) |
| 2016 | 1% | 30% | 31% | 27% | 11% | 355 (100%) |

International Conferences/Workshops Attended

| | |
|-------------------------|---|
| Organizer: | International Police Executive Symposium |
| Theme: | Urban Security Challenges for 21 st Century Global Cities |
| Paper Delivered: | International Responses to Domestic Violence: The Ghanaian Experience |
| Venue: | George Washington University, USA |
| Period: | 8-14 August, 2016 |

| | |
|-------------------|---|
| Organizer: | The International Journal of Arts and Sciences |
| Theme: | Mediterranean Conference for Academic Discipline |
| Paper Presented: | Partnering business for student success: The role of internship as a strategic tool for critical thinking and practical reasoning |
| Venue: | Valletta, Malta |
| Period: | 6-10 March, 2016 |

6.0 Challenges

Even though the management team of the Weekend School made frantic efforts to overcome the following challenges, most of the efforts proved futile.

- **Staffing**

The Weekend School was understaffed. Apart from the Dean and Vice-Dean (who are also academic faculty members) there was only one Junior Assistant Registrar in charge of the Weekend School Administration.

- **Public Address Systems**

There were situations where the technicians in charge of the public-address systems do not report to work on time to distribute the mobile public address systems and microphones to students. This adversely affected teaching and learning during the weekends.

- **Sanitation in Washrooms on Weekends**

The sanitation situation in the washrooms during weekends was deplorable. Cleaners were not available on weekends to take care of the washrooms from Friday evening through to Sunday, thereby rendering the washrooms unusable on weekends. Several complaints were made to the relevant authority but to no avail.

- **Decrease in Student Enrolment**

Statistical data compiled by the management team depict that the number of weekend students admitted annually keep decreasing. A study conducted by the Weekend School management team revealed that the dwindling size was mostly due to competition and other factors.

- **The Library**
The library was closed on Sundays making it difficult for the students to have places for their private studies.
- **The Clinic**
There were no Medical doctors at work on Sundays.
- **Ancillary Services**
Representatives from units that provide essential services, such as ISTD, Academic affairs, Student services were not available on weekends especially on Sundays to render the ancillary services needed to support the School.

6.1 Recommendations

Following from the above challenges encountered during the year, the following recommendations are made:

- Recruitment of at least one Senior Administrative Staff to assist with the management of the Weekend School.
- Cleaners to be assigned to the weekend school to ensure good sanitation at the washrooms during weekends.
- Provision for full complement of staff in charge of various key services such as I.T. experts, technicians, academic affairs and student affairs staff, and industrial relations staff at the Weekend School.
- The research findings and recommendations from the management team of the Weekend School on the dwindling size of student enrolment and admissions should be considered.

7.0 Projections for the year 2017

In 2017, the School's management team will focus on efficient and fast service delivery through efficient administrative machinery to ensure that our students get the best value for money. The School will also ensure improvement in the student admissions and learning outcome. This would go a long way to make the UPSA Weekend School one of the best Weekend in Ghana.



EVENING SCHOOL

**Dr. Mrs. Helen K.
Arkorful**

DEAN

1.0 OVERVIEW AND PHILOSOPHY OF THE EVENING SCHOOL

The Evening School of the University of Professional Studies, Accra (UPSA) was created in 2009/2010 academic year to address the peculiar challenges associated with working and acquiring tertiary education concurrently, and also to broaden the scope of programmes and sessions offered by the University. This situation became urgent when the University received the Presidential Charter in September, 2008 to award degrees, diplomas and certificates. The School's objectives are to make UPSA's academic programmes more accessible to people who normally would not have had the opportunity to enhance their personal skills, particularly workers, and also to create a favourable environment for adult learning, as well as to enhance the cash flow of the University.

2.0 STAFF POSITION

2.1 Senior Members

The School plays a supportive role of coordinating and ensuring the smooth running of the programmes of the University during the evening session. It is supported administratively by members of the academic faculties. It however has a core staff membership of four. These consist of three senior members and one senior staff. The table below gives details of the School's core staff members.

STAFFING POSITION

Senior Members

Table I: Staffing Position

| No Name | Qualification | Rank | Status |
|------------------------------|---|-------------|---------------|
| 1. Dr. Helen K. Arkorful | DBA, ACIS (UK), EMBA, CPA | Dean | Senior Member |
| 2. Dr. Joseph Kwadwo Tuffour | PhD, MPhil, BA | Vice Dean | Senior Member |
| 3. Mrs. Charity Boateng | MA (English), BA (English and Drama) DIPLOMA (Theatre Arts) | Coordinator | Senior Member |

2.2 Senior Staff / Support Staff

Table I. I Supporting Staff

| No Name | Qualification | Rank | Status |
|--------------------------|------------------------|-----------------------------|-------------------------------------|
| 1. Perbi Faustina Akyeah | HND SEC/MGT STUDIES | Administrative Assistant | National Service Personnel (NSP) |

3.0 PROGRAMMES

The UPSA Evening School covers almost all the mainstream undergraduate programmes as well as four diploma programmes as follows:

- i) BSc. Marketing Programme
- ii) BSc. Accounting Programme
- iii) BSc. Banking and Finance Programme
- iv) Bachelor of Business Administration Programme
- v) BSc. Information Technology Management
- vi) Diploma in Accounting
- vii) Diploma in Marketing
- viii) Diploma in Public Relations Management
- ix) Diploma in Management
- x) Diploma in Information Technology Management

4.0 ENROLMENT

4.1 Evening School Students Enrolment

The total enrolment of the undergraduate Evening School stands at **one thousand, eight hundred and fifty-three (1853)** and that of the Diploma is made up of **one hundred and nineteen (119)**. The table below illustrates this information further.

Table 2: Students' Enrolments by Programme and Gender

Table 2: Students' enrollments by programme and gender

| PROGRAMME | EVENING | | TOTAL |
|--|-----------|-----------|-----------|
| | M | F | |
| 3.0 | | | |
| The UPSA Evening School covers almost all the mainstream undergraduate programmes as well as four diploma programmes as follows: | | | |
| | 4 | 8 | 12 |
| BSc. Marketing Programme | 10 | 8 | 18 |
| BSc. Accounting Programme | 4 | 3 | 7 |
| BSc. Banking and Finance Programme | 0 | 0 | 0 |
| Bachelor of Business Administration Programme | 18 | 19 | 37 |

| BACHELOR OF BUSINESS ADMINISTRATION | | | |
|--|------------|------------|------------|
| Level 100 | 21 | 13 | 34 |
| Level 200 | 130 | 97 | 227 |
| Level 300 | 156 | 79 | 235 |
| Level 400 | 76 | 96 | 172 |
| TOTAL | 383 | 285 | 668 |

| BACHELOR OF SCIENCE IN ACCOUNTING | | | |
|--|------------|------------|------------|
| Level 100 | 21 | 13 | 34 |
| Level 200 | 75 | 51 | 126 |
| Level 300 | 63 | 54 | 117 |
| Level 400 | 92 | 49 | 141 |
| TOTAL | 251 | 167 | 418 |

| BACHELOR OF SCIENCE IN BANKING AND FINANCE | | | |
|---|-----------|-----------|------------|
| Level 100 | 11 | 5 | 16 |
| Level 200 | 33 | 27 | 60 |
| Level 300 | 41 | 32 | 73 |
| Level 400 | 12 | 10 | 22 |
| TOTAL | 97 | 74 | 171 |

| BACHELOR OF SCIENCE IN MARKETING | | | |
|---|------------|-----------|------------|
| Level 100 | 32 | 25 | 57 |
| Level 200 | 61 | 34 | 95 |
| Level 300 | 14 | 12 | 26 |
| Level 400 | 18 | 9 | 27 |
| TOTAL | 125 | 80 | 205 |

| BSC. INFORMATION TECHNOLOGY MANAGEMENT | | | |
|---|------------|-----------|------------|
| Level 100 | 19 | 5 | 24 |
| Level 200 | 29 | 9 | 38 |
| Level 300 | 42 | 13 | 55 |
| Level 400 | 26 | 3 | 29 |
| TOTAL | 116 | 30 | 146 |

| DIPLOMA IN ACCOUNTING | | | |
|------------------------------|-----------|-----------|-----------|
| Level 100 | 13 | 9 | 22 |
| Level 200 | 46 | 23 | 69 |
| TOTAL | 59 | 32 | 91 |

| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | | | |
|---|-----------|----------|-----------|
| Level 100 | 6 | 1 | 7 |
| Level 200 | 10 | 1 | 11 |
| TOTAL | 16 | 2 | 18 |

| DIPLOMA IN MANAGEMENT | | | |
|------------------------------|-----------|-----------|-----------|
| Level 100 | 5 | 11 | 13 |
| Level 200 | 11 | 19 | 30 |
| TOTAL | 16 | 30 | 46 |

| DIPLOMA IN MARKETING | | | |
|-----------------------------|-----------|-----------|-----------|
| Level 100 | 6 | 7 | 13 |
| Level 200 | 17 | 16 | 33 |
| TOTAL | 23 | 23 | 46 |

| DIPLOMA IN PUBLIC RELATIONS MANAGEMENT | | | |
|---|----------|----------|----------|
| Level 100 | 5 | 2 | 7 |
| Level 200 | 0 | 0 | 0 |
| TOTAL | 5 | 2 | 7 |

Table 3: Summary of enrollment statistics by programmes

| PROGRAMME | MALE | FEMALE | TOTAL |
|---|-------------|---------------|--------------|
| BACHELOR OF ARTS IN PUBLIC RELATIONS MANAGEMENT | 18 | 19 | 37 |
| BACHELOR OF BUSINESS ADMINISTRATION | 383 | 285 | 668 |
| BACHELOR OF SCIENCE IN ACCOUNTING | 251 | 167 | 418 |
| BACHELOR OF SCIENCE IN BANKING AND FINANCE | 97 | 74 | 171 |
| BACHELOR OF SCIENCE IN MARKETING | 125 | 80 | 205 |
| BSC. INFORMATION TECHNOLOGY MANAGEMENT | 116 | 30 | 146 |
| TOTAL | 990 | 655 | 1645 |

Source: Academic Affairs Directorate, UPSA

| PROGRAMMES | MALE | FEMALE | TOTAL |
|--|------------|-----------|------------|
| DIPLOMA IN ACCOUNTING | 59 | 32 | 91 |
| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | 16 | 2 | 18 |
| DIPLOMA IN MANAGEMENT | 16 | 30 | 46 |
| DIPLOMA IN MARKETING | 23 | 23 | 46 |
| DIPLOMA IN PUBLIC RELATIONS MANAGEMENT | 5 | 2 | 7 |
| TOTAL | 119 | 90 | 208 |

Figure 1 A Pie Chart Illustrating Undergraduate Evening Students Enrolments by Programmes

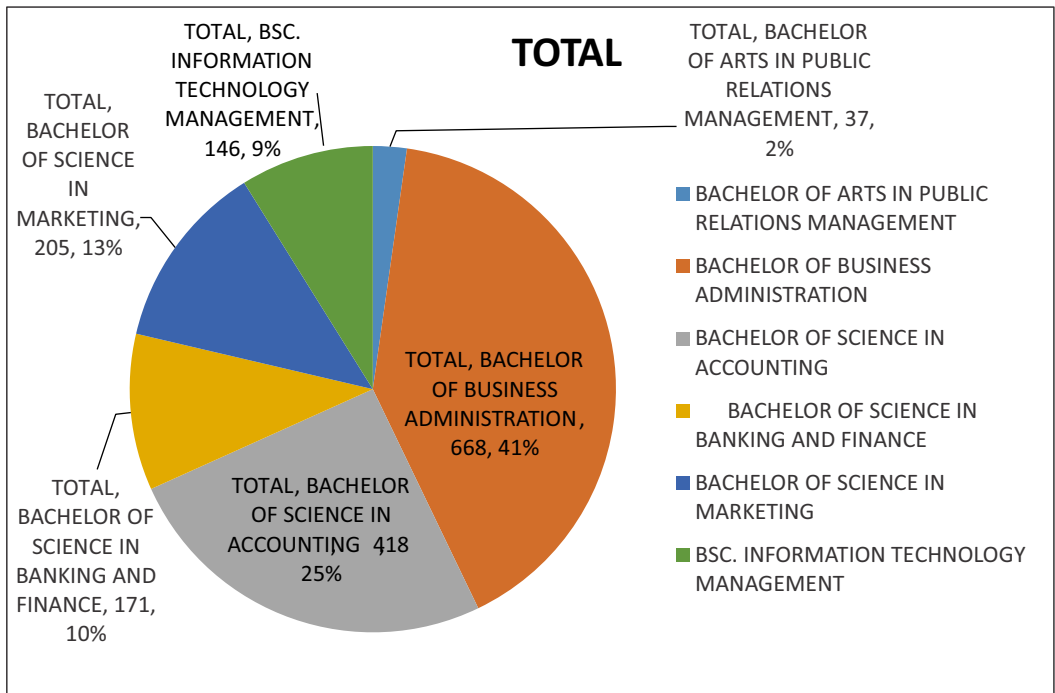
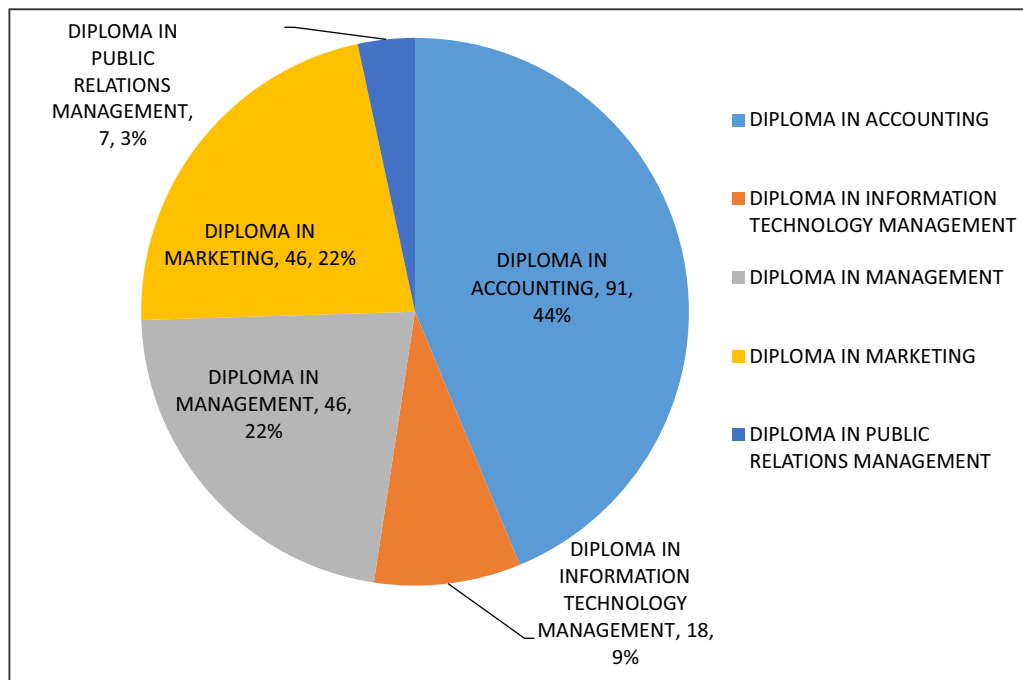


Figure 2: A Pie Chart Illustrating Diploma Students Enrolment by Programmes



5.0 ACTIVITIES

The Evening School was involved in all the major activities of the University as follows:

- **Registration**
Registration of students for freshmen students started on Monday, 15th August, 2016 to 5th September, 2015. Continuing students started their registration from 22nd August to 27th August, 2016. The process was very successful.
- **Orientation**
The orientation programme was organized for the undergraduate and tertiary diploma students of the Evening School from August 22nd to 3rd September, 2016.
- **Matriculation**
Matriculation for freshmen of the University was organized on 22nd October, 2016. Both undergraduate students and Tertiary Diploma students of the Evening School were all matriculated.
- **Staff-Students- Interactions**

As is its tradition, the Evening School secretariat held its staff-students-consultative meeting on Thursday, 8th October, 2016 at LBC 606 where the Dean and her staff interacted with the evening school students. This meeting encouraged the students to make use of the open door policy of the School and also reassured them of the staff's availability at all times to resolve their challenges and also provide counsel where needed. A major issue pertaining to student's results in the form of ICs (incomplete records) was put to rest by appointing the coordinator to liaise between the students, the various course lecturers and the faculty officers to resolve them. This was highly welcomed by the students, especially the final year students.

- **Workshop on Proposal/Project Work Writing**

The Evening School organized a workshop and seminar on proposal and research writing for all level 300 Evening School students of all programmes. The seminar was facilitated by all Faculty Research Coordinators and Dr. Joseph Tuffour (Vice-Dean).

- **Meeting of Secretariat Staff**

The School secretariat held its beginning of academic year meeting on 8th September, 2016 for the 2016/2017 academic year to deliberate on activities of the School. Among the items discussed was the monitoring of the undergraduate and other professional programmes. At the meeting, the Vice-Dean and the Coordinator were charged to ensure continuous monitoring of the evening programmes and weekly report made to the Dean for management information and consideration. This approach ensured that recurring challenges such as poor lighting in lecture halls, inadequate chairs in some lecture halls, untidy washrooms, , late arrival of lecturers, and underutilization of lecturing time, among others were addressed pronto.

6.0 GRADUATION

During the 7th Congregation of the University, a total of **five hundred and twenty-six (526)** Evening School undergraduate students graduated with various classes and programmes. Table 4 further illustrates this.

Table 4: Summary by Programmes and Class

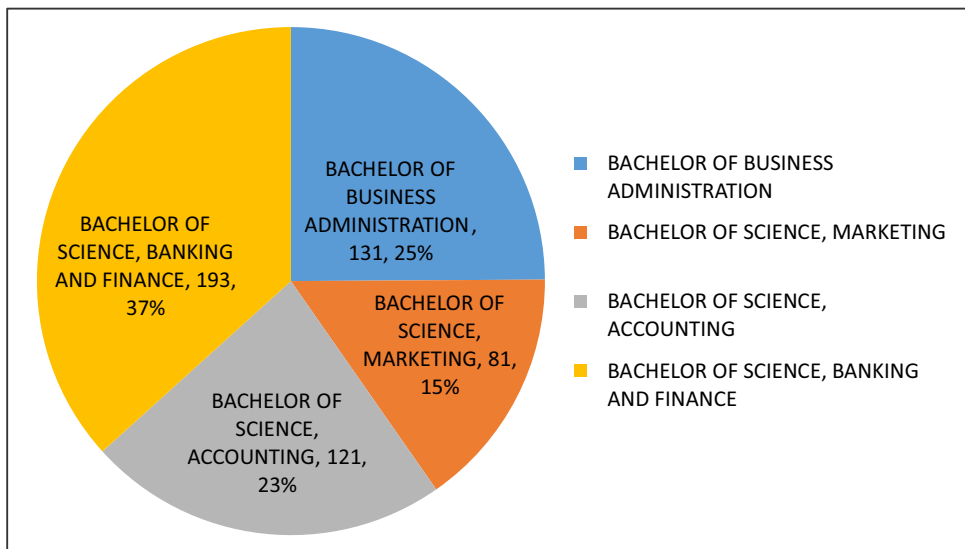
| PROGRAMMES | FIRST CLASS | 2ND CLASS UPPER | 2ND CLASS LOWER | THIRD CLASS | PASS | TOTAL |
|-----------------------|-------------|-----------------|-----------------|-------------|-----------|------------|
| BB ADMINISTRATION | 0 | 32 | 60 | 28 | 11 | 131 |
| BSC MARKETING | 0 | 11 | 24 | 31 | 15 | 81 |
| BSC ACCOUNTING | 0 | 33 | 41 | 34 | 13 | 121 |
| BSC BANKING & FINANCE | 0 | 28 | 88 | 58 | 19 | 193 |
| GRAND TOTAL | 0 | 104 | 213 | 151 | 58 | 526 |

Academic Affairs Directorate, UPSA, as at August 15, 2015

Table 4.1: Summary by Programmes

| PROGRAMMES | TOTAL |
|--|------------|
| BACHELOR OF BUSINESS ADMINISTRATION | 131 |
| BACHELOR OF SCIENCE, MARKETING | 81 |
| BACHELOR OF SCIENCE, ACCOUNTING | 121 |
| BACHELOR OF SCIENCE, BANKING AND FINANCE | 193 |
| GRAND TOTAL | 526 |

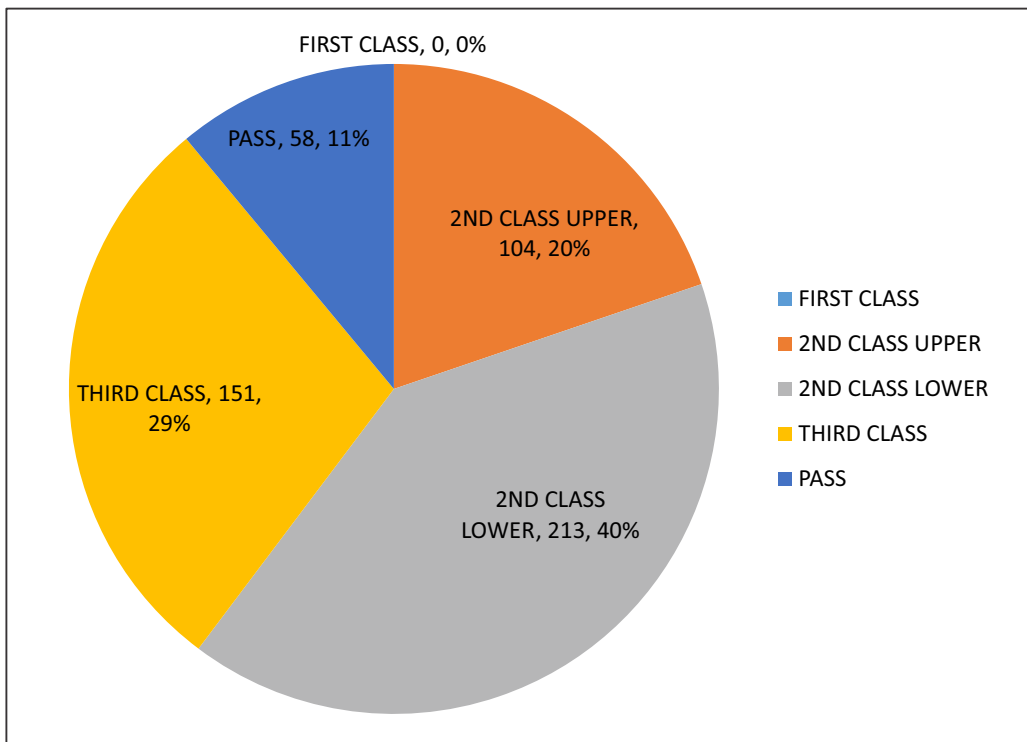
Academic Affairs Directorate, UPSA, as at August 15, 2015



A further analysis of the graduation tables above reveals that none of the students who graduated had first class honours. Also, **104** students representing **20%** had **Second Class Upper** division, **213** students representing **40%** also had **Second Class Lower** division. Again, 151 students representing **29%** had Third Class division, and 58 students representing **11%** had a **Pass**.

The pie chart below further illustrates their output.

Figure 4. A Pie Chart Illustrating Graduate Output by Classes



7. CHALLENGES

The School's main challenge is the absence of an administrator. The School has no substantive administrative officer (that is an Assistant Registrar) to assist the secretariat run its affairs. Other challenges are the low enrolment in its diploma programmes, and inadequate security along the road when students close at night. There is poor security at the car parks in the evenings.

8. RECOMMENDATIONS

In view of the challenges stated above, the Evening School recommends the following:

- A permanent administrator to facilitate the running of the unit's day-to-day affairs.
- Management to support the School to embark on outreach programmes to the senior high schools to market the programmes of the University.

9. PROJECTIONS FOR 2017

In line with the University's vision of becoming the leading business professional education provider that seeks to position itself to meet contemporary socio-economic and human resource challenges, the following will be the School's focus for the succeeding year:

- Reach out to her target market, especially the working community through workshops.
- In this regard, the School will collaborate with the faculties to organize one workshop before the sale of forms begins
- The Evening School will put up a proposal to Management to consider making the students take part in the professional programmes as a source of motivation to encourage SHS students take a keen interest in the Evening School programmes.
- The benefit here is the possibility of graduating with 2 different types of certificates that would enhance their employability.

The School proposes to engage final year students in exit interviews to elicit their views and opinions about the programmes. This information will be made available to management for decision making.



INSTITUTE OF PROFESSIONAL STUDIES

**Mr. Stephen Teye
Akrobor**

DIRECTOR

1.0 INTRODUCTION

The Institute of Professional Studies (IPS) is a Directorate of the University of Professional Studies, Accra (UPSA) with a mandate to strategically organize and run professional programmes per section, 21.0 of the University's Statutes. This mandates the Directorate to report to management, on annual basis, its performance on the following Three (3) thematic areas;

- Continuing professional education
- Consultancies activities
- Other income generating activities relating or relevant to education and training.

2.0 REVIEW OF 2016 ACTIVITIES OF THE DIRECTORATE

Last year the Directorate made a number of significant gains despite the general economic challenges. These difficulties affected the Directorate's income generating activities thereby inhibiting it to contribute adequately towards the Internally Generated Funds (IGF) of the University. A number of lessons were learnt and the Directorate had to re-direct its income generating activities towards organizing seminars, training programmes and other specialized courses for individuals and corporate organizations.

3.0 STAFF STRENGTH OF THE DIRECTORATE

The Directorate has Five (5) substantive staff and three (3) national service persons as follows:

| | | |
|----------------------------|---|--------------------------------------|
| Mr. Stephen Teye Akrobor | – | Director |
| Mr. Frederick Doe | – | Deputy Director |
| Mrs. Jennifer Ackon | – | Faculty Officer, Assistant Registrar |
| Mr. Yousiph N. Lanquaye | – | Junior Assistant Registrar |
| Miss. Richeal Amarley Addo | – | Administrative Assistant |
| Mr. Kennedy Fidelis Aduah | – | National Service Person |
| Ms Jennifer Asante | – | National Service Person |
| Mr. Edwin Edem Anku | – | National Service Person |

The services of the national service persons came to a close on the 31 July, 2016. However, two of the outgoing service personnel were re-assigned to the Directorate on 1ST November, 2016 for voluntary service. In addition, Ms. Jennifer Asante was also posted to the Directorate on 1st of September, 2016.

4.0 PROGRAMMES OFFERED BY THE DIRECTORATE

The Directorate is traditionally mandated to run the following programmes as enshrined in the Students' Hand Book, 2014/15:

- Association of Chartered Certified Accountants (ACCA)
- Chartered Institute of Management Accountants (CIMA)
- Institute of Chartered Accountants – Ghana, (ICAG)
- Chartered Institute of Marketing (CIM)-UK
- Institute of Chartered Secretaries and Administrators (ICSA)

Although the Directorate took steps to introduce new professional programmes such as the Chartered Institute of Banking CIB (GH.) and a short course in Executive Banking Operation in 2015, there was no enrollment during the year under review. This phenomenon may be attributable to the fact that the offices of CIB (GH) is very close to UPSA, offering tuition for the programmes.

5.0 ADMISSIONS PROCESSES AND ANALYSIS OF COURSE COMPOSITION

5.1 2016/2017 ADMISSION

There was a drop in admissions this year as compared to last year. Although the Directorate received significant amount of applications, only a few took up their admission letters. About seventy – seven applications were received from prospective candidates and only twenty – three actually called – up for admissions. We believe that the reduction in admission numbers could be attributed to factors such as depreciation of the cedi; increased in the number of tertiary institutions and other economic challenges.

5.2 ADD-ON PROFESSIONAL PROGRAMMES

Students' interest in the Add-on programme is progressing steadily as the programme continues to make significant inroads. During the year under review, thirty – seven (37) new students from different faculties at different levels joined the programme. A significant number of students on the Add – on programme registered and participated in both the May and November examination sessions of 2016. The table below depicts analysis of add-on students as at the end of 2016.

Table 1: Analysis of Add-on students

| LEVEL | No. of Students |
|--------------|------------------------|
| PART I | 55 |
| PART II | 8 |
| TOTAL | 63 |

5.3 MAIN STREAM PROFESSIONAL PROGRAMME

By the close of the year under review the Directorate had a total number of *fifty - five (55)* professional students as indicated by the table below.

Table 2 – Break down of Professional Programme. Admissions 2015 /2016 Academic

| PROGRAMME | LEVEL | NUMBER OF STUDENTS | TOTAL |
|--------------|------------------|--------------------|-----------|
| CIM | PART TWO | 25 | 37 |
| | PART THREE | 12 | |
| ACCA | PART TWO | 15 | 15 |
| ICAG | PART TWO | 2 | 2 |
| ICSA | PROFESSIONAL ONE | 1 | 1 |
| TOTAL | | | 55 |

NB. Currently, the student pursuing ICSA programme is attending lectures with ICAG students. This is because they are doing virtually the same subjects at that level.

5.4 ACCESS PROGRAMME

The Access Programme provide opportunity for SHS graduates and other potential candidate with no background but have interest in the professional programmes to be enrolled first before subsequently, be admitted into the main stream professional programme after passing the first level of the professional body involved. Currently, the programme has eighty five (85) students as indicated in the table below.

Table 3: Break down of Access Students

| PROGRAMME | ACCA | CIM | TOTAL |
|-----------------|------|-----|-----------|
| NO. OF STUDENTS | 35 | 50 | 85 |

5.5 TOTAL STUDENTS POPULATION

During the year under review, the total number of professional students was 203 with the following composition;

Table 4: Break - down of the total population is as follows:

| PROGRAMMES | POPULATION OF STUDENTS |
|-------------------|-------------------------------|
| Main Stream | 55 |
| Access | 85 |
| Add - on | 63 |
| Total | 203 |

6.0 TEACHING AND LEARNING

Teaching and learning for the professional programmes effectively began in the second week of February, 2016 for the second semester and ended in the last week of November 2016 for the first semester.

7.0 ACCA EXEMPTION PROGRAMME

The Directorate has completed a comprehensive exemption document that would be providing about Eight (8) exemption papers to BSc. Accounting Students of the University. These include; the first three (3) subjects under the foundation stage and five (5) subjects at the skill level of ACCA.

During the year under review, the final phase of the exemption policy was reached and the Directorate is waiting for the process to take off.

8.0 PROFESSIONAL AND ACADEMIC QUALIFICATION

During the year under review a female student-Ayishetu Jibrilla, a graduate of the Faculty of Accounting and Finance, also completed the professional programme of ICAG. Ms. Ayishetu Jibrilla was voted the best professional student for the academic year.

The success story of Ms. Ayishetu Jibrilla as a qualified chartered accountant motivated others leading to the increasing number of students who simultaneously graduated with both professional and academic degrees to four (4).

9.0 OTHER INCOME GENERATING ACTIVITIES

During the year under review, the Directorate organized a series of seminars and training programmes to augment its revenue generation activities thereby contributing to the Internally Generation Fund (IGF) of the University. The activities organized with their respective revenues are shown below:

Table 5: Analysis of income generation activities with their respective incomes:

| NO | DATE | ACTIVITY | REVENUE (GH?) | CONTRIBUTION TO IGF (GH?) |
|--------------|------|--|-------------------|---------------------------|
| 1 | | Seminar: “Ghana’s Football: Change the Future and Live with It” | 100,000.00 | 20,000.00 |
| 2 | | Seminar: “Corporate Secretaries: Best Practice in the Boardroom” | 37,000.00 | 7,400.00 |
| 3 | | Training: “Practical Minute Taking” | 9,700.00 | 1,940.00 |
| 4 | | Training: Executive Marketing | 35,000.00 | 7,000.00 |
| TOTAL | | | 181,700.00 | 36,340.00 |

From the above table the Directorate's net contribution to IGF in the year under review is **Thirty six thousand, three hundred and forty Ghana Cedis (GH?36,340.00)**. We hope to increase our revenue base in the coming year.

The Executive Marketing Training program is still in progress and will be ending in February, 2017.

10.0 STEPS TO IMPROVE PROFESSIONAL STUDENTS ENROLLMENT

The Directorate is taking a number of pragmatic steps to improve upon its students' enrollment base. This includes outreach programmes such as visiting corporate organizations, second cycle and tertiary institutions among others.

11.0 CHALLENGES

During the year under review the Directorate was faced with some challenges. This includes;

1. Low patronage of the professional programme, mainly due to increase in the number of tertiary institutions offering similar programmes, high cost of foreign exchange and close proximity to other professional bodies who are providing similar tuition as well.
2. Inadequate resources to embark on both internal and external promotion drive.
3. Sale of e-voucher for the professional programmes running parallel to that of the degree programme thereby preventing potential candidates from purchasing forms for the professional programmes.
4. Professional programmes not designed flexibly to accommodate wide spectrum of candidates with varied demand of courses per time. The current system designed for admitting students onto the professional programmes is perceived by all students to do one thing at a go. But the professional programme is generically designed in such a way

that candidates can take a course at a time. Per our system we cannot take such people because they have to go through the laid down procedures such as:

- Buying forms
- Pay full approved academic user facility fees
- Pay all other charges

These laid down procedures prevent the Directorate from taking candidates who have other requests other than the laid down structures. We hope to find ways to make the admission procedures flexible to attract more people with different demands.

5. High cost of the professional programmes.

12.0 POTENTIAL THREAT TO ENROLLMENT CAPACITY NEXT YEAR (CIM)

The Directorate foresees a potential reduction in enrollment of CIM students next year. This is due to the fact that one of our hard working and committed Adjunct Lecturer, Mr. Ishmael Ocansey is exiting. Mr. Ocansey is one of our experienced Adjunct lecturers who attract a lot of students onto the CIM Programme and therefore we would be grateful if management could retain him so that he can continue with his good work.

13.0 CONCLUSION AND PLANS FOR 2017

Despite our achievements this year, the Directorate has re-directed its energies, focusing on organizing seminars and training programmes which is yielding results.

PLAN FOR 2017

- The Directorate will embark on promotional activities to create awareness. This may include a documentary campaign highlighting UPSA's professional programmes.
- Sale of admission form should not be done concurrently with degree forms. The professional programme is entirely different and unique and therefore sale of form should be all year round.
- Efforts will be made to ensure that students who go through the access programme would be persuaded to continue with the professional programmes.
- Lastly, students who have only one or two papers to write should be given the opportunity to do so. This can be achieved by charging fees per course for those who would like to register.



STUDENT AFFAIRS

Mr. Mawuli Feglo
DEAN OF STUDENTS

1.0 INTRODUCTION

The year 2016 was a peaceful year in the University, as it witnessed the resolution of issues surrounding the leadership of Students Representative Council (SRC). During the year under review, our students organized activities, some of which bordered on entertainments and others development oriented. These activities were facilitated and supervised/monitored by the Office of the Dean of Students. This report covers the major activities of the Office of the Dean of Students, including the duties of key staff in the Office and our students within the year 2016.

2.0 SPONSORSHIP FROM THE UNIVERSITY

The Dean of Students was sponsored by the University to pursue a Doctor of Philosophy in Economics programme, which is progressing steadily. The Dean is very grateful to Management for the continuous support.

3.0 STAFF OF THE OFFICE OF THE DEAN OF STUDENTS

Table I below provides the names of staff in the office of the Dean of Students.

Table I: Staff in the Office of the Dean of Students

| NO | NAME | DESIGNATION | QUALIFICATION |
|----|------------------------|-------------------------|-----------------|
| 1. | Mr. Mawuli Feglo | Dean | MA, PGD |
| 2. | Mrs. Philomena Dadzie | Vice-Dean | EMBA |
| 3. | Mr. Mac-Donald Adabere | Assistant Registrar | MPhil |
| 4. | Ms. Esther Ziwu Dzifa | National Service Person | BSc. Accounting |

4.0 REGISTRATION OF CLUBS/ASSOCIATIONS

The Office of the Dean of Students registered five (5) clubs/associations and granted them permission to operate within the University. These are the Guzakuza Club, Real Estate Club, National Association of Gonjaland Students-UPSA, Intercessory Network, and TICEIT Foundation.

5.0 SPORTS

5.1 GUSA Games

A team of sportsmen and women from UPSA participated in the GUSA games at the University of Education, Winneba from 4th -16th January, 2016. The team competed in the following disciplines; volley ball, handball basketball, table tennis, badminton and athletics. The team got two silver medals and two bronze medals to place fifth out of eight public universities who participated in the games.

5.2 Inter-halls Athletics Competition

The Sports Unit organized an athletics competition for all the four (4) halls of the University on 20th and 21st October, 2016. The competition provided the Sports Unit an opportunity to recruit the best athletes for the University's team.

5.3 Inter-Departmental Games

Games in various sporting disciplines in soccer, basketball and netball were organized among the Departments of Banking and Finance, Marketing, Information Technology, Management, and Business Administration from 29th September to 12th November, 2016.

5.4 GUSA Cross Country Race

A team of athletes from UPSA participated in the GUSA Cross Country Race at the University of Development Studies, Tamale from 29th September to 10th October, 2016. Other Universities who participated in the race included: University of Cape Coast, University of Ghana, University College of Education, Kwame Nkrumah University of Science and Technology, University of Development Studies, University of Energy and Natural Resources. The UPSA male team placed eighth, whilst the female team was fifth.

5.5 Injury to student

Mr. Edward Ajomani, a level 400 Banking and Finance Student was injured (fractured his thigh bone) on 25th October, 2016 while playing a football match organized by the Sports Department. He was initially referred to the Legon Hospital and later to the Korle-bu Teaching Hospital.

6.0 WOMEN'S SUMMIT

About fifty (50) female students of the University participated in the Women's Summit at the Ghana Institute of Management and Public Administration (GIMPA) on Friday 19th February,

2016. The summit was organized by the Ghana Tertiary Women's Network and the Students' Representative Council of GIMPA.

7.0 BRITISH COUNCIL EXHIBITION

Students of the University participated in the British Council Exhibition 2016 at the World Trade Centre on 26th February, 2016. The exhibition offered participants the opportunity to meet with representatives from over thirty (30) UK universities to discuss educational opportunities available in the United Kingdom.

8.0 WEEK CELEBRATIONS

The following week celebrations were observed by various student groups:

- **Women's Commission Week of the Graduate Students' Association (22nd - 27th February, 2016):** Notable activities organized to celebrate the week included: A talk on breast cancer, breast screening, symposium and donation to the Nsawam Female Prison.
- **The Banking and Finance Students' Association Week (22nd -27th February, 2016):** Notable activities organized for the week celebrations included: A blood donation exercise, games, seminar, donation to Christ Faith Orphanage at Frafraha and a reproductive health talk.
- **Halls Week (28th February - 6th March, 2016):** Activities such as health screening, a seminar, clean-up exercises, games, quiz competition were organized to celebrate their week.
- **Ghana Muslim Students' Association Week (6th -12th March, 2016):** A clean up exercise, football match, seminar and donation to an orphanage were the key activities organized to celebrate their week.
- **Department of Accounting Students Association Week (8th -13th March, 2016):** Notable activities organized to celebrate the week included: health screening and blood donation exercise, entrepreneurship seminar, health and relationship talk and football match.
- **Bachelor of Marketing Students Association Week (14th-20th March, 2016):** Notable activities for the week celebration included: seminars, industrial tour and a visit to the Madina market.

- **Alkwaaba Week** (22nd -24th September, 2016): The week was organized by the Council of hall Presidents. The week is usually organized to officially welcome freshmen and women onto campus. Notable activities to celebrate the week were seminars and games

9.0 OTHER ACTIVITIES OF CLUBS AND ASSOCIATIONS

Besides the week celebrations, clubs and associations organized other activities within the period under review. Table 2 provides a summary of the activities of these clubs and associations.

Table 2: Other Activities of Clubs and Associations

| NO | CLUB/ASSOCIATION | ACTIVITY |
|-----|--|---|
| 1. | Bachelor of Marketing Students Association | Leadership conference |
| 2. | National Students' Serve Club | Inauguration, Seminar on Small-Scale Entrepreneurship |
| 3. | UPSA Parliament | Debate competition |
| 4. | Tertiary Education Institutional Network (NDC) | Seminar, Public Lectures |
| 5. | Rotaract Club | Clean-up exercise at the Madina Market and its environs |
| 6. | Ghana Muslim Students' Association | Handing over ceremony |
| 7. | Royal Bobo Kingdom | Coronation, clean up exercise |
| 8. | Enactus | Workshop on entrepreneurship |
| 9. | Department of Accounting Students' Association | A summit |
| 10. | Northern Students' Union | Handing over ceremony |
| 11. | Banking and Finance Students' Association | Seminar |
| 12. | Real Estate Club | Inauguration |
| 13. | Pentecost Students and Associates | Seminar on relationships |

10.0 HEALTH WALK

The Graduate Students' Association (GRASAG) organized a health walk on 7th March, 2016. The health walk began from the UPSA campus through Atomic Junction, Madina Market and back to the UPSA campus. The Dean and Vice-Dean of the School of Graduate Studies and some media houses (both state and private) participated in the health walk. At the end of the walk, the seventy (70) participants donated blood to the 37 Military Hospital.

11.0 SUMMIT

The Ghana Union of Professional Students (National) organized a financial summit on Friday, 11th March, 2016 at the University Auditorium. Participating institutions included University of Professional Studies Accra, Zenith University College, University of Ghana, Ghana Institute of Journalism, Islamic University College and Alliance Francaise among others.

12.0 GENERAL ASSEMBLY MEETING

The General Assembly of the Ghana Union of Professional Studies (GUPS) held a meeting at the University Auditorium on Saturday, 19th March, 2016. The meeting was attended by representatives from UPSA, National Film and Television Institute (NAFTI), Ghana Institute of Languages (GIL), Wisconsin University College, KAAF University College, Ghana Institute of Journalism (GIJ) among others.

13.0 HR BUSINESS CHALLENGE

Students of the University participated in the HR Business Challenge. The Business Challenge was organized by HR Focus Magazine as part of the HR Conference which took place at the World Trade Centre in Accra on 23rd September; 2016. Students of the University competed against their counterparts from University of Ghana and Ashesi University College.

The Challenge involved a problem for the contestants to solve. They were given ten (10) minutes to deliberate over the question and then present their solutions, after which they were asked questions. The objective of the exercise was to find out how innovative the contestants were and how well they could think on their feet. At the end of the competition, the team from UPSA emerged winners.

In appreciation of the achievement of the team, Management arranged for a two (2) night stay in a hotel outside Accra as motivation to the team.

14.0 SEMINAR FOR FINAL YEAR STUDENTS

Barclays Bank, as part of its corporate social responsibility organized two (2) seminars for final year students of the University. The objectives of these seminars were to equip the students with appropriate skills required for the job market. The two (2) seminars were held on 11th November and 1st December. The students were taken through topics on CV writing, interviewing techniques, career management and networking.

15.0 NUGS CONGRESS

Forty-Five (45) students, including executives of the SRC attended the NUGS Congress at the St Francis College of Education, Hohoe. The Congress was scheduled for 5th-9th October, 2016.

16.0 GHANA TERTIARY WOMEN'S AWARDS

Twenty (20) students of the University attended the Ghana Tertiary Women's Awards at the Pentecost University College, Accra. The awards ceremony which was organized by the Ghana Tertiary Women's Network took place on Friday 7th October, 2016. Twelve (12) female students of the University were awarded for their efforts towards change and development as well as impacting the lives of others.

17.0 ELECTIONS BY STUDENT GROUPS

17.1 Departmental Associations Elections

The various Departmental Associations organized elections to elect their leaders for the 2016/2017 academic year in the month of April, 2016.

17.2 JCR Elections for the Halls

Elections were organized by the four (4) halls of the University on 29th April, 2016 to elect leaders for the 2016/2017 academic year.

17.3 SRC Elections for 2016/2017 Academic Year

The SRC elected their leaders for the 2016/2017 academic year on Friday, 19th September, 2016. For the first time in the history of the SRC an electronic voting system was employed. The elections by far are the only elections of the SRC which have been widely accepted by all candidates. Table 3 presents the list of executives of the SRC for the 2016/2017 academic year.

Table 3: List of Executives of the SRC for the 2016/2017 Academic year

| NO | POSITION | NAME |
|----|--------------------------|-----------------------|
| 1. | President | Quartey Sidney |
| 2. | Vice-President | Dentu Mariam |
| 3. | Secretary | Tetteh Abigail Dewi - |
| 4. | Financial Controller | Bukari Samuel |
| 5. | Treasurer | Fianoo Wisdom |
| 6. | Public Relations Officer | Sagoe David Austin |
| 7. | Women's Commissioner | Akanjo Linda Akansedi |

18.0. HANDING OVER CEREMONIES

18.1 Departmental Associations

The various departmental associations organized handing over ceremonies to swear into office their leaders for the 2016/2017 academic year in April and May, 2016.

18.2 The Students' Representative Council

A ceremony was organized to swear into office the newly elected leaders. The ceremony was attended by the Pro-Vice-Chancellor, Registrar, Dean and Vice-Dean of Students and other Senior Members. The programme was chaired by the Dean of Graduate Studies.

19.0 SRC ACTIVITIES

19.1 Peace Campaign

The Students' Representative Council organized a week-long peace campaign from 14th - 21st November, 2016. The campaign was intended to contribute towards promoting peace before, during and after the elections. Notable activities organized during the campaign include peace concerts, peace march and a day of prayer.

19.2 Seminar for Female Students

The Women's Commission of the SRC organized a seminar for female students of the University on 17th November, 2016 at the Auditorium. The seminar was under the theme: "**Women Stand out and light your world**". Some of the key resource persons were from Podel Impact International and the Gender Unit of the University.

19.3 Seminar for Students

The External Affairs Secretariat of the SRC organized a seminar for students on 22nd November, 2016. The seminar was intended to educate students about their responsibilities as citizens with regards to the 2016 elections.

20.0 RECOGNITION OF MANAGEMENT BY STUDENTS

20.1 SRC recognizes the Vice-Chancellor

The SRC organized a ceremony to honour the Vice-Chancellor for his inspiring leadership. A citation presented to him commended him for impacting the lives of his generation.

20.2 Professional Christian Union recognizes the Vice-Chancellor

Professional Christian Union at a church service recognized the Vice-Chancellor for his transformational leadership. At the same event the Dean of Students was also recognized for being an inspiration to students. The Vice-Chancellor and the Dean of Students were given citations.

21.0 Death of Students

Within the period under review, the University lost eight (8) students. All the students have been buried and delegations from the University attended the funerals to mourn with the bereaved families. Table 4 provides the names of the deceased students.

Table 4: List of Students who passed on within the period

| NO. | NAME | LEVEL | PROGRAMME | DATE STUDENT DIED |
|------------|----------------------------|--------------|--|---------------------------------|
| 1. | Mr. Christian K. Taylor | 300 | Bachelor of Business Administration | 31 st January, 2016 |
| 2. | Ahmed Paamobi Piewuni | 200 | BSc. in Information Technology Management | 31 st March, 2016 |
| 3. | Hannah Okraku | 400 | BSc. in Accounting | 4 th April, 2016 |
| 4. | Sylvia Nana Oye Addo-Obiri | 100 | Bachelor of Business Administration | 18 th April, 2016 |
| 5. | Eric Brown Dzeble | | BSc. in Accounting (abandoned the programme at L200) | 2 nd May, 2016 |
| 6. | Williams Dzordzorny | 200 | Bachelor of Science in Accounting | - |
| 7. | Wonder Kwabla Dovlo | 200 | Bachelor of Laws | 18 th November, 2016 |
| 8. | Daniel Akeyele Awuni | 300 | BSc. Marketing | 18 th Dec. 2016 |

22.0 Focus for 2017

1. To ensure the professional day formal dressing for students on Mondays will be enforced.
All academic and administrative staff would be requested to assist.
SRC leadership will play a key role in this task.
2. Clubs and associations will be advised to celebrate their weeks concurrently.
3. A students' forum dubbed, "Day with the VC," will be organized once every semester.

23.0 Conclusion

The Office of the Dean of Students enjoyed tremendous co-operation from Management, colleagues, staff and students during the period under review. It is our expectation that the year 2017 would see more of such co-operation and collaboration.



LIBRARY

Mr. Elijah Mensah
LIBRARIAN

OVERVIEW

The year under review was successful in spite of some challenges. Moving to the new library and reading complex was a major relief for the university community. The new facility now provides efficient library services and more importantly has addressed the problem of space, which was a major issue confronting the graduate and under-graduate libraries.

The library complex served the entire student population, faculty and the general public during the year under review.

Challenges experienced included, inadequate number of staff to man key sectors of the library. .

OPENING OF NEW UPSA LIBRARY

The move from the old 127-seater library to the new 1,600-seater UPSA library was very exciting for all parties who played various roles in the transition. Though not fully furnished, at the time, the new edifice was opened for library operations on February 09, 2016 to facilitate learning and research among students and faculty of the UPSA. An estimated **5,166** patrons used the library within its first 14 days of its operation, before it was officially inaugurated by H. E. President John Mahama on July 30, 2016, library and reading complex used only two of the six (6) floors. Currently, all the six floors are in use. The library has the following sections/departments:

Lending Library, Bindery, Cataloguing, Reference Library, Discussion Area, Discussion Hall, UN Corner, Security Section, Professional Corner, Law Library, Syndicate Rooms, Learning Commons, Research Commons, Lecturers Corner, Graduate Library, Executive Learning Centre, Offices for staff and professors among others.

RELOCATION OF THE GRADUATE LIBRARY

The Graduate School Library was relocated to the new library and reading complex and opened to the University community on June 9, 2016.

LAW LIBRARY

A library was set up on the second floor for the Law Faculty. It holds all the publications for the Law programme.

STAFFING POSITION:

The total number of library staff during the period under review was as follows:

| Senior Members | No. | Senior Staff | No. | Junior Staff | No. |
|----------------------------|------------|-----------------------------|------------|----------------------------|------------|
| Librarian | 1 | Senior Library Asst. | 1 | Junior Library Asst. | 1 |
| Assistant Librarian | 1 | Library Assistants | 2 | Library Security | 5 |
| Assistant Registrar | 1 | Senior Administrative Asst. | 3 | Senior I. T. Assistant | 1 |
| Junior Assistant Registrar | 2 | Principal Library Assistant | 1 | National Service Personnel | 8 |
| | | | | | 27 |

LIBRARY FACILITIES

| Services | Quantity | Available | Accessible |
|-----------------------------|-----------------|------------------|-------------------|
| Books added to Stock (2106) | 3,543 | 3,543 | 3,543 |
| Magazines Subscribed | 19 | 19 | 19 |
| Journals Subscribed | 12 | 12 | 12 |
| Online Journals Subscribed | Many | Many | Many |
| Online Databases Available | 46 | 46 | 46 |
| Photocopier | 1 | 1 | 1 |
| Scanner | 2 | 2 | 2 |

COMPUTERS

- One Hundred and One (101) Dell branded computers have been installed in the library. Below is the breakdown

| | |
|------------------------|------------|
| Learning Commons | 66 |
| Research Commons | 24 |
| Staff | 7 |
| OPAC | 4 |
| Total Computers | 101 |

- Computers which reported windows counterfeiting were upgraded and an antivirus software installed.
- As at the time of writing this report, all computers were functional and had internet connectivity.

ELECTRONIC RESOURCES

- During the year under review groups of Level 300 students were trained on the use of the online databases.

EBooks

- The following link address: library.book24x7.com, for accessing e-books was mailed to the institution's email address for trial access, as mentioned by the personnel of Books24x7 during the demonstration. This was carried out in the presence of management and faculty members.
- The Department of Information Technology submitted some E-books on IT and these have been encrypted, stored and shared for local network access by the students.

Online U-MultiRank Project

- During the year under review about one thousand (1000) students used the Learning Commons to take online survey questionnaire for the university. The aim of this ranking was to give information to prospective students to make an informed choice on their university/higher education institution on an international scale.

TOUR AND ORIENTATION FOR FRESHMEN AND UPSA STUDENTS

Students were taken round the new library complex when it was opened on February 9, 2016. Freshmen and women were also taken through a library orientation exercise to enable

them make maximum use of the library's resources. Three Level 300 students on attachment underwent training on the administrative functions of the library.

LIBRARY VISIT/ TOUR

During the year under review, the dignitaries who visited the library included:

1. H. E. John Dramani Mahama, President of the Republic of Ghana
2. H. E. Kwesi Amissah-Arthur, Vice-President
3. Hon. Alhaji Sorogho, Member of Parliament
4. UPSA Council members
5. Officials from the National Accreditation Board (NAB)
6. Newly recruited Faculty of Law lecturers
7. Ghana Institute of Journalism (GIJ) students

CONTRACT AWARDED

- Imperial Ventures was awarded contract to supply a total of seven hundred and sixty-three (763) Law books for the new library and reading complex.
- Margins, an IT. firm was contracted to install Security Access Control systems in the Library.

DONATIONS

1. Association of African Universities (AAU) donated a scanner to be used for the Institutional Repository under the Data of African Theses and Dissertations (DATAD) programme.
2. The Korean Embassy donated eighty (80) second-hand computers to the Library. However, these computers were sent to the Computer laboratory.
3. Mr. Eugene Marfo, founder of EROgell, donated four (4) copies of his book entitled “**A Gift From The Poet Laureate**”
4. Mrs. Celestine Nudanu donated two (2) copies of her book entitled “**HAIKU Rhapsodies: Verses from Ghana**”
5. Dr. Gerald Dapaah Gyamfi donated a copy of his dissertation of Doctor of Philosophy entitled “**Case Study of Discrimination Against Religious Minority Students at Faith-Based Universities in Ghana**” to the Library.
6. Third World Network-Africa, a research and advocacy civil society organization donated assorted magazines on trade, finance, and economic policy to the UPSA Library.

CONFERENCES, WORKSHOPS & SEMINARS

Conferences/workshops/seminars attended by library staff during the period under review are as follows:

| DATE | STAFF | CONFERENCE/WORKSHOP/ SEMINAR ATTENDED | VENUE |
|--------------------------|--|--|--------------------------|
| 05/04/16 | Elijah A. Mensah/ Rosemary Okai | Committee of University Librarians and their Deputies (CULD) | KNUST, Kumasi |
| 20/05/- 18/06/16 | Ganiyatu Tiamiyu | Enhancing Librarians ICT's Skills for Research | Pretoria, S. A. |
| 29/06- 01/07/2016 | Elijah A. Mensah | 45 th Annual LIBER Conference | Helsinki, Finland |
| 20-21/ 10/ 2016 | Elijah A. Mensah Rosemary Okai Steve Tagoe Ganiyatu Tiamiyu | Ghana Library Association (GLA) Biennial Congress and AGM | Legon, UG. |

ACCREDITATION

The Library received officials from the National Accreditation Board (NAB) for library, programmes and institutional accreditation. It is worth noting that the officials highly commended Management for putting up such a magnificent edifice with up-to-date facilities and resources.

MAJOR ACHIEVEMENTS

· **Training for Staff and Students**

The electronic support unit organized a two (2) day electronic resources training for service personnel to assist them in information search. In order to assist users in searching tips, a brief manual guide was designed as a training material.

The Library during the period under review trained fresh and continuous students on the use of the Moodle. Despite staff challenges, many students who requested for this assistance were trained.

The Library also engaged some students in Information Literacy.

CHALLENGES

- **INADEQUATE NUMBER OF PERSONNEL FOR THE LIBRARY**
There is a short fall of personnel at the library and this means some sections are not manned at all times. The very high patronage of library services especially during peak periods poses a lot of security challenges including maintaining proper order in the library. The inadequate number of security personnel and absence of theft detection devices at the library put the library at risk of losing some of its materials.
- **LIBRARY CCTV**
Many sensitive areas of the Library appear on the blind side of the cameras thereby making the devices appear to be quite undependable security tools.
- **UNINTERRUPTIBLE POWER SUPPLY (UPS)**
One of the three centralized UPS on the first floor is inoperative. The officer responsible for the repairs promised a replacement but this has not been done. Hence, it is running on by-pass power, which means all sockets on that UPS will go off whenever there is a power outage.
- **SLOW INTERNET SPEED**
The library currently uses a line internet service provided by Vodafone Network and this runs very slow making internet access at the Learning Commons quite challenging.
- **LEAKAGES AT VARIOUS LOCATIONS IN THE LIBRARY**
Till date, rain water continues to leak to various parts of the library whenever there is a heavy downpour.

FOCUS FOR THE SUCCEEDING YEAR

- **AWARENESS CREATION OF THE NEW UPSA LIBRARY**
The Library hopes to undertake an aggressive campaign to inform members of the UPSA community of the facilities and rich resources that are available at the new UPSA Library in order to get all and sundry to benefit from the new facility.
- **INFORMATION LITERACY**
The library will continue to train users especially freshmen and women in information literacy to equip them with the critical skills, and how to use information necessary to become independent lifelong learners.
The Library now attracts more students reaching its full capacity due to the first class facilities, resources and pleasant environment for learning.

CONCLUSION

The Library staff would like to thank Management for their timely support and co-operation in providing a first class Library facility for the University community. Staff who work so hard to keep the Library running smoothly without hitches are also commended.



INFORMATION SERVICES & TECHNOLOGY DIRECTORATE (ISTD)

Bismarck Dzahene-Quarshie
DEPUTY DIRECTOR

1.0 INTRODUCTION

This report is a record of the operations and activities in the Information Services and Technology Directorate (ISTD) during the period January 2016 to December, 2016. The report is to provide senior management and the executive committee an update on the state of Information Services and Technology at UPSA, and to comment on the status of initiatives and projects launched in the directorate.

1.1 ORGANIZATIONAL STRUCTURE

The directorate consists of three (3) divisions, these are: Infrastructure and Engineering (I&E), Enterprise Computing and Information Systems (ECIS), Policy, Strategy and Support (PSS).

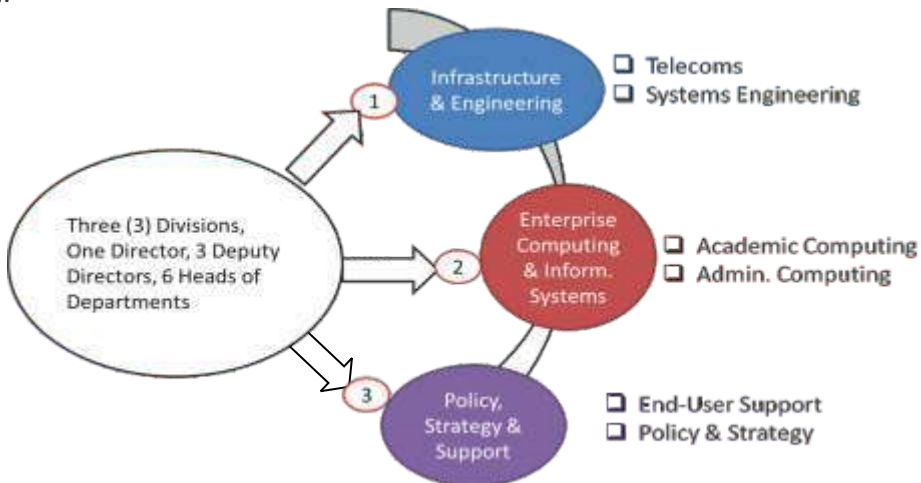


Figure 1: ISTD Organizational Structure

The Infrastructure and Engineering division comprising the departments of 1) Telecoms and Networks and 2) Systems Engineering, is responsible for the deployment, management and maintenance of telecommunication and network infrastructure and the design and engineering of IT Services. Some of the specific responsibilities that fall under the purview of this division include: data center operations, networks and systems operations, telecoms services and operations, desktop application services and engineering, web services engineering, and mobile apps engineering.

The Enterprise Computing and Information Systems division consists of the department of Academic Information Systems (ACIS) and the department of Administrative Information Systems (ADIS). The systems that fall under the purview of this division are the e-learning and instructional delivery system, research support systems, Student Management Information System (OSIS) as well as administrative systems such as human resource management system, financial management and accounting systems, assets and facility management, and inventory and procurement management systems.

The Policy, Strategy and Support division also consists of two departments: Planning, Policy and Strategy, and End-User Support Services. The division is responsible for the provision of end-user support services such as network support services; systems support services, application support services, telecom support services, and office automation support services. The Training of the user community also falls under the purview of this division. Working in collaboration with the IT Advisory Committee, and the various stakeholders in the university, PSS leads the process for the planning and development of IT policies, plans and strategies to facilitate efficient and effective deployment and use of IT for institutional administration, research, teaching and learning, and to modernize and enhance student experience.

1.2 Vision, Mission and Strategy

The Information Services and Technology Directorate was established to provide Information Services & Technology to facilitate teaching, learning and research. Through the provision of innovative solutions and efficient support services ISTD enables the University to achieve its mission.

Vision - Excellence in the provision of enabling technology solutions for teaching, learning, research and institutional administration.

Mission & Strategy

- I. Enrich the research, teaching and learning environment at the University by providing faculty, researchers, staff and students with IT resources and services that are:
 - Easy to use,

- Well-matched to their needs, and
 - Contribute effectively to the achievement of the University's institutional goals.
2. Provide an enabling technology infrastructure for ubiquitous and convenient access to computing resources, facilitating teaching, learning & research, as well as institutional administration
 3. Extend the effectiveness of our distributed environment by facilitating collaboration among and between departments and ISTD;
 4. Provide enabling technologies that support delegation of authority with appropriate controls.
 5. UPSA cultural transformation – Embed an IT culture of transparency, engagement, and partnership.

Values – The core values of ISTD are as follows:

- **Innovation** - We are an organization built on the power of creative thought.
- **Communication** - We are committed to meaningful, honest, and rigorous communication with our partners and our community.
- **Teamwork** - We believe our expertise is most valuable when we work as a team to implement solutions.
- **Empowerment** - We empower one another through open dialogue, compassion, and trust.
- **Accountability** - We take responsibility for both our successes and our failures.

1.3 GOVERNANCE

The Director and the two divisional heads (Deputy Directors) constitute the management team that oversees the day-to-day operations of the directorate. However, an IT Advisory Committee (ITAC), (comprising Deans of the academic faculties and other administrative heads) as well as various work groups are being constituted to oversee and to ease the deployment, adoption and assimilation of IT across the various arms of the university. In addition, and for purposes of inspection and audit of the infrastructure, systems, operations and controls put in place to safe guard, protect and ensure accountability in the deployment and use of IT resources in the University, the governance structure has made provision for an IT Audit to be carried out periodically by an independent entity; preferably an external entity, with the support of the Internal Audit department.

1.4 STAFFING

The staff strength of the Directorate has reduced from twenty-six (26) personnel in 2013, to a current staffing of nineteen (19) personnel as at December 2016. The breakdown is as follows:

Table 1.0: ISTD Staffing

| Position | Number |
|---------------------------------|--------|
| Director | 0 |
| Deputy Directors | 2 |
| System Administrator | 1 |
| Assistant System Admin | 1 |
| Principle IT Assistant | 2 |
| Senior IT Assistant | 9 |
| Audio Technician | 2 |
| Senior Administrative Assistant | 1 |
| Administration Assistant | 1 |

1.4 Motivation and Philosophy

The Management and Staff of ISTD are motivated by the changing roles of Universities education with digital capabilities for teaching learning research and administration globally. The successes have been fueled by our search for solutions to our challenges from within the university and sometimes engaging industry in various projects in our quest for solutions to the problems. In most cases we developed institutional capacity and technological capability through technology transfer as we interacted with key players in the industry. We are also motivated by budgetary constraints, the need to reduce cost and to seize the prevailing opportunity to do business with industry.

1. Network Infrastructure Activity Status Comment In-Progress Pending

Data Network Extension Campus Wide Fiber Backbone Extension

- v Contracted has been awarded Restructuring of Cabling in New Admin Blocky Cable Re-Structuring Completed

Cable Termination done for all wings, including the fiber uplinks Increased of Bandwidth from 45M to 155M v

Graduate Block Network

- v 100% complete, termination for Ground and 1st Floors done New Clinic Site
- v Network cabling completed. Internet has been extended to the site. The underlying philosophy of our operations is that “Technology per se is not a determinant of change; it is the social context and much more the way it is implemented that determines the impact the technology would have.” So as we seek to deploy technology to facilitate teaching, learning, research and institutional administration, we are mindful of the importance of engaging stakeholders to understand their needs and requirements and to allay their fears in terms of the risks and ramifications of the technologies to be deployed. It is also important for them to understand that technology is not a panacea to all the challenges confronting the institution and its operations, it takes looking at the challenges with a socio-technical lens in order to come out with sustainable solutions.

Table 2.0 - ISTD Activity Table

| I. Network Infrastructure | | | | |
|---|------------------|--------------------|----------------|---|
| Activity | Status | | | Comment |
| | Completed | In-Progress | Pending | |
| Data Network Extension | | | | |
| Campus Wide Fiber Backbone Extension | | v | | Contracted has been awarded |
| Restructuring of Cabling in New Admin Block | v | | | Cable Re-Structuring Completed Cable Termination done for all wings, including the fiber uplinks |
| Increased of Bandwidth from 45M to 155M | v | | | |
| Graduate Block Network | v | | | 100% complete, termination for Ground and 1st Floors done |
| New Clinic Site | v | | | Network cabling completed. Internet has been extended to the site. |

| | Completed | In Progress | Pending | |
|---|-----------|-------------|---------|---|
| Active Directory to enhance the security of our network | | v | | Yet to procure equipment |
| Extension of Intercom to other buildings | | | v | Yet to procure equipment |
| 2. Software Engineering | | | | |
| Use Interpay to sell OSN | v | | | The system is currently being used |
| Enhancement of USIS | | | v | The following systems are have developed: · Graduation Clearing system |
| USIS Hosting Resources Capacity Upgrade | v | | | Has become necessary because of the growing traffic volumes |
| Mobile application for USIS | | | v | |
| Migration of student data from I-Campus to USIS | | v | | This will make system administration easier. Graduation students data for 2017/2018 admissions will be loaded into USIS |
| | | | | |
| Enterprise computing and Support | | | | |
| | Completed | In Progress | Pending | |
| Implementation of ICT Policy | | | v | |
| Enhancement Learning Management system (Moodle) | v | | | |

2.0 REVIEW OF OPERATIONS AND ACTIVITIES

2.1 Operations

The operations of ISTD are broadly categorized as facilitating teaching, learning, research and institutional administration, infrastructural development and maintenance, services engineering and application development as well as IT Support Services and Training

2.2 Activities

ISTD undertakes two categories of activities, internal activities and external activities. Internal activities are activities undertaken by ISTD staff on campus towards development, deployment and implementation of infrastructure and services to support teaching, learning, research and institutional administration. Table 2.0 is an activity table showing the activities undertaken by the directorate during the period under review and the status of each activity.

2.3 Staffing and Re-Tooling of Existing Staff

Staffing and retooling of existing staff continues to be one of the crucial tasks in the IT Road-map for the 2013 – 2016 period. To continue the process of enhancing existing infrastructure and systems to industry standards new job roles have been identified and the job descriptions and specifications have been completed and ratified by Management. However, recruitment to fill vacant positions is still pending the approval of the University. Meanwhile the capabilities of existing staff have been assessed vis-a-vis the positions and job roles required of the new ISTD organogram, Staff who have demonstrated the competence required of their desired positions have been assigned to those positions while those who have some competency gaps are being retrained for subsequent re-deployment.

Meanwhile two senior members of the Directorate – Mrs. Hannah Ayaba Tanye and Mr. Andrews Offei Nyanteh are on study leave in Malaysia and United Kingdom respectively, pursuing graduate studies (Ph.D) in Information Systems and Network Engineering. Dr. Paul Danquah (Deputy Director) and Ms. Dzifa Bibi resigned from the institution.

2.4 WEBEX – Graduate School

The Policy, Strategy and Support Division of ISTD has since 2013 been supporting the School of Graduate Studies in the launch, operation and maintenance of WebEx; a video conferencing platform developed by Cisco. This has enabled the Graduate School to engage some professors in the USA as adjunct lecturers to remotely deliver instruction on some of the Graduate School courses to our graduate students.

During the year under review, ISTD identified two challenges associated with the use of Webex at the Graduate School. The power and connectivity challenges are being addressed. A 10Mbps dedicated internet connectivity and clean power to the Graduate School went through a proof of concept but management did not approve of the subscription.

2.5 Learning Management System – Moodle Moodle, a learning management system deployed to facilitate teaching and learning continue to suffer a setback, in terms of patronage, during the year. Moodle has not been patronized as in the previous year. The drop in usage by faculty and students has been attributed to slowness of the system. There is the need to acquire a dedicated server with a large capacity to accommodate growing traffic and to support concurrent online continuous assessments without overloading the server.

2.6 ESET Anti-Virus Software

In recent times there has been an upsurge in network security threats and network attacks. So network administrators have been confronted with the challenge of securing their networks and minimizing network attacks. Computer viruses have been a major threat to organizational/institutional email, networks and websites. To protect the UPSA network infrastructure and information resource from viruses, ISTD deployed the ESET anti-virus software in the six hundred (600) computers in our network. The license has been renewed and increased to cover the increase in computer in the institution.

2.7 Undergraduate computer laboratory

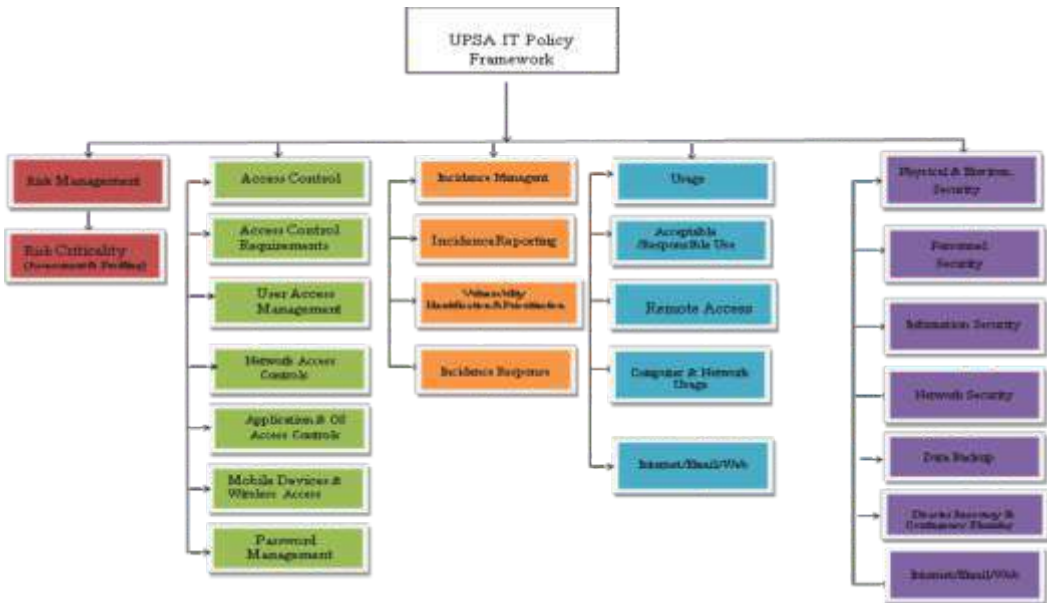
One section of the undergraduate computer laboratory was refurnished and fitted with new computers. About 80 computers with internet connectivity have been installed at the laboratory.

3.0 Upcoming Initiatives

Upcoming initiatives that are of significance to the operations of ISTD are as follows:

- Securing UPSA IT assets
- Implementing various components of our IT policy framework
- Institutional research support systems
- Segmentation of Local Area Network
- Windows Active Directorate
- UPSA mobile app

Draft ICT Policy Framework – A draft ICT policy framework illustrated below, has been put together for stakeholder review during the first quarter of this year



- **Securing UPSA IT assets** is an upcoming initiative that is crucial to the safety of our infrastructure, facilities and systems. As illustrated below the security challenge is going to be addressed at five levels; physical, infrastructure, people, application and information.

4.0 Issues and Challenges

Undoubtedly, our operations and activities were also fraught with some issues and challenges; namely:

- **Dumsor effect on Power Packs and Motherboards** - The frequent power outage popularly called *dumsor* had a heavy toll on a number of power packs and motherboards of system units on campus. In some cases, the motherboards/power packs were damaged as their surge protectors could not handle the surges.
- **Staffing**
Support staff shortage continues to be a major challenge. The support department currently has three support staff providing support services to the entire University community. Currently the number of computers and users of ICT services have increased and demand corresponding increase in support staff.

One software engineering staff resigned in 2016, leaving the I&E department with a total of seven staff. This leaves the software development team with only one full-time staff. The deputy director in charge of I&E also resigned in October leaving a big gap in the Department as he was doubling as a Director and a manager at the same time. This is inadequate for the growing demand and expanding campus network and continuous improvement systems in the University, particularly with the fiber-optic cabling project coming up and other systems expansion.

The Deputy Director of I&E's position was filled but it will take a long time for him to understand the system and be able to take full control of the department. This has a huge implication on efficiency and productivity of the department which has a resultant effect on the overall productivity index of the Directorate.

Beefing up the staff strength will enhance response time & increase productivity.

Network and Information Security - The security of our system was compromised. However, due to early detection of the intrusion, the intended damages were resolved. Meanwhile, recommendations from an external auditor are being implemented to further enhance the security of our infrastructure, facilities & systems. In addition to training of four staff in information security, preventive and detective (physical and logical) measures have been taken to forestall any such eventuality in future.

- **UPSA [Website Upgrade](#)** - It has been a major challenge getting a hand on this. A third-party service provider engaged to upgrade the current site run into problems with a web engineer who was handling the upgrade. Another contractor as selected to through a selective tendering process and again there have been issues of non-performance and not being able meet the requirement of a high ranked university website.

We are in the final stages of contracting a professional web solution provider to upgrade the site and to build capacity in-house to be maintaining the website.

- **Webex Video Conferencing at Graduate School** - Bandwidth and power continue to be the two major challenges. Adequate bandwidth and restoration of stable power will expedite delivery of lectures from remote sites. A video conferencing room with appropriate facilities will enhance seamless streaming of lectures.
- **Management of iCampus**
managing iCampus and USIS affect operation especially during admissions, registration and graduation. Migration of the iCampus into USIS will ensure seamless administration of student data during these period.

5.0 The Way Forward – 2016 Outlook

For the coming year(s) ISTD has outlined the following as key projects to undertake/complete:

1. Infrastructure Development

- Continue to pursue the establishment of the data center and backup site
- Extend and consolidate the campus fiber backbone network
- Improve the computer – student ratio on campus
- Enhance campus intercom – PABX
- Extend and optimize the network within the library and faculty offices
- Upgrade the University website and university portal
- Enhance student experience of UPSA IT systems using mobile apps
- Pursue the allocation of space, acquisition of equipment and development of infrastructure to establish a Cisco academy
- Continue to upgrade the technology in the classrooms, conference rooms
- Set-up an intranet system for internal use of members of the community.

2. Policy, Strategy & Support

- Complete the development of outstanding plans, policies and strategies, such as the business continuity and contingency plan and a comprehensive IT policy – comprising a maintenance/services policy and standard operating procedures, end-user policy, and ICT facility user policy (computer labs).
- Implement an automated help desk ticketing system to convert customer inquiries from email, phone, chat and social media into support tickets.
- Working in collaboration with the Institute for Professional Studies, to establish professional IT training and testing facilities:
 - Cisco Networking Academy
 - Microsoft IT Academy
 - Prometric/Pearson VUE Test Centers

6.0 Recommendations

In the coming year the Directorate requires the following to enable it to perform its core mandate and related functions efficiently:

- Recruitment of heads of department and personnel for the up-coming labs and teams
- Recruitment of more staff for systems and application support services
- Creation of a help desk and workshop for:
 - ? Diagnosing and troubleshooting
 - ? Repairs and maintenance services

- Support of inbound-outbound exams - secured environment and computing resources
- Workshop space for troubleshooting and repair of malfunctioning computers, laptops, printers & network devices – a dedicated room will facilitate support services
- Secure licenses for all third-party proprietary software used on our network – e.g. Microsoft, Oracle, SPSS, etc.



**QUALITY
ASSURANCE
DIRECTORATE**

Mr. George Quartey
DIRECTOR

1.0 INTRODUCTION

The aim of the Quality Assurance Directorate at the University of Professional Studies is to ensure that programs of study are relevant, fit to purpose and comparable to national and global standards. Quality Assurance practices at UPSA rely on external control of the National Accreditation Board as well as strong internal quality structure. The Quality Assurance Directorate was established with the objective to:

- Design, implement, maintain, monitor, review and improve quality assurance policies and practices within the University.
- Monitor compliance with procedures
- Ensure quality of academic programmes
- Ensure quality of teaching and learning

This status report covers the period from January to December 2016. It aims at giving the overview of the activities undertaken by the Directorate during the year under review.

2.0 STAFFING POSITION

The Directorate has staff strength of Six (6) complemented by Two (2) service persons as follows:

- | | | |
|------------------------------|---|-----------------------------|
| • Director | - | Mr. George Quartey |
| • Coordinator | - | Dr. Godwin Utuka |
| • Assistant Registrar | - | Mrs. Edna Kwami |
| • Junior Assistant Registrar | - | Mr. Augustine A. Asiedu |
| • Principal Admn. Assistant | - | Mr. Ken Puotiere Yelibo |
| • Administrative Assistant | - | Miss. Bridget Elikem Mensah |
| • National Service Personnel | - | Miss. Benedicta Asiamah |
| • National Service Personnel | - | Godfred Donkor |

Mr. George Quartey was appointed as Director at the beginning of the year under review, whilst Mr. Ken Puotiere Yelibo also joined the directorate in March 2016.

MAJOR ACTIVITIES UNDERTAKEN BY THE DIRECTORATE

The activities of the directorate during the year under review can be grouped as follows:

- Meeting National Accreditation Board's (NAB) requirements
- Ensuring quality of academic procedures/ teaching and learning
- Monitoring compliance and procedures

3.0 MEETING NAB'S REQUIREMENTS

3.1 Re-Accreditation of Existing Programmes

During the year under review, Six (6) programmes of the University expired and the faculties concerned were notified by the directorate. Applications for re-accreditation of Five (5) of the programmes were completed and the programme documents were submitted to the National Accreditation Board to begin the re-accreditation process. The re-accreditation document for one of the programmes is yet to be submitted to the directorate.

Below was the state of the affected programmes:

Table 1.0

| Programme | Year Accreditation/ re-accreditation Expired | Comments |
|---|--|--|
| MBA Total Quality Management | Sept. 2016 | Re-accreditation process started. Programme document submitted to NAB. |
| Diploma in Information Technology | Sept. 2016 | R-accreditation process completed. The programme has been assessed by NAB and assessors report received. Response and revised document submitted to NAB. |
| BSc. Information Technology Management | Sept. 2016 | R-accreditation process completed. The programme has been assessed by NAB and assessors report received. Response and revised document submitted to NAB. |
| Diploma in Business Administration (All three options) | March, 2016 | Re-accreditation process started. Programme document already reviewed by the Academic Audit and Review committee, document submitted to NAB. |
| Diploma in Public Relations Management | July 2016 | Re-accreditation process started. Programme document yet to be submitted to academic Audit for review. |

| | | |
|----------------------------------|-------------|---|
| B.Sc. Banking and Finance | March, 2016 | Re-accreditation process started. Programme document already reviewed by the Academic Audit and Review committee, document submitted to NAB |
|----------------------------------|-------------|---|

3.2 State of 2015 Expired Programmes

Five (5) other programmes which the University applied for re-accreditation were assessed by the NAB, these were:

Table 2.0

| Programme | Date Assessed | Status |
|---|----------------------------|----------------------|
| | | Certificate received |
| MBA Petroleum Accounting and Finance | 5 th May, 2016 | Awaiting Certificate |
| MBA Internal Audit | 5 th May, 2016 | Awaiting Certificate |
| BSc. Accounting | 1 st June, 2016 | Awaiting Certificate |
| | | Awaiting Certificate |

3.3 Programme Certificates Received During the Period

Programme certificates were received for the following programmes that had already been assessed by NAB assessors:

- MBA Accounting and Finance
- BSc. Marketing
- Diploma in Business Administration (Accounting Option)
- Diploma in Business Administration (Management Option)

3.4 Programme Certificates Outstanding

- MBA Petroleum Accounting and Finance
- MBA Internal Audit
- BSc. Accounting
- Bachelor of Business Administration
- Diploma IT Management
- BSc. IT Management

3.5 New Programme Accreditation

On the 11th August, 2016, the National Accreditation Board granted a three-year accreditation to the University to run the following degree programmes:

- BSc. Actuarial Science
- LLB Bachelor of Laws

3.6 New programmes for Clearance at National Council for Tertiary Education (NCTE)

The following programmes submitted to the NCTE received clearance; the programme documents are yet to be reviewed by the Academic Audit and Review Committee for onward submission to NAB.

- BSc. Business Economics
- MPhil. Finance
- BSc. in Real Estate Management and Finance

3.6.1 *PhD. In Marketing Programme*

The proposal for the PhD in Marketing Programme was revised and re-submitted to the National Council for Tertiary Education (NCTE) for clearance; the University is yet to receive a response.

4.0 ENSURING QUALITY OF ACADEMIC PROCEDURES/ TEACHING AND LEARNING

To ensure quality of teaching and learning, the University, has adopted the Teaching and Learning Outcome Deployment (TLOD) concept which uses the Learning Management System (LMS). The LMS ensures that course outlines, teaching plans and course material and assignments are available to students at the beginning of the course.

To complement the use of the LMS, two new systems of class management namely, the Lecturer Class Management System (LCMS) and the Lecturer Electronic Attendance Sheet (LEAS) were introduced by the Quality Assurance Directorate at the beginning of the second semester of the 2015/2016 academic year, after the systems had been piloted by the Faculty of Accounting and Finance. The systems were later adopted by management for all faculties at the January 2016 management retreat.

These new systems gather a near real-time data on the following:

- Lecturer attendance to class,
- Handle students' complaints,
- Monitor the availability and use of teaching and learning material,
- Lecture delivery
- Monitor compliance with the course outline schedules, course outcomes and learning objectives

Information from the lecturer class management sheet helps the directorate to promptly respond to issues with respect to course outlines and lecturer regularity in class.

Students' complaints that came to the attention of the directorate and were resolved included the following:

- Inadequate/faulty public address systems in the lecture halls
- Complaint of neglect by the weekend students
- Locking of washrooms during weekends

With the Lecturer Electronic Attendance Sheet system (LEAS) the directorate is able to verify the information obtained from the LSM with respect to lecturer attendance to class as well as the extent to which course outlines items are followed.

4.1 EVALUATION OF TEACHING AND LEARNING

An on-line evaluation of teaching and learning is conducted by the directorate two weeks before the end of semester examinations. Students at the end of every semester evaluate both the lecturers and general aspects of their courses. Course/lecturers evaluation questionnaire covers three areas namely:

- The availability of learning and teaching aids
- Teaching and learning environment
- Areas of improvement etc.

4.1.1 Course and Lecturer Evaluation for 2015/2016 Academic year

Table 3.0 below shows the course/lecturer evaluation exercises undertaken by the Directorate for the past six (6) semesters.

4.1.2 2015/2016 Academic year – Semester One Course/Lecturer Evaluation

The analysis of the Course/Lecturer evaluation data was completed and the report was submitted to management. Reports of the individual lecturer evaluation were submitted to the faculties for further action by the Deans and the HODs.

4.1.3 Second Semester Course/Lecturer Evaluation: The second semester Course/Lecturer evaluation started from April 18th, to May 1st, 2016 for all levels of students. The Directorate has completed the analysis of the data. Reports of the outcome are yet to be submitted to Management and Faculty Deans.

Table 3.0

| Year | Lecturers covered | EXCEL RESPONSE RATE | | | | | | |
|--|---|--|-----------|-----------|-----------|----------|----------|-----------------|
| 2013/2014 | | | | | | | | |
| Sem. 1 | | Level 100 | Level 200 | Level 300 | Level 400 | Dip. 100 | Dip. 200 | Graduate School |
| Sem. 2 | 88 | Course/Lecturer Evaluation was manual (Data was inadequate for any meaningful analysis) | | | | | | |
| | Introduction of on-line evaluation (Low response) | | | | | | | |
| 2014/2015 | | | | | | | | |
| Sem. 1 | 159 | 13013 | 16246 | 13025 | 5452 | 2011 | 2312 | 3017 |
| Sem. 2 | 161 | 11921 | 7715 | 3857 | 1045 | 1034 | 528 | 456 |
| 2015/2016 | | | | | | | | |
| Sem. 1 | 183 | 6861 | 8679 | 9691 | 959 | 1222 | 449 | 301 |
| Sem. 2 | 161 | 1558 | 2601 | 1560 | 488 | 515 | 515 | 420 |
| 2016/2017 (Still in data collection stage for the first semester) | | | | | | | | |
| Sem. 1 | | | | | | | | |
| Sem. 2 | | | | | | | | |

The response rate in semester one (1) of 2014/2015 academic year, a year after the online course/lecturer evaluation was introduced was high; there was however a reduction in the number of respondents for the course/lecturer evaluation for subsequent semesters for all levels as depicted by Table 3.0 above.

One reason that could be assigned to the dwindling Excel response rate over the three year-period was students' difficulty in getting access to the questionnaires online and this is mostly attributed to some technical problem of some sort, these problems tend to discourage students after several failed attempts to open the questionnaire.

The Quality Assurance Directorate intends reviewing the system to ensure that students are able to access the questionnaire without any difficulty.

Refer to Appendix I for major concerns from students.

4.1.4 Exit Survey: The directorate is collecting data electronically from students who graduated in 2016 (first degree and graduate school students) to get their feedback on academic experience and other services rendered by the University.

The Directorate shares the feeds from the questionnaire with all the Deans and HODs

of various Faculties and Schools. The advantage of having access to the feeds is to give the Deans and the HODs the opportunity to analyze the data and also immediately improve on the concerns of students whilst waiting for the final report from the Quality Assurance Directorate.

5.0 **MONITORING**

During the year under review, monitoring activities of the directorate covered the following areas:

- Registration
- Examination
- Course Outline
- Lecturer workload

5.1 **Registration**

The Directorate monitored students' registration exercise for first semester of the 2016 / 2017 academic year. For the continuing students, since the registration was done on line it was less cumbersome. For the fresh men and women, the long queues characterizing registration was minimal except at the Clinic where long queues were witnessed.

5.2 **Examinations**

During the year under review, the Directorate monitored the second semester examination of the 2015/2016 academic year. The full report has been forwarded to Management.

5.2.1 **Question Bank System**

The directorate was able to monitor the procedure for retrieval, selection and administration of questions in the bank. It was observed that the procedures as outlined in the Quality Manual were followed.

Following the procedure outlined in the Quality Manual, each lecturer of a course submits three sets of questions to the examinations unit. The director of examinations then checks whether the questions are up to standard. The day before a paper is written, the director of examinations selects a set of question independent of the course lecturer and this is printed and packaged according to the stipulated number of students in an examination hall and these packaged question papers are kept in a strong room. It was observed that on the day of the examination, the course lecturers came for the packaged question papers which were sent to the examination halls and were distributed to the invigilators in the various examination halls.

5.2.2 **Conference Marking**

The directorate also monitored to see whether the policy on conference marking is being followed by the faculties. The monitoring took place a week after examinations had started. A test check showed that, dummy marking was done before the conference marking started. It was observed that before the conference marking, course lecturers who would be involved in marking of the scripts, selected two or three different live scripts which were photocopied and were used as dummy scripts.

A test check at the Faculties of Accounting and Finance and Management a week after examinations had started, showed that dummy marking was done before marking and copies of the marked dummy scripts were seen on file. It was also observed that students' scripts were being marked in a conference setting.

5.2.2 **Conference Marking Feedback**

In order to ensure that examination scripts were monitored, controlled and secured during conference marking, a Script Marking Monitoring and Control form was introduced by the directorate. The form captured some salient information such:

- The day marking was done
- Time scripts were picked and returned
- Number of scripts that were fully completed during the day; among others.

The feeds from this system were shared with Management, Deans, HODs, Conference marking leaders and Faculty Officers to equally assist them in monitoring the conference marking online. The system has been effective in monitoring the conference marking.

5.3 **Course Outline**

The Directorate monitored the distribution of course outline to students for the first semester of 2016/2017 academic year. This was monitored through the Lecturer Class Management System and information obtained from the LSM indicated that most lecturers distributed course outlines on time.

5.3 **Lecturer Workload**

The purpose of the Lecturer workload monitoring was to ensure that lecturers were allocated the required credit hours for teaching. The directorate obtained information on the actual workload allocation from faculties.

Information received for the two semesters during the year under review consistently showed a number of lecturers working below the minimum workload requirement of

12 credit hours. For the first semester of 2016/2017, credit allocation showed about 50 percent (88 lecturers) out of a total number of lecturers (177 reported) working below the minimum workload requirement of 12 credit hours.

The recommendation is that, faculty deans should attach lecturers working below their minimum working hours to other lecturer as part of the team teaching, so that they can make up for their minimum workload requirement.

6.0 TRAINING PROGRAMS AND CONFERENCES

Training Programmes

The directorate held a training programme for all Faculty Vice-Deans and Faculty Officers on Tuesday, 26th January 2016 to help them get acquainted with the two new systems of class management known as the Lecturer Class Management (LCM) and the Lecturer Electronic Attendance Sheet systems (LEAS).

Another training programme was scheduled for February 3rd, 2016 where student feeders (students selected to feed information onto the LSM form) were also trained on how to go about feeding the required information onto the system.

There was a third training programme on March 1st, 2016 to discuss and address the challenges faced by the faculties with the implementation of Lecturer Class Management system. The resource person for all the three training programmes was the Director of Quality Assurance, Mr. George Quartey.

6.1 *Conferences Attended*

Table 4.0

| Name | Conference(s) Attended/Theme | Date/Country |
|--|---|--|
| The Director of Quality Assurance | <i>The Digital Education Show Middle East 2016; Theme: Empowering learning through technology</i> | <i>November 14 17, 2016 at Comrad Hotel Dubai UAE.</i> |

7.0 ACTION PLAN FOR 2016

Table 5.0

| PLAN | TIME-LINE |
|---|--------------------------------|
| Develop a culture of innovation in Quality Standards in Directorates and Faculties | Throughout the year |
| Conduct Tracer Studies –System Design | By July 2017 |
| Undertake Academic Audit of Faculties System design | By July 2017 |
| For Registration process, the Directorate will solicit for students' feedback on the registration process | Second Semester |
| The Directorate plans to introduce a system that monitors the effectiveness of Administrators i.e. ADD.pmc and DD.sam systems. | Mid-January 2017 |
| To Introduce Week end Students Request System | 1 st February, 2017 |
| Monitoring of Internship | Mid-July 2017 |
| Time with Directors and Deans | Mid-April |

Appendix I

Some Major concerns expressed by respondents in their comments included the following:

- **Inadequate Chairs in the Lecture halls:** students complained that inadequate chairs in the lecture hall do not help teaching and learning as students have to move around looking for chairs to use whilst lectures were in session.
- **Public Address System and projectors:** that the PA system and the projectors used are not adequate and where they are available, most of them do not function. Students sometimes could hardly hear what a lecturer says in class.
- **Library:** Students mentioned inadequate text books at the library for most of the courses as another problem and therefore asked that Management stocks the library with the basic text books on the course outline to help in their research and learning.

- **Overcrowded Lecture halls:** The lecture halls were overcrowded because sometimes a lecturer has to combine two classes.
- **Other Teaching and Learning Material which should be looked at:** These include faulty ceiling fans at the lecture halls, unkempt washroom due to irregular flow of water among others.

The directorate is reviewing students concerns to come up with systems that would help to resolve some of the problems.



**BUSINESS
DEVELOPMENT
CENTRE**

Mr. Benjamin Osafo

DIRECTOR

1.0 INTRODUCTION

The Business Development Centre (BDC) is the commercial wing of the University of Professional Studies, Accra (UPSA) charged with the responsibility to develop and effectively manage the commercial ventures of the University aimed at generating additional stream of revenue for the University.

This report is a summary of activities undertaken by the Centre from 1st January to 31st December 2016. The report covers the following thematic areas: Management Team; Staffing Positions; Business Portfolio; Summary of Income Received; Achievements; Challenges, Conclusion; Recommendations; and Focus for 2017.

MANAGEMENT TEAM

Members of the management team responsible for the commercial ventures in the year under review are presented in Table I:

Table I. Composition of Management Team

| | |
|--------------------------|--|
| Mr. B. K. Osafo | Director of Centre |
| Dr. Helena Ahulu | Coordinator of Access Programme |
| Mr. Kobina Asante Ampadu | Head, Short Training Courses & WVFL/UPSA Collaboration |
| Mr. Japheth Vitasi | Head, Programmes Unit |
| Mr. James Nii Armah | Head, Certification Courses |
| Nana Yaa Obeng | Hostel Manager |

The Management Team was responsible for the day-to-day administration of the Centre. The Director coordinated activities between the Centre and the other Directorates, Departments, Units/Sections of the University.

1.0 STAFFING STRENGTH/POSITIONS

The staff strength of the Business Development Centre in the year under review was eleven (11) comprising: five (5) senior members; five (5) senior staff and one (1) junior staff.

The staffing positions, qualifications and their respective units of operations are presented in Table 2:

Table 2: Staffing Positions at the Business Development Centre

| NO. | NAME | QUALIFICATION | RANK | STATUS |
|-----|---------------------------|---|-------------------------------|---|
| 1. | Mr. B. K. Osafo | MBA (Marketing) MSc (Chemical Eng.) | Director | Business Development Centre |
| 2. | Mr. Kobina A. Asante | Mphil (Administration) Bsc (Administration) Diploma (Accounting) | Assistant Registrar | Short courses & WVFL/UPSA Collaboration |
| 3. | Mr. Vitase Japheth | MBA (HRM) BA (Sociology & Political Science), ICOSA Part II | Junior Assistant Registrar | Programmes Unit |
| 4. | Mr. James Nii Aryee Armah | BSc. MBA (Marketing) | Junior Assistant Registrar | Certification Courses Unit |
| 5. | Ms. Stella Owusu | BSc (Hospital Management) MBA (Human Resource Management) | Junior Assistant Registrar | Office of the Director |
| 6. | Ms. Benedicta Elikem | Professional Diploma in Marketing (CIM-UK) BSc Marketing | Principal Marketing Assistant | Programmes Unit |
| 7. | Mr. Fuseini Mohammed | CIM-UK , Part II | Snr. Administrative Assistant | Programmes Unit |

| | | | | |
|-----|---------------------|--|-------------------------------|----------------------------|
| 8. | Ms Lesley Impraim | BBA,DBS,NACVET | Snr. Administrative Assistant | Certification Courses Unit |
| 9. | Nana Yaa Obeng | Diploma (Business Management) Diploma (Estate Management) | Estate Manager | UPSA Hostel |
| 10. | Ms. Delali Gborglah | BBA | Snr. Marketing Assistant | UPSA Hostel |
| 11. | Apalugo Joseph | DBS, Accounting | Snr Clerk | Office of the Director |

Source: Human Resources/Administration, December 2016

Two recruited staff were posted to the hostel in the year under review. They were Nana Yaa Obeng-Estate Manager and Ms Stella Owusu- a Junior Assistant Registrar. Nana Yaa Obeng reported for duty in May 2016 and Ms Stella Owusu- in August 2016.

Two staff of the Centre were re-assigned to other departments in the University: Mrs Benedicta Quao was re-assigned to the Research and Consultancy Centre; and Mrs Joyce Sackey - to the Law Faculty. Mr James Nii Armah Aryee was also re-assigned to the Centre from the Information Services and Technology Directorate (ISTD).

1.0 BUSINESS PORTFOLIO

The Centre's business portfolio in the year under review comprised twelve (12) commercial ventures namely:

- i. The School of Graduate Studies (SOGS);
- ii. The Weekend School;
- iii. The Evening School;
- iv. Access Programme;
- v. Certificate Courses;
- vi. Short Training Course;
- vii. Consultancy Services;
- viii. Certification Courses;
- ix. WVFL/UPSA Unit;
- x. Internet Café Services;
- xi. Ground Rent; and
- xii. UPSA Hostel

4.1 The School of Graduate Studies (SOGS)

The School of Graduate Studies (SOGS) continued to play a leading role in the tertiary business education landscape in Ghana by mounting demand-driven postgraduate programmes in management and accounting disciplines.

In the year under review, the School mounted nine (9) master's programmes through its evening and weekend sessions. The programmes were:

- i. MBA in Accounting and Finance;
- ii. MBA in Petroleum Accounting and Finance;
- iii. MBA in Auditing;
- iv. MBA in Internal Auditing;
- v. MBA in Corporate Governance;
- vi. MBA in Marketing;
- vii. MBA in Total Quality Management;
- viii. MSc in Leadership; and
- ix. MPhil in Leadership.

In the 2015/2016 second semester course registration exercise, six hundred and fifty-four (654) students were found to have registered with the Graduate School as at 9th February 2016.

At the 2016/2017 admission exercise, the Graduate School received seven hundred and sixty-six (766) applications from prospective students out of which six hundred and fifty-nine (659) students were offered admission. As at 8th November 2016, the number of registered students in the Graduate School for the 2016/2017 first semester was one thousand and fifty-six (1,056) as against eight hundred and fifty-eight (858) in 2015/2016. At the 8th Congregation, held on 30th July 2016, the School graduated a total of four hundred and twenty-four (424) Students comprising: three hundred and ninety-one (391) registered students who completed in 2015/2016; and thirty-three (33) students from previous years' groups.

Cash received from the School in the year under review was seven million eight hundred and ten thousand five hundred and sixty-seven Ghana cedis twenty-six Ghana pesewas (GH 7,810,567.26).

4.2 The Weekend School

The Weekend School mounted four (4) undergraduate programmes in the year under review namely:

- i. BSc. Accounting;
- ii. BBA (Administration);
- iii. BSc. Marketing; and
- iv. BSc. Banking and Finance.

At the 2015/2016 second semester course registration exercise, seven hundred and sixty-five (765) students were found to have registered with the School as at 9th February 2016 as against

one thousand and seventy-nine (1,079) for the same period in the 2014/2015 academic year.

At the 2016/2017 admission exercise, the Weekend School received five hundred and eight (508) applications but offered two hundred and ninety-two (292) admissions.

At the 2016/2017 first semester course registration exercise, one thousand and sixty-one (1,061) students were found to have registered with the School as against one thousand two hundred and five (1,205) in the same period in 2015.

Cash received from the School in the period under review was four million nine hundred and forty-four thousand seven hundred and twenty-six Ghana cedis forty-five Ghana pesewas (**GH 4,944,726.45**)

4.3 The Evening School

The Evening School provides avenue for workers to pursue further educational and career enhancement in the field of business. The School also had substantial number of Senior High School graduates.

The Evening School mounted seven (7) undergraduate programmes and five (5) diploma programmes in the period under review. The undergraduate programmes were:

- BSc. Accounting,
- BSc. Marketing,
- Bachelor of Business Administration (BBA);
- BSc. Banking and Finance;
- BSc. Information Technology Management;
- BA. Public Relations Management; and
- Bachelor of Laws.

The Diploma programmes were:

- Dip. in Management;
- Dip in Marketing;
- Dip. in Accounting;
- Dip. in Public Relations Management; and
- Dip. in Information Technology Management.

In the 2015/2016 second semester registration exercise, one thousand one hundred and seventy-two (1,172) students were found to have registered with the School as at 9th February 2016 as against one thousand and eighty-nine (1,089) in the same period in 2015.

At the 2016/2017 admission exercise, the Evening School received nine hundred and ten (910) applications for admission into its undergraduate and diploma programmes but offered six hundred and forty-nine (649) admissions.

At the 2016/2017 first semester registration exercise, one thousand eight hundred and eighty-

seven (1,887) undergraduate students and one hundred and ninety (190) diploma students were found to have registered with the School.

The Evening School graduated five hundred ninety-nine (599) students at the 8th congregation, held on 30th July 2016. This was made up of five hundred and twenty-six (526) undergraduate and seventy-three (73) diploma students.

Cash received from the School in the year under review was six million two-hundred forty-six thousand and twenty-seven Ghana cedis seventy-three Ghana pesewas (**GH 6,246,027.73**).

4.4 Access Professional Programme

The Centre mounted three professional programmes in the year under review namely: CIM, ACCA and ICAG. The Centre did two (2) streams of admission in the period: one in February and the other in August. In the February admission, seventy-nine (79) students were enrolled, details of which are presented in Table 4.

Table 4. Student Enrolment by Gender on the Access Professional Programme in the February Admission

| PROGRAMME | ENROLMENT | | TOTAL |
|--------------|-----------|-----------|-----------|
| | Male | Female | |
| CIM-1 | 9 | 5 | 14 |
| CIM-2 | 11 | 21 | 32 |
| ACCA-1 | 5 | 3 | 8 |
| ACCA-2 | 15 | 10 | 25 |
| TOTAL | 40 | 39 | 79 |

Lectures for the February admission began on 1st February 2016 and ended on 31st May 2016. Students of the ACCA and CIM professional programmes wrote their mock examinations from 23rd-27th May 2016. The professional examinations for ACCA were written from 6th-10th June and for CIM- from 27th June-1st July 2016. Assignments for the CIM programme were submitted to CIM (UK) on 30th June 2016. The assignments for the CIM programme, unlike the previous year, were submitted by the University and not by the students' association, CIMSAG. This was to ensure that only those assignments supervised by the lecturer in-charge were submitted to CIM (UK) to avoid copying, a situation that led to the cancellation of the papers of seven (7) students in December 2015.

Cash received from the February admissions amounted to twenty-eight thousand eight hundred

and ninety Ghana cedis (**GH 28,890.00**).

In the August admissions, eighty-five (85) students were enrolled as per the statistics in Table 5.

Table 5. Student Enrolment by Gender on the Access Professional Programme in the August Admission

| PROGRAMME | ENROLMENT | | TOTAL |
|--------------|-----------|-----------|-----------|
| | Male | Female | |
| CIM-1 | 19 | 15 | 34 |
| CIM-2 | 8 | 6 | 14 |
| ACCA-1 | 11 | 8 | 19 |
| ACCA-2 | 6 | 3 | 9 |
| ICAG-1 | 6 | 3 | 9 |
| TOTAL | 50 | 35 | 85 |

Lectures for students of the August batch of admissions began on 16th August 2016. Students who had registered for the professional examinations took their mock exams on 21st November while the rest of the students wrote their normal examination on 28th November 2016.

CIM Professional examinations were written from 6th - 7th December 2016 while that of ACCA - from 5th - 9th December 2016.

Cash received from the August batch of admission was seventy-three thousand two hundred and ten Ghana cedis (**GH 73,210.00**).

Total cash received from the Access Programme in the year under review was one hundred and two thousand one hundred and Ghana cedis (**GH 102,100.00**).

4.2 Certificate Courses

The Centre mounted four (4) certificate courses in the year under review namely:

- i. Certificate Course in Practical Treasury Management
- ii. Certificate Course in Investigative and Forensic Psychology;
- iii. Certificate Course in Forensic and Investigative Accounting & Auditing; and
- iv. Certificate in Practical Accounting

4.4.1 Certificate Course in Practical Treasury Management

The Certificate Course in Practical Treasury Management was introduced in the year under

review, and the duration was eleven (11) Saturdays from 19th March to 28th May 2016. Twenty-one (21) students enrolled on the course comprising: seventeen (17) male and four (4) female students. All twenty-one successfully completed the course and were awarded certificates at a brief ceremony held on 2nd July 2016.

Cash received was fifty-four thousand six hundred and fifty Ghana cedis (**GH 54,650.00**).

4.4.2 Certificate Course in Investigative and Forensic Psychology

The Certificate Course in Investigative and Forensic Psychology has been running since 2014. In the 2016, the course was mounted for sixteen (16) Saturdays starting from 2nd April and ending on 16th July, 2016. The enrolment was eighty-five (85) comprising: seventy-five (75) male; and ten (10) female students. The final examination was written on 16th July 2016. Sixty-two (62) students passed the exams and were awarded certificates on 15th October 2016.

Examination re-sit was organised on 5th November 2016 for those who were not successful. Only seventeen took the re-sit. They all passed and were awarded certificates. Six (6) students however, failed to turn up.

Total cash received at the end of the course was one hundred and twenty-three thousand five hundred Ghana cedis (**GH 123,500.00**).

4.4.3 Certificate Course in Forensic and Investigative Accounting & Auditing

The Certificate Course in Forensic and Investigative Accounting & Auditing was introduced in the year under review. It was mounted for twelve (12) Saturdays starting from 18th June and ending on 10th September 2016. A total of seventy-six (76) students were enrolled on the course comprising: sixty-four (64) male; and twelve (12) female students who successfully completed the course and were awarded certificates on 22nd October 2016.

Cash received in the year under review was one hundred and sixteen thousand three hundred and fifty Ghana cedis (**GH 116,350.00**).

4.4.4 Certificate in Practical Accounting

The Certificate in Practical Accounting course was mounted for the second time after being introduced in 2015. Lectures were held on Saturdays only from 10th September to 5th November 2016. Final exams were written on 19th November 2016. Certificates were awarded on 10th December 2016.

Cash received at end of the course was twenty thousand eight hundred and fifty Ghana cedis (**GH 20,850.00**).

Total cash from the four (4) certificate courses amounted to three hundred and fifteen thousand three hundred and fifty Ghana cedis (**GH 315,350.00**).

4.5 Short Courses

The Centre organised four (4) short courses in the year under review and these were:

- i. Developing Administrative Executives;
- ii. Practical Budgeting Skills;
- iii. Psychology for Leaders-Developing Emotionally Intelligent People;
- iv. Psychology for Leaders-Developing Emotionally Intelligent People.

Total cash received from short training courses in the year under review was twenty-five thousand Ghana cedis (GH 25,000.00).

4.6 Consultancy Services

The Centres of Excellence in the university that provided consultancy/training services in the year under review were:

- i. The Centre for Public Accountability;
- ii. The Otumfuo Centre for Traditional Leadership; and
- iii. The Research and Consultancy Services Centre

4.6.1 The Centre for Public Accountability

In the year under review, the Centre for Public Accountability organised training workshops on 'Accountability and Public Sector Governance' for the following organisations:

- Ashanti Regional Coordinating Council:- the workshop was organised from 18th-19th February 2016 and attended by seven (7) Metropolitan, Municipal and District Assemblies (MMDAs);
- Social Security and National Insurance Trust (SSNIT) - the workshop was organised from 26th - 27th July 2016 and attended by twenty (20) staff of SSNIT.

The Centre also received a delegation from East Timor and Cambodia on 21st March 2016, who came to learn about accountability practices and the Public Financial Management Systems (PFMS) of Ghana. A delegation from the Economic and Financial Committee of the National Assembly of Ivory Coast also visited the Centre in the period.

The Centre also obtained sponsorship of thirty-one thousand US dollars (US\$31,000.00) from Ghana Oil and Gas for Inclusive Growth to execute a proposal on Improving Public Financial Management System in Ghana. As part of implementation of this proposal the Centre organized a high-level Dialogue at Movenpick Hotel on 23rd June 2016 on the topic: Improving Public Financial Management in Ghana. The forum was attended by representatives from academia, international non-governmental organisations, professional bodies, public and civil servants and civil society organisations. A communiqué was issued at the end of the dialogue. It was intended to influence some changes in the Public Financial Management Bill.

Cash received by the Centre in the year under review was twenty-six thousand Ghana cedis **(GH 26,000.00)**.

4.6.2 The Otumfuo Centre for Traditional Leadership

The Centre organized a five-day training workshop for chiefs and staff of the Traditional Councils across the country, Regional and National House of Chiefs from 29th August to 2nd September

2016. Fifty (51) participants attended the workshop for Part I, Part II & Part III of the training programme.

At the end of the workshop, twenty-one (21) participants of Part I and twenty-six (26) participants of Part II were awarded certificates in Chieftaincy Management and Administration. Four (4) of the first batch of trainees were awarded Diploma in Chieftaincy Studies in Leadership and Management after successfully completing Parts I, II & III.

Cash received in the year under review was sixteen thousand six hundred Ghana cedis (**GH 16,600.00**).

4.6.3 Research and Consultancy Centre

The Centre organised one (1) training course for Perseus Mining Ghana Ltd in Takoradi. The title of the course was Effective Leadership and Supervision Skills, held from 18th - 22nd July 2016.

Cash received in the year under review was fifteen thousand Ghana cedis (**GH 15,000.00**).

Total cash received from the Centres of Excellence in the year under review was fifty-seven thousand six hundred Ghana cedis (**GH 57,600.00**).

4.7 Certification Courses

A new unit was created in the year under review to run Certification Courses. The Centre is collaborating with two training institutions to run the certification courses namely; i. Self Search Company Ltd; and ii. CADD Centre Ghana of the Advanced Institute of Technology (AIT). Self Search is the International Affiliate Partner in Ghana for the American Certification Institute (ACI). The ACI certification courses under consideration in this collaboration are:

- International Negotiations;
- International Trainer;
- Six Sigma (Green and Black Belt);
- Certified Business Administrator;
- Certified Human Resource Series;
- Certified Marketing Management Series; and
- International Customer service.

The MOU for the collaboration is yet to be signed.

The Centre is collaborating with CADD Centre Ghana of the Advanced Institute of Technology to mount the Microsoft Project (MSP), a software-based project management course. Preparations are underway to sign MOU with CADD.

4.8 WVFSL/UPSA Collaboration

The Centre created a new unit in the period under review to manage the collaboration between the Wealth Vision Financial Services (WVFSL) and the University aimed at promoting the growth of small and medium scale enterprises (SMEs) in Ghana. The collaboration was borne out of a presentation made by WVFSL at the 2014 management retreat in Elmina, after which approval was granted by Management for the collaboration to take off.

An MoU was signed in the year under review. The partners seek to promote SME's growth through a two-tier approach:

- i. To streamline the business processes and practices of identified SMEs; and
- ii. To inject capital as equity into the identified SMEs to make them viable.

The partnership intends to create a pool of associate management consultants to improve the management practices of the identified SMEs. The training and selection of the associate consultants planned for 2016 could not come off as effort to recruit the immediate past graduates of UPSA did not materialize. The training has therefore been scheduled for the first quarter of 2017, and shall be opened to the public.

The secretariat for the collaboration is located in room 69 at the new Administration Block.

4.9 Internet Café

The Internet Café was closed down in the last quarter of the year under review due to poor patronage over the years.

Cash received in the year under review was one thousand nine hundred and one Ghana cedis (**GH 1,901.00**)

4.10 Ground Rent

The University received ground rent from the following categories of tenants in the year under review:

- i. Photocopier Operators;
- ii. Food Vendors; and
- iii. Fencewall Advertisers

4.10.1 Photocopier Operators

In the year under review, thirteen (13) photocopier operators were relocated from the temporary shed to the premises of Like Home Food Court to make way for the construction of the Students' Centre and the Auditorium Complex. The operators pre-financed the wiring of the premises at a cost of two thousand three hundred and forty Ghana cedis (**GH 2,340.00**) which was credited to their accounts. Thus from August-December 2016 the total debt of the thirteen photocopier operators amounted to five thousand five hundred and ten Ghana cedis (**GH 5,510.00**) out of which four thousand two hundred and ninety Ghana cedis (**GH 4,290.00**) was redeemed, leaving behind an outstanding rent of one thousand two hundred and twenty Ghana cedis (**GH 1,220.00**).

In the year under review, the Business Centre at the Library was allocated to Neks Superior Services to provide secretarial services to users of the Library.

Total cash received in the year under review was twelve thousand three hundred and twenty-five Ghana cedis (**GH 12,325.00**).

4.10.2 Food Vendors

Two of the food vendors at the Food Court were evacuated in the period under review to enable construction of the Students' Centre and Auditorium Complex to progress. The remaining three shall be evacuated as at when the Physical Development Directorate advises.

Cash received in the year under review amounted to four thousand three hundred and seventy Ghana cedis (**GH4,370.00**).

4.10.3 Fencewall Advertising

Three (3) professional examination regulatory bodies continued to rent space on the fencewall of the university to advertise their professional programmes. Discount equivalent to two hundred and eighty Ghana cedis (**GH 280.00**) were granted the Chartered Institute of Management Accountants (CIMA) and the Chartered Institute of Taxation, Ghana (CITG) for providing sponsorship towards the 8th Congregation of UPSA.

All are in good standing except ICAG that owes three thousand three hundred and sixty Ghana cedis (GH 3,360.00).

Cash received in the year under review amounted to seven thousand four hundred and twenty Ghana cedis (**GH 7,420.00**).

Total cash received from ground rent in the year under review was twenty-four thousand one hundred and fifteen Ghana cedis (**GH 24,115.00**).

4.11 UPSA Hostel

The UPSA hostel continues to be the most preferred destination for student accommodation among UPSA students in the Legon-Madina catchment area. In the year under review the main activities undertaken included:

- i. Hostel Registration
- ii. Renewal of Contract of Support Staff
- iii. Opening of ECG Vending Point
- iv. Room Inspection
- v. Major Maintenance Works
- vi. Long Vacation Accommodation
- vii. Halls Week Celebration
- viii. Hall Executives Election/Swearing-in
- ix. Internet Connectivity
- x. Orientation

4.11.1 Hostel Registration

Two (2) registration exercises were conducted in the year under review:

- i. 2015/2016 2nd Semester Hostel Registration: The hostel registration exercise for the 2nd semester of the 2015/2016 academic year started on the Monday 25th January and

officially ended on Sunday 31st January 2016. A new feature of the exercise was the introduction of biometric device which made it possible to link the fingerprint identity to the database of residents. This has enhanced security in the administration of keys to the residential rooms.

At the end of the exercise one thousand one hundred and seventy (1,170) students were admitted to the hostel. The registration exercise proceeded smoothly.

- ii. 2016/2017 1st Semester Hostel Application/Registration: The 1st semester hostel application/registration exercise for the 2016/2017 academic year began on 27th June and ended on 17th October 2016. It was conducted in three phases as follows:

Phase 1: Admission of continuing students;

Phase 2: Admission of fresh students of existing programmes;

Phase 3: Admission of fresh students of newly-introduced programmes (Law and Actuarial Science)

At the end of the exercise a total of one thousand one hundred and ninety (1190) students were officially admitted to the hostel. The exercise proceeded with a major challenge as the desktop hostel management application software crashed after the exercise. However, the online application software is operational, as a result the data is intact. The software provider is working assiduously to restore the desktop application.

All residents were presented with the rules and regulations governing residence in the hostel as part of the registration exercise.

4.11.2 Renewal of Contract of Support Staff

The contracts of all (35) support staff were renewed twice in the year under review after a number of them were laid off due to inter-semester breaks.

In line with this, the contracts of all thirty-five (35) support staff were renewed for the 2nd semester of the 2015/2016 after twenty-five (25) of the staff were maintained for the 2015/2016 1st semester vacation. The renewal was for a period of four (4) months from 1st February to 31st May 2016.

The contracts were renewed again for four (4) months, from 1st September -31st December 2016 after twenty-six (26) were maintained for the long vacation break from 1st June to 31st August 2016.

4.11.3 Establishment of ECG Vending Point

The process to establish ECG vending point in the hostel was accomplished in the year under review. The vending point is now in operation and residents now buy their electricity credits from the lobby at the ground floor of the hostel Administration Block.

4.11.4 Room/Balcony Inspections

Room inspections are conducted for the purpose of determining the extent of routine maintenance required in the course of the semester. They also help in determining and apportioning the cost of repairs to residents found to have misused items in the rooms of residence. In the course of which the use of prohibited items are confiscated.

In the year under review six (6) room inspections were conducted and routine maintenance carried out to restore damaged items. Items found prone to damages included door and wardrobe stoppers; study tables; toilet seats; water closet handles; fan regulators; and sockets.

Balcony inspections are conducted to regulate the use of the balconies located on the periphery of the hostel block as drying areas, which tend to deface the block.

In the period under review, five (5) random inspections were conducted and the balconies of seventy-four (74) rooms, involving 200 residents were found to have been used as drying areas. First-time offenders were warned, second-time offenders were fined GH 30.00 whereas the residential status of third time offenders shall be revoked as outlined in the Rules and Regulations of the hostel. This action has helped to maintain sanity in the use of the external balconies as drying areas at the hostel.

4.11.5 Major Maintenance Works

The major maintenance works carried out in the year under review were: maintenance of the CCTV security system; painting; and fumigation.

- i. **Maintenance of CCTV Security System**
A thorough maintenance work was carried out on the CCTV Security System that involved the replacement of all sixty-four (64) cameras with infra-red cameras (with 4-year warranty), three (3) video receivers and the installation of two (2) inverters. Rewiring of five (5) of the cameras is yet to be done to complete the maintenance work. The maintenance work is being executed by All Detective Security Company Ltd.
- ii. **Fumigation of the Hostel**
A one-week thorough fumigation exercise was undertaken to rid off bed bugs and rodents from the hostel. There were few reported cases of bed bugs after the exercise, but this were also dealt with. The hostel is therefore free of bed bugs. The fumigation work was done during the long vacation.
- iii. **Painting of Hostel**
Painting of the hostel was part of the major maintenance works undertaken in the period under review. All the corridors and one hundred (100) rooms were be painted. Oil paint was used on the corridors, which can be washed when dirty.

4.11.6 Long Vacation Accommodation

The hostel was opened to the public for renting during the 2015/2016 long vacation from 13th June 2016 to 27th August 2016. The hostel attracted patronage from both individuals and institutions that included churches, educational institutions, foreigners, non-governmental organisations, and student groups among others. The institutional clients included International Church of Christ, Eagle Centre International Ministry, Healing Jesus Ministry, University of Ouagadougou, Colleges of Education, Camfed, Lifelink, All African Student's Union, Palm Institute, One Ghana, School of Medical Sciences (KNUST), Lighthouse Church, JAD Local-ECAD (Burkina Faso) and EP Church Men's Fellowship.

Cash received in the period amounted to one hundred and nine thousand five hundred and eighty-three Ghana cedis (**GH 109,583.00**)

4.11.7 Halls' Week Celebration

The annual Halls' Week was celebrated from the 29th February to 3rd March 2016 amidst a lot of funfairs. Activities for the celebration included: seminars; inter hall basketball contest; inter-hall soccer competition; inter-hall quiz; artiste night; and a visit to the Bona Vista beach at Kokrobite.

The inter-hall basketball contest was won by Yaa Asantewaa, inter-hall soccer competition and quiz were won by Liberty Hall.

4.11.8 Hall Executives Election/Swearing-in

Election of hall executives for the four (4) halls of the University for the 2016/2017 academic year was successfully conducted on 1st May 2016. A short swearing-in ceremony was organized on 17th September 2016 to usher into office the hall executives for the 2016/2017 academic year. The swearing-in ceremony was organized at the forecourt of the hostel. Three (3) positions are by elections and two (2) by appointment. The elected positions are: President; General Secretary and Financial Controller. The Treasurer and Organizing Secretary positions are by appointment. The executives are presented in Table 6 below.

Table 6. Hall Executives for 2016/2017 Academic Year

| NO. | HALL | HALL EXECUTIVES | |
|-----|---------------|----------------------|-----------------------|
| | | POSITION | NAME |
| 1. | Yaa Asantewaa | President | Kwabena Boakye Yiadom |
| | | General Secretary | Diana Owiredu |
| | | Financial Controller | Sydney Clotey |
| | | Treasurer | Dorothy Ameyaa |
| | | Organising Secretary | Marvelous Nuku |
| 2. | Opoku Ampomah | President | Julius Dornu Dugbatey |
| | | General Secretary | Rhoda Dede Kwao |
| | | Financial Controller | Emmanuel Omari |
| | | Treasurer | Jennifer Agbetsoamebo |
| | | Organising Secretary | Garry Dumor |
| 3. | Liberty | President | Prince Addo |
| | | General Secretary | Anita Mensah |
| | | Financial Controller | Desmund Osuquaye |
| | | Treasurer | Adjoa Ansa Antwi Ntim |
| | | Organising Secretary | Kelvin Anane |
| | | | |
| 4. | Mandela | President | Nuapah Sedem Atta |
| | | General Secretary | Jennifer Kwabi |
| | | Financial Controller | Herbert Obeng |
| | | Treasurer | Daisy Okyere Darko |
| | | Organising Secretary | Claudio Anamor |

The election process involved: opening of nominations; vetting of aspirants; manifesto reading; presidential debate; and voting.

4.11.9 Internet Connectivity

Two internet connectivity projects were executed in the year under review namely: Internet Connectivity to the Hostel Block; and internet connectivity to the Administration Block of the hostel.

i. Internet Connectivity to the hostel block.

The project to link the hostel block to the world-wide web was executed by the Broadband Home Ltd. The project was completed in November 2016 and is currently being test-run. The official launching is yet to be done.

ii. Internet Connectivity to the Administration Block of the Hostel

The installation of internet connectivity to the Administration Block of the hostel is being carried out by the National Information Technology Agency (NITA) under the Ministry of Communication. Laying of the fiber cables, installation of the server and connection of the fiber cable to the server have been completed.

Activation of the connectivity in the Legon-Madina catchment area, according to engineers of NITA, has begun from the University of Ghana and yet to reach the UPSA campus and the hostel.

4.11.10. Orientation

The maiden orientation for residents of the hostel was organised on 18th November 2016 during which management of the hostel had a fruitful interaction with residents. The orientation was aimed at informing residents about the rules and regulations governing residence at the UPSA hostel.

Key concerns expressed by residents during question time included:

- i. The delay in the payment of net refundable deposits after the tenancy period;
- ii. The need to provide a comprehensive list of the cost of items used for maintenance ;
- iii. The erratic flow of water at some sections of the hostel;
- iv. The need for more artisans to meet the increasing maintenance work;

Management of the hostel has since taken steps to address some of the concerns, for instance an assessment of the water supply system has been done and a report is anticipated for action to be taken. A list of the cost of plumbing, electrical and carpentry items used for routine maintenance is being compiled, which shall be made available to residents. A memo is yet to be sent to the Director of Finance to assign an Accountant to help in the computation of net refundable deposit payable to residents after the tenancy period.

1.0 Conferences Attended

The Director, Mr. B.K. Osafo attended the 3rd International Conference on “Academic and Industrial Research in Business, Management and Social Sciences” held in Dubai from 16th -17th December 2016.

2.0 Achievements

The major achievements of the Centre in the year under review may be enumerated as follows:

- I. Significant increase in revenue from Certificate Courses by 128% as a result of:
 - a. The increase in enrolment onto the Certificate Course in Investigative and Forensic Psychology by 40%;
 - b. The introduction of the Certificate Course in Forensic and Investigative Accounting and Auditing which was also well patronised (76 students).
- ii. The establishment of ECG vending point in the hostel, which has eliminated the hassle associated with the purchase electricity credit from vendors located outside the hostel;
- iii. The introduction of yet another product- Certification Courses- to the business portfolio of the Centre;
- iv. The dramatic reduction in the use of prohibited items in the hostel due to regular room inspections;

3.0 CHALLENGES

The major challenges encountered by the Centre in the year under review were:

- i. The decrease in enrolment to the Weekend School;
- ii. The poor patronage of short courses;
- iii. Lack of internet connectivity in the Administration Block of the hostel;
- iv. Irregular supply of water to a section of the hostel;
- v. The lack of a hall constitution to regulate student governance in the hostel;
- vi. The frequent break-down of the elevator in the hostel due to poor user habits;
- vii. The disposal of high volumes of solid waste in the hostel by one worker;
- viii. The unavailability of a portal on the university's website for the Business Development Centre.

4.0 CONCLUSION

The Business Development Centre continued to execute its mandate to generate additional stream of revenue for the University. In the year under review, the Centre added two commercial ventures to its portfolio namely: Certification Courses; and a Unit to promote the growth of small and medium-scale enterprises in Ghana. These brought the total number of commercial ventures to twelve (12).

Total cash received from the commercial activities of the Centre in the year under review amounted to twenty-one million five hundred and seventy-five thousand three hundred and forty-nine Ghana cedis nine Ghana pesewas (**GH 21,575,349.09**) which showed a modest decrease by 3% over that of 2015. The Weekend School, Graduate School and the Evening School contributed 88% of the cash received with the Weekend School occupying a

disappointing third position. This is against the backdrop that the Weekend School was the leading income earner in 2015. The Graduate School generated the highest revenue among the three schools. It is also important to note the enhanced performance of Certificate Courses, which posted a 128% increase in revenue over that of 2015.

The year has been quite successful and this could not have been achieved without the tremendous support from Management of the University for which the Centre is very thankful. Staff of the Centre is highly encouraged by this support and therefore commit to work harder to increase revenue significantly in 2017.

5.0 RECOMMENDATIONS

The following recommendations are being made for the consideration of Management:

- i. The Director of the Centre is encouraged to map out strategies to increase enrolment onto the Weekend School to restore its cash-cow status;
- ii. The Director is encouraged to design strategies to make the short course attractive to increase participation and revenue;
- iii. The Director is encouraged to develop strategies to increase income from the hostel during the long vacation;
- iv. The hall tutors are encouraged to complete the review of the draft hall constitution to improve the student governance system in the hostel;
- v. Management is encouraged to employ one more staff to assist in the disposal of solid waste in the hostel;
- vi. Management is encouraged to appoint and allocate tutors to the halls to provide academic advice, counselling etc. to residents to enhance student governance in the hostel;
- vii. To enhance the beautification of the hostel, it is recommended that a fence is constructed to separate the hostel block from the undeveloped land beside the hostel.

6.0 PROJECTIONS FOR 2017

The Centre shall focus on the following activities in 2017:

- i. To develop and implement strategies to increase enrolment to the Weekend School by 20%;
- ii. To increase the number of short courses by at least 100% (to at least 8 short courses);
- iii. To increase the number of certificate courses by 50% (to 6)
- iv. To develop and implement strategies to increase revenue from long vacation rent by 100% (to GH 200,000.00);
- v. To improve hostel administration through the documentation of all standard operating procedures (SOPs);
- vi. To implement cost-reduction strategies to increase income surplus in 2017.



**MEDICAL
SERVICES
DIRECTORATE**

Dr. Bernard Dornoo
DIRECTOR

1.0 INTRODUCTION

This is an annual report of the Medical Directorate of the University of Professional Studies, Accra (UPSA) for the year 2016. The report basically covers clinical, non-clinical, technical and administrative support services rendered to the university and the general population. The report focuses on the following:

- Clinical Services
- Non-clinical activities
- Capacity building
- Preventive Health Services (Medical Screening, Health Education and Promotion)
- Technical support services rendered to other departments of the university.

The year 2016 began on a very good note as we had fully settled at our current relatively spacious facility which provided the conducive environment for clinical work. Two nurses on secondment from the Ghana Health Service who joined the directorate late 2015 settled in very well and added to the overall provision of quality healthcare to our clients.

2.0 CLINICAL SERVICES

2.1 Clinical Care and Consultation Services

As our mandate stipulates, the directorate provided clinical and consultation services to students, members of staff, dependants of members of staff, non-dependant relations of members of staff and non-university community members of the public (NUCM).

2.2 OPD Attendance

Within the year under review, a total of **15,192** attendances for clinical consultation and clinical care were recorded. This was made up of **3,139** for members of staff, **8,460** for students, **1,933**

for staff dependants, **172** for contract staff, **329** for national service persons and **507** for non-university community members of the public (NUCM). Table I below shows the details of OPD attendances.

Comparing the 2016 attendance figure of **15,192** to the 2015 figure of **12,862**, shows **18.1%** increase, an indication of continuous increase in attendance year after year

Table I: OPD Attendance and Consultations

| MONTH | SEX | STAFF | DEPENDANTS | NSP | CONTRACT | NUCM | STUDENTS | TOTAL |
|--------------|-----|--------------|--------------|------------|------------|------------|--------------|---------------|
| JANUARY | M | 123 | 46 | 20 | 3 | 10 | 36 | 238 |
| | F | 78 | 78 | 10 | 1 | 8 | 32 | 207 |
| FEBRUARY | M | 147 | 93 | 25 | 10 | 31 | 481 | 787 |
| | F | 118 | 104 | 20 | 5 | 19 | 517 | 783 |
| MARCH | M | 160 | 62 | 15 | 5 | 33 | 605 | 880 |
| | F | 89 | 92 | 8 | 5 | 33 | 703 | 930 |
| APRIL | M | 141 | 62 | 23 | 6 | 21 | 712 | 972 |
| | F | 94 | 92 | 18 | 5 | 19 | 768 | 986 |
| MAY | M | 147 | 59 | 16 | 2 | 15 | 480 | 719 |
| | F | 86 | 97 | 13 | 3 | 21 | 556 | 776 |
| JUNE | M | 252 | 79 | 18 | 20 | 29 | 27 | 425 |
| | F | 152 | 100 | 10 | 16 | 26 | 35 | 339 |
| JULY | M | 238 | 81 | 19 | 12 | 18 | 28 | 396 |
| | F | 138 | 102 | 17 | 10 | 28 | 43 | 338 |
| AUGUST | M | 157 | 55 | 10 | 4 | 29 | 46 | 301 |
| | F | 88 | 88 | 3 | 3 | 34 | 55 | 271 |
| SEPTEMBER | M | 152 | 65 | 4 | 10 | 16 | 449 | 696 |
| | F | 66 | 76 | 15 | 17 | 22 | 493 | 689 |
| OCTOBER | M | 186 | 120 | 7 | 5 | 13 | 637 | 968 |
| | F | 129 | 114 | 22 | 9 | 26 | 672 | 972 |
| NOVEMBER | M | 144 | 55 | 6 | 6 | 12 | 503 | 726 |
| | F | 77 | 98 | 16 | 3 | 16 | 582 | 792 |
| DECEMBER | M | 118 | 53 | 5 | 6 | 12 | 324 | 518 |
| | F | 59 | 62 | 9 | 6 | 16 | 331 | 483 |
| TOTAL | | 3,139 | 1,933 | 329 | 172 | 507 | 9,115 | 15,192 |

1.1 First Time Attendants

A total of **3,152** clients accessed services at the out-patient department as first time attendance in 2016. This is made up of **128** members of staff, **162** staff dependants, **2,558** students and **189** NUCM. Details are shown in Table 2 below.

Table 2: First Time Clinic Attendants

| MONTH | STAFF | | | DEPENDANT | | | NSP | | | CONTR. | | | STUDENTS | | | NUCM | | | TOTAL |
|--------------|-----------|-----------|------------|-----------|-----------|------------|-----------|-----------|-----------|-----------|-----------|-----------|------------|--------------|-------------|------------|-----------|------------|-------------|
| | M | F | T | M | F | T | M | F | T | M | F | T | M | F | T | M | F | T | |
| JANUARY | 6 | 8 | 14 | 2 | 3 | 5 | 11 | 0 | 11 | 1 | 0 | 1 | 12 | 2 | 14 | 9 | 2 | 11 | 56 |
| FEBRUARY | 4 | 6 | 10 | 3 | 2 | 5 | 7 | 3 | 10 | 0 | 1 | 1 | 73 | 90 | 163 | 7 | 3 | 10 | 199 |
| MARCH | 10 | 1 | 11 | 1 | 2 | 3 | 3 | 0 | 3 | 1 | 3 | 4 | 146 | 141 | 287 | 9 | 3 | 12 | 320 |
| APRIL | 5 | 1 | 6 | 3 | 2 | 5 | 4 | 5 | 9 | 4 | 0 | 4 | 136 | 164 | 300 | 6 | 9 | 15 | 339 |
| MAY | 4 | 1 | 5 | 2 | 4 | 6 | 4 | 0 | 4 | 0 | 0 | 0 | 85 | 305 | 390 | 3 | 2 | 5 | 410 |
| JUNE | 1 | 1 | 2 | 1 | 0 | 1 | 4 | 2 | 6 | 4 | 6 | 10 | 3 | 258 | 261 | 5 | 3 | 8 | 288 |
| JULY | 10 | 14 | 24 | 17 | 20 | 37 | 1 | 0 | 1 | 2 | 2 | 4 | 11 | 16 | 27 | 15 | 14 | 29 | 122 |
| AUGUST | 16 | - | 16 | 10 | 17 | 27 | 4 | 0 | 4 | 0 | 0 | 0 | 37 | 21 | 58 | 24 | 16 | 40 | 145 |
| SEPTEMBER | 5 | 2 | 7 | 7 | 13 | 20 | 2 | 8 | 10 | 1 | 0 | 1 | 168 | 147 | 315 | 6 | 11 | 17 | 370 |
| OCTOBER | 21 | 2 | 23 | 17 | 23 | 40 | 4 | 10 | 14 | 0 | 2 | 2 | 180 | 221 | 401 | 8 | 17 | 25 | 505 |
| NOVEMBER | 3 | 7 | 10 | 6 | 7 | 13 | 3 | 8 | 11 | 1 | 1 | 2 | 133 | 209 | 342 | 8 | 9 | 17 | 395 |
| DECEMBER | 6 | 3 | 9 | 4 | 8 | 12 | 1 | 2 | 3 | 0 | 0 | 0 | 105 | 176 | 281 | 7 | 8 | 15 | 320 |
| TOTAL | 85 | 43 | 128 | 69 | 93 | 162 | 48 | 38 | 86 | 14 | 15 | 29 | 984 | 1,574 | 2558 | 100 | 89 | 189 | 3152 |

The total number of persons attending clinic for the first time increased from **2,702** clients to **3,152** clients, accounting for an increment of 16.65% over that of 2015.

1.1 Common Conditions

A varied number of clinical conditions ranging from communicable to non-communicable diseases were diagnosed and managed. These included Malaria, Upper Respiratory Tract Infections (including Pharyngitis, Rhinitis, Common cold, Flu and Sinusitis), Urinary Tract Infections, Sexually Transmitted Infections (particularly amongst students); as well as Hypertension, Diabetes and other Life-style related conditions like hypercholesterolemia (high cholesterol) and overweight/obesity (mostly amongst members of staff and their dependants). Seasonal and periodic conditions such as Asthma, allergies, allergic rhinitis, dysmenorrhea, as well as other gynecological conditions were diagnosed and managed for all categories of clients. Table 3 Shows the Top 10 Clinical conditions diagnosed and managed at the clinic during the year under review.

Table 3: Top 10 Clinical Conditions Accounting for Hospital Attendance

| Diagnoses | Number of Attendance |
|--|-----------------------------|
| URTI (including Rhinitis, Sinusitis, Influenza, Common Cold) | 998 |
| PUD (including Gastritis, GERD and H. pylori infection) | 400 |
| ENTERITIS/GASTROENTERITIS | 244 |
| HYPERTENTION (including Reviews) | 225 |
| FUNGAL SKIN INFECTIONS (including Tinea versicolor, T. capitis, T. corporis. T. pedis) | 218 |
| PHARYNGITIS/TONSILLITIS | 218 |
| UTI | 205 |
| VAGINAL DISCHARGE SYNDROME | 153 |
| MYALGIA | 144 |
| HEADACHES | 116 |

I.1 Procedures, Detentions and Referrals

I.1.1 Procedures

Procedures such as Nebulization, Suturing, Ear Syringing, Wound Suturing and Dressing, as well as Hepatitis B vaccinations were undertaken during the period. A total of 130 such cases were managed as detailed below in Table 4

Table 4: Procedures

| ACTIVITY | STAFF | STUDENTS | DEPENDANTS | NUCM | TOTAL |
|------------------------------------|--------------|-----------------|-------------------|-------------|--------------|
| Ear syringing | 3 | 9 | 3 | 0 | 15 |
| Nebulization | 6 | 7 | 6 | - | 19 |
| Wound Suturing and Dressing | 15 | 63 | 5 | 13 | 96 |
| TOTAL | 24 | 79 | 14 | 13 | 130 |

Table 5: Detentions and Referrals

| ACTIVITY | STAFF | STUDENTS | DEPENDANTS | NUCM | TOTAL |
|------------------|--------------|-----------------|-------------------|-------------|--------------|
| Referrals | 11 | 27 | 10 | 3 | 51 |
| Detention | 46 | 127 | 42 | 14 | 229 |
| TOTAL | 57 | 154 | 52 | 17 | 280 |

1.1 Sickbay at UPSA Hostel

The Medical Directorate continues to operate the sick bay at the University's hostel when students are in session. Operations for the current semester started in September when students reported for the 2016/2017 academic year.

1.2 Diagnostic and Imaging Services

1.2.1 Laboratory Diagnostic Services

The Laboratory continued to provide efficient diagnostic services for clients. The in-house production of distilled water greatly continue to support laboratory work. In all **4,764** patients had one or more laboratory tests conducted on them. These included **1,175** staff, **2,413** students, **952** staff dependants and **224** NUCM. Table 6 below shows the breakdown.

Table 6: Patients Who Received Laboratory Diagnostic Services, 2016

| MONTH | STAFF | | | DEPEND. | | | STUDENTS | | | NUCM | | | TOTAL | COST ¢ |
|--------------|------------|------------|-------------|------------|------------|------------|------------|-------------|-------------|-----------|------------|------------|-------------|----------------|
| | M | F | T | M | F | T | M | F | T | M | F | T | | |
| JANUARY | 37 | 24 | 61 | 30 | 35 | 65 | 5 | 19 | 24 | 1 | 3 | 4 | 154 | 5,924 |
| FEBRUARY | 57 | 41 | 98 | 43 | 50 | 93 | 98 | 150 | 248 | 5 | 18 | 23 | 462 | 15,709 |
| MARCH | 53 | 41 | 94 | 19 | 21 | 40 | 121 | 255 | 376 | 10 | 14 | 24 | 534 | 22,980 |
| APRIL | 47 | 42 | 89 | 30 | 41 | 71 | 205 | 251 | 456 | 9 | 13 | 22 | 638 | 29,965 |
| MAY | 37 | 39 | 76 | 33 | 43 | 76 | 138 | 214 | 352 | 7 | 7 | 14 | 518 | 21,065 |
| JUNE | 78 | 44 | 122 | 29 | 48 | 77 | 9 | 10 | 19 | 12 | 16 | 28 | 246 | 11,700 |
| JULY | 40 | 64 | 104 | 40 | 50 | 90 | 6 | 8 | 14 | 10 | 17 | 27 | 235 | 12,410 |
| AUGUST | 40 | 42 | 82 | 28 | 33 | 61 | 6 | 7 | 13 | 10 | 14 | 24 | 180 | 11,110 |
| SEPTEMBER | 42 | 46 | 88 | 39 | 58 | 97 | 104 | 120 | 224 | 7 | 10 | 17 | 426 | 21,680 |
| OCTOBER | 68 | 87 | 155 | 64 | 58 | 122 | 119 | 129 | 248 | 10 | 12 | 22 | 547 | 29,145 |
| NOVEMBER | 76 | 64 | 140 | 43 | 63 | 106 | 107 | 159 | 266 | 5 | 8 | 13 | 525 | 32,500 |
| DECEMBER | 48 | 18 | 66 | 29 | 25 | 54 | 80 | 93 | 173 | 2 | 4 | 6 | 299 | 12,725 |
| TOTAL | 623 | 552 | 1175 | 427 | 525 | 952 | 998 | 1415 | 2413 | 88 | 136 | 224 | 4764 | 226,913 |

1.1.1 Laboratory Medical Screening Services

The Laboratory, as part of medical screening exercises undertook the following laboratory screening for clients at a total cost of **407,200**:

- Staff Medicals Screening = **364**
- Student Medical Screening = **3,243**
- Sports Medical Screening = **101**

1.1.2 Medical Imaging Services

The Directorate added to its range of diagnostic services the use of an Ultra-sound scan during the year under review. The Ultra-sound machine which was procured by the University in late 2015 was finally made ready for use in the last quarter of 2016. The Medical Directorate has arranged for the services of a Specialist Radiologist from the 37 Military Hospital who currently comes twice a week to conduct ultra-sound examination for clients of the clinic. With the operationalization of the Ultra-sound unit, all Ultra-sound scan requests both from within and without in respect of staff and their dependents are to be carried out at UPSA Diagnostic Centre. As at the end of 2016, 24 clients, inclusive of 5 private patients have been diagnostically scanned for various conditions.

The Directorate has further communicated the availability of the ultra-sound services to the La-Nkwantanan Madina Municipality Health Directorate to court clients of the Ghana Health Service and private facilities in the municipalities to access the Ultrasound services at UPSA.

Preliminary assessment has been initiated for the procurement and establishment of a modern digital X-ray Unit at the clinic.

1.2 Pharmacy and Dispensary Services

The Pharmacy provides services for clients of the UPSA Clinic as well as for staff and staff dependents attending clinic at authorized health facilities whose prescriptions are endorsed by UPSA doctors.

The pharmacy interns from Pharmacy Council who begun an internship exercise with our pharmacy in September, 2015, finally ended the exercise in June, 2016.

During the period under review, the Pharmacy served a total of **14,241** prescriptions at a total cost of **₵451,461**. The total cost of medicines and pharmaceuticals procured in 2016 amounted to **₵388,533.04**. The monthly representation of prescriptions served and cost of medicines served to staff, students and staff dependants are as detailed in Table 7 below:

Table 7: Monthly Breakdown of the Number of Prescriptions and Cost of Medicines served to Staff, Students and Staff Dependants in 2016

| MONTH | STAFF | | STUDENTS | | DEPENDANTS | | TOTAL | |
|--------------|--------------|----------------|--------------|----------------|--------------|---------------|---------------|----------------|
| | Number | Cost ₹ | Number | Cost ₹ | Number | Cost ₹ | Number | Cost ₹ |
| JAN | 225 | 18,143 | 52 | 1,090 | 129 | 7,000 | 461 | 27,206 |
| FEB | 233 | 11,935 | 804 | 12,098 | 176 | 6,398 | 1,326 | 33,242 |
| MAR | 213 | 14,627 | 1,073 | 13,555 | 142 | 4,504 | 1,509 | 34,414 |
| APRIL | 232 | 15,041 | 1,307 | 18,667 | 150 | 5,969 | 1,772 | 41,570 |
| MAY | 214 | 16,632 | 878 | 17,206 | 151 | 5,871 | 1,300 | 41,190 |
| JUNE | 313 | 19,167 | 35 | 867 | 159 | 6,458 | 621 | 30,374 |
| JULY | 273 | 16,391 | 44 | 1,180 | 177 | 7,059 | 595 | 27,030 |
| AUG | 204 | 13,601 | 60 | 1,244 | 130 | 8,443 | 481 | 27,713 |
| SEPT | 191 | 16,589 | 730 | 14,270 | 125 | 5,448 | 1,139 | 38,522 |
| OCT | 250 | 19,450 | 1,074 | 17,574 | 208 | 8,896 | 1,613 | 48,930 |
| NOV | 243 | 16,643 | 1,125 | 16,932 | 168 | 7,543 | 1,626 | 43,974 |
| DEC | 362 | 25,059 | 1,102 | 18,234 | 231 | 11,048 | 1,798 | 57,296 |
| TOTAL | 2,952 | 203,278 | 8,284 | 132,917 | 1,946 | 84,637 | 14,241 | 451,461 |

1.0 NON-CLINICAL SERVICES

1.1 Health Screening, Education and Medical Examination

1.1.1 Pre-Employment Medical Examination

The Directorate continued to provide medical examination services for all persons being engaged in the employment of the University. During the year under review, a total of 150 newly recruited staff went through the pre-employment medical examination process.

1.1.2 Staff Health Screening

The annual medical screening for UPSA staff was conducted from 13th June to 15th July, 2016. The exercise included eye screening, laboratory investigation and physical examination. Overall **364** went through the exercise.

1.1.3 Freshers' Medical Screening

The annual medical screening of newly admitted students of UPSA was conducted from August to October 2016; and a mop-up exercise in December. The exercise included eye screening, laboratory investigation and physical examination. A total of **3243 fresh men and women** went through the exercise.

1.1.4 Sports Teams Medical Screening And Support

The Directorate in collaboration with the Sports Directorate undertook sports medical screening exercise for all the various disciplines of sports for the University's teams during preparations towards all sporting activities in which the university participated including the 2016 GUSA games at Winneba.

1.2 NHIS Registration

The Directorate collaborated with NHIS Adenta office to offer opportunity to staff and dependants to renew and register unto NHIS scheme by bringing the exercise to campus, at the expense of the university. The essence of this exercise is to get many staff as possible to register unto the scheme to help minimize cost of healthcare to the school. Unfortunately, some members of staff do not use their NHIS cards when they access service at or are referred to facilities which accept the NHIS card for service.

2.3 Clinical Meetings

For the first time in the history of the Directorate, a quarterly programme of clinical meetings has been instituted. These meetings are held to share knowledge and experiences as a way of improving the quality of care and professional delivery of services. The records unit gave the first presentation during the first quarter, the pharmacy did the second quarter presentation and the third quarter presentation was delivered by the nursing unit. The fourth and final quarter was presented by the laboratory unit.

2.0 TECHNICAL AND SUPPORT SERVICES

The Medical Directorate continued with the provision of technical and support services to other directorates, faculties and units of the university. These included the Office of the Vice-Chancellor, Office of the Registrar, Academic Affairs Directorate, Sports Directorate, Human Resource Unit, and various faculties.

3.0 HUMAN RESOURCE AND CAPACITY DEVELOPMENT

3.1 Staffing

The staffing strength for nursing which improved with the arrival of the two nurses on secondment from Ghana Health Service received a further boost with the recruitment of two new nurses during the last quarter of the year 2016. Overall however the Directorate continues to operate with a sub-optimal human resource capacity and posing a challenge to the full operation of the directorate, particularly with respect to clinical services.

The laboratory, pharmacy, medical and records units in particular currently work under strenuous situations in the light of the ever increasing patient attendance rates, and there is therefore the urgent need to recruit more technical staff to optimize the delivery of clinical and adjunct services.

The release of Dr. Emmanuel Asante back to Ghana Health Service made it more difficult in maintaining current clinical shifts by the doctors of the directorate, particularly when all efforts to get doctors on secondment from the Ministry of Health and the Ghana Health Service yielded no positive response. This has brought about the necessity of falling on locum doctors to fill in the gaps when the situation demands. Two additional medical officers are urgently needed to enable the directorate manage the increasing attendance at the Clinic.

Table 8 below gives a summary of current staff strength and recommended complements.

Table 8: Current and Required numbers of various categories of staff at the directorate

| No. | Staff | Current | Required | Variance |
|--------------|------------------------|----------------|-----------------|-----------------|
| 1 | Medical Officers | 3 | 5 | 2 |
| 2 | Nurses | 9 | 10 | 1 |
| 3 | Administrator | 2 | 2 | 0 |
| 5 | Laboratory Technicians | 3 | 5 | 2 |
| 5 | Pharmacist | 1 | 2 | 1 |
| 6 | Pharmacy Assistant | 2 | 4 | 2 |
| 7 | Medical Record Officer | 2 | 4 | 2 |
| 8 | Orderlies Officer | 3 | 3 | 0 |
| Total | | 25 | 35 | 10 |

1.1 Capacity Building

During the year under review, sponsorship was procured from USAID/FHI to enable 4 nurses undertake training in current management of sexually transmitted infections organized by the Ghana Health Service. This has greatly built the capacity of our nurses in dealing with the treatment and counseling services particularly for our students amongst which there is a high incidence of sexually transmitted infections.

Other members of staff including the doctors attended various courses and Continuous Professional Development sessions.

2.0 INFRASTRUCTURE

2.1 X-ray Unit

In collaboration with the Physical Development Unit, preparations are being made to remodel the X-ray unit to make it ready for the installation of a modern X-ray machine scheduled to be purchased in 2017 by the university.

3.0 FINANCES

3.1 Medical Expense Refunds

The new medical refund procedure took effect in February and has been running smoothly till date. This new procedure has made the system more efficient and immensely promoting the use of internal facilities and resources available.

3.2 Sources Of Income

The activities of the Medical Directorate and the provision of medical care by the Clinic continue to be funded by the University. Students, members of staff and their dependants however receive services at no cost to them.

The Directorate however generates income from clinical services rendered to members of the public who access care in the facility on fee paying basis. During the period under review, the directorate realized an amount of **Thirty-two thousand and twenty-two Ghana Cedis and ninety two pesewas (GHC 32,022.92)** from consultation and clinical services rendered to non-university community members and staff relatives who accessed our facility. Table 9 shows the monthly breakdown.

Table 9: Amounts Generated by Services Offered to NUCM in 2016

| MONTH | AMOUNT |
|--------------|------------------|
| January | 605.99 |
| February | 2169.97 |
| March | 2556.15 |
| April | 2101.63 |
| May | 1908.16 |
| June | 4,496.53 |
| July | 2,892.45 |
| August | 4,357.74 |
| September | 1,832.72 |
| October | 3,571.05 |
| November | 2,984.99 |
| December | 2,545.54 |
| TOTAL | 32,022.92 |

1.0 CHALLENGES

The Directorate faces two major challenges as enumerated below.

1.1 AMBULANCE

The absence of an ambulance continues to pose problems for the directorate thereby compromising patient safety during emergencies. Virtually, the vehicle of the Assistant Registrar

of the Directorate has been turned into an ambulance with himself as ambulance driver. This is a very disturbing development.

1.2 HUMAN RESOURCE

The human resource capacity of the directorate is still below the required minimum as four out of six units that make up the Directorate are under resourced to effectively run the current two-way shift. Those units include, Medical, Laboratory, Records and Pharmacy. To run a two-way shift effectively, the minimum required number of staff for each unit is five (5), but currently working with three (3) in each unit.

2.0 RECOMMENDATIONS

The Directorate wishes to appeal to Management to do everything it could to employ two additional staff each for medical (Doctors), laboratory, pharmacy and the records. This will enable the Directorate operate effectively and cover more service delivery time including Sundays both at the clinic and at the UPSA Hostel.

There is also the urgent need to acquire a new ambulance and efforts initiated by the directorate with the support of the Registrar must be pursued with the National Ambulance to harness the possibility of making UPSA Clinic a National Ambulance Service Centre, which status comes with fully equipped ambulance and trained personnel.

The establishment of a modern digital X-ray unit will not only enhance service delivery, but will greatly save the University money in undertaking the annual medical screening exercise for fresh students.

3.0 CONCLUSION

The Directorate will strive to provide the quality medical care and services, as well provide an efficient technical support for the various directorates and units in spite of the challenges and constraints.



PHYSICAL DEVELOPMENT

Mr Edward Odjidja
DIRECTOR OF WORKS

INTRODUCTION

This report outlines the various activities carried out by the Physical Development Directorate in the course of the year 2016.

During the year under review there was the continuation of projects that had begun from the previous year and completion of some of the projects that had been initiated.

The Major constructional projects, carried out in the course of the year included.

- The Academic Wing Complex
- Landscaping to Quadrangle
- Furnishing to Library Reading Rooms and Offices complex
- Car parking/paving works to area around the north wing of the administration block
- Auditorium and students' Centre

The report also covers areas of maintenance, general sanitation, landscaping, power, water supply and sewerage on the University campus.

1.0 THE ACADEMIC WING COMPLEX –

Progress of work on this project was not too encouraging due to the pace of work of the contractor.

Work progress has been as follows:

1.1 The NB block

The block on completion has been planned to accommodate the following facilities:

Ground floor: Offices for lecturers.

First and second floors: Computer laboratories

Third floor: Offices for Information Systems and Technology Directorate (ISTD). Work has been ongoing at the fourth floor extension of the NB block, the second and third floors, and the offices for lecturers' block of the Academic Wing Complex.

1.12 Second floor

This floor was initially designed as a library, but the space has been earmarked for use as a computer laboratory. Currently the space is being used as a lecture hall.

Painting to doors and window frames -90%

Louvre frame installations -95%

Ceiling soffits painting – 95%

Terrazzo cutting and polishing -100%

Builders works - 40% complete

The outstanding works on this floor is mainly at the washroom areas. Builders works at the washroom areas is 40% complete

1.13 Third floor

Internal partition block work -100%complete

Internal plastering - 40% complete

Builders' works - 40% complete

Installation of window frames and burglar proof - 98% complete

External plastering is 100% complete.

The computer laboratory that was refurbished after fire had damaged it has been furnished and put to use.

1.2 Offices for lecturers – Ground and third floor

Work on block work partitions for the third floor was completed during the second quarter of the year. As at the close of the year work done on the two floors was as follows:

Internal plastering: third floor – 90%

Ground floor – 100%

Installation of Door frames: third floor – 95%

Ground floor –100%

Electrical cable installations: third floor – 35%

Ground floor – 85%

Installation of glazed aluminium sliding windows: (ground and third floor) -100% complete

Installation of burglar proof for windows:

Ground floor – 99% complete

Third floor –100%

Plumbing first fixes to washrooms:

Ground floor - 100%, third floor - 80%

Floor screeding on the third floor has been completed and floor tiles for the two floors were delivered to the site.

The outstanding furniture for offices on the first and second floors was delivered.

During the first quarter of the year, the work to the courtyard in-between the Graduate school block and the AB block was completed.

2.0 Library Reading Rooms and Offices Complex

Furnishing to the complex continued during the course of the year. The following furnishing items have so far been supplied to the library:

| Description Of Items | Ground floor | First floor | Second floor | Third floor | Fourth floor | Fifth floor |
|---|---|-------------|--------------|-------------|--------------|-------------|
| Shelves, carrels and seats | v | v | v | v | v | |
| furniture for offices (library staff) | seatsv | v | v | v | v | v |
| office desks | v | v | v | v | v | v |
| furniture for offices(Professor's) | v | v | v | v | v | v |
| high stools for help desk | v | | v | | v | |
| Metal drawer filing cabinets for offices | v | v | v | v | v | v |
| Metal sliding filing cabinets for offices | v | v | v | v | v | v |
| 4 seater study tables, | ~ | ~ | v | v | v | ~ |
| Sofas for learning commons | v | v | v | v | v | v |
| UPVC partitions and glazing | ~ | ~ | ~ | v | v | v |
| Turnstiles and door access controls | Works have been awarded to Margins Ltd. Installation works begun at the end November 2016. Work was slow due to the fact that examination was in progress and the library was in full use | | | | | |

| Description Of Items | Ground floor | First floor | Second floor | Third floor | Fourth floor | Fifth floor |
|-------------------------------------|--------------|-------------|--------------|-------------|--------------|-------------|
| book trolleys | v | | | | | |
| Stepping stools & book stops | v | v | v | v | v | |
| Furniture for syndicate rooms | | | v | | v | |
| study stations with privacy screens | | | | v | v | |
| Sofas for various spaces | v | v | v | v | v | v |
| storage racks on tracks | v | v | v | v | v | v |
| book stoppers | v | v | v | v | v | |
| Lecture tables(5 th flr) | | | | | | v |
| Lecture seats(5 th flr) | | | | | | v |

The ground, first, second and a section of the fourth floors of the library were put to use.

2.1 Installation of Burglarproof to Fifth and Fourth Floors

Installation of burglarproof has begun on the fifth and fourth floors of the library.

This would be extended to cover all the second and third floors.

An AVR has been installed to regulate power to the lift at the library.

3.0 Construction and Completion of Paving/Parking Works off the North Wing of the Administration Block

Work was scheduled to be completed in March 2016, but the contractor, having received several warnings relating to the unnecessary delay of work promised completing the works by 22nd July 2016, but defaulted again.

Other contractors had to be brought in to complete the work both paving and landscaping. Costs of completion of the abandoned works were from the contract sum.

Work was duly completed for the Congregation on 30th July 2016.

The installation of bollards was undertaken by the Directorate to enhance the use of the space.

4.0 Refurbishment Works at the Clinic

A section of the clinic was reconverted to provide a space for the ultra sound scan section. This space was connected to the laboratory so that it became part of laboratory services. Within the laboratory another section was refurbished to accommodate a micro-biology section.

The above works were done in coordination with the Medical Directorate.

5.0 Supply and installation of Solar Street lighting

The project involved the provision of solar powered lights for compound lighting of the landscaped quadrangle, the parking being created off the north wing of the Administration block and selected parts of the campus. This enabled the campus to remain lighted up on evenings during the periods of load shedding. The installations of the lights have been completed. However, the service provider has indicated that a second panel would be required to sustain the charge within the batteries installed effectively as the size of the single panel indicated in the contract is not being able to achieve that properly.

Quotations would be sought to have the second panel installed and additional lights added on at various points on campus. This has been catered for in the 2017 budget.

6.0 Busts

A bronze bust of the founder and first Director of IPS has been produced and mounted at the quadrangle. It was unveiled on the 30th July 2016.

The bust for the Vice-Chancellor produced by the SRC has also been mounted at the north eastern section of the quadrangle. It was also unveiled on the 30th July 2016.

Bronze busts of past Directors and the Vice-Chancellor would be positioned on the pebble bed in the central court of the Central Administration Block when completed.

7.0 Fencing to the Football Field

The project involved the partial fencing to the field and was awarded during the second quarter of the year. The works were completed by the close of the third quarter of the year.

8.0 Landscaping to the Quadrangle

Towards the close of January 2016, remedial works to the landscaping at the quadrangle were completed by a sub-contractor, as the main contractor could not satisfactorily complete the project.

Due to the open nature of the area around the fountain, water springs above 2.5m spilling onto the pavement, thus reducing the level in the containing bowl. To arrest

this situation, the pebble bed at the base was widened and a sump created to collect the wind driven water for recirculation. The works have been completed.

9.0 Various Paving Works on Campus

In order to improve circulation routes used by pedestrians and vehicles on campus and create access ways, a number of paving works and bollard installations were undertaken.

The road in front of the clinic was paved thus reducing the dust and providing convenient vehicular access.

Work was undertaken on the provision of a pedestrian walkway from the business development block to the back of the gatehouse.

The walkway is to channel pedestrians from the road to the pedestrian gate that opens onto the frontage of the University by the bus stop. This was done to reduce pedestrian vehicular conflicts on the main road on campus. A security shelter would be created near the gate for monitoring the usage of the passage.

Provision of a metal grating covering was made over the drain to create access to the layby of the security post by the main entrance. This will enable vehicles to park off the road whilst making enquiries or otherwise from the security post when entering campus.

10.0 Auditorium and Students' Centre

Work on the above project is progressing steadily. Construction began in July and work progress has been as follows:

10.1 The Auditorium

Accommodation schedule:

Ground floor:

- Main auditorium with two tier terracing of a seating capacity of 3070
- Two side auditoriums each seating –minimum 220
- Back stage area with changing rooms
- Large lobby area for gatherings, exhibitions etc.

First floor:

Backstage area: offices and large lobby area for exhibitions etc.

Second floor:

- Two conference facilities, each seating 170 and 200 respectively
- Two lounges, servery and large lobby area for exhibitions etc.

Construction period for project is 30 months

Site clearance and preparation – 100%

Excavations for basement – 100%

Lower basement shear walls:

- Foundation reinforcement placement concrete casting -100%
- Rebar installations -100%
- Formwork to walls -100%
- Concreting to walls -100%
- Waterproof treatment to walls -100%

Lower basement columns:

- Foundation excavations, reinforcement placement concrete casting -100%
- Reinforcement to columns -100%
- Formwork to columns- 100%
- Concreting to columns – 100%

Ramp to connect lower basement and upper basement:

- Reinforcement installations -100%
- Formwork and concreting -100%

Upper basement:

- Formwork to beams and floor -100%
- Reinforcement to beams and floor -100%
- Formwork to columns- 100%
- Concreting to columns – 100%
- Formwork and reinforcement to floor over upper basement -50%

10.2 The Students' Centre

Accommodation schedule:

- Two additional floors were added to the initial four floors in order to accommodate more facilities.

Ground floor: Four food vendor eateries

First floor: Space for photocopiers, shops, offices for Students' Representative Council (SRC)/Graduate Students' Association of Ghana (GRASAG), Multi-purpose space, locker /changing rooms for cleaners

Second floor: offices for the University Teachers' Association of Ghana (UTAG), Ghana Association of University Administrators (GAUA), Federation of University Senior Staff Association of Ghana (FUSSAG) and Teachers and Education Workers' Union (TEWU)

Two multipurpose halls, lounge and kitchenette

Third & fourth floors: Three multipurpose halls on each floor, lounge and kitchenette space

Fifth floor: Offices for lecturers, lounge and kitchenette space

Construction period – 14 months

Sub-structural works have been completed.

Ground floor:

- Slab concrete -100%
- Reinforcement, formwork and concrete work to columns and beams -100%
- Block work partitions -100%
- Internal plastering -50%
- Electrical and plumbing first fixes- 90%

First floor:

- Slab concrete -100%
- Reinforcement, formwork and concrete work to columns and beams -100%
- Block work partitions -90%
- Electrical and plumbing first fixes- 40%

Second floor:

- Slab concrete -100%
- Reinforcement, formwork and concrete work to columns and beams -100%
- Electrical and plumbing first fixes- 15%

Third floor:

- Slab concrete -100%
- Reinforcement, formwork and concrete work to columns -100%
- Electrical and plumbing first fixes- 15%

11.0 Temporary route through Presbyterian Boys' Secondary School (PRESEC)

A request made to PRESEC for a temporary enclosed route through their school farm was granted. This enclosed access has enabled the safe carting of construction materials to and from the construction sites of the Auditorium and the Students' Centre.

The route is to be open for the duration of the construction period of 30 months.

12.0 New Mosque

In the course of the year the Vice-Chancellor cut the sod for the construction of a new mosque to replace the old one which was on the site of the new auditorium. The three-level mosque is being privately funded for the students. It is located on the north eastern section of campus towards the Asanka gate. Construction is at the first floor slab stage.

13.0 Acquisition of Land for Future Extension of Campus.

The University began sourcing for land for a future University campus. An initial acquisition was sourced along the Accra – Akosombo road at Asutsaware in the Shai Osu Doku area. The proposed acquisition was for about three hundred acres. Management initially recommended taking up of about fifty (50) acres of the acquisition.

In the course of the year another acquisition was sourced at Adamorobe in the Akuapem South District and was sited next to a parcel being acquired by the GAUA branch of UPSA. This proved more suitable in terms of location; as such the University purchased 100 plots of land for development of residential facilities for Management and senior staff of the University.

Documentation processes for the land have been done, and Management intends fencing the property in order to protect it prior to its development. The following items have been included in the 2017 budget for works on the site.

- Site contouring
- Spot height provisions

These initial items will facilitate the planning of the site for road, water, power infrastructural/landscaping works and also the siting of the fence wall and various buildings to be put up.

- Estimates for the construction of the fence wall
- Estimates for a residential block

14.0 Power Supply

During the year various maintenance and some installation works were carried out on power installations. These include:

- **Rectification of intermittent tripping of the triple pole with neutral (TPN) incomer breaker that serves main administration block:** The administration block was experiencing an intermittent tripping of the TPN which cut off supply to the block. This was due to an overload of power from the south wing of the block. An upward adjustment was done on the breaker to resolve the problem.
- **Laying of new cables and trunking for additional air-condition installations:** These installations were carried out at the AB block for refurbished lecture rooms and the old library block for offices of the Law Faculty.
- **General replacement of electrical fittings on campus:** Faulty electrical fittings such as fluorescent tubes, sockets, and lighting switches were replaced on various block of the university campus. Fluorescent tubes, energy saver bulbs that get faulty were systematically being replaced with *light-emitting diode (LED)* ones that are more energy efficient. The changeover switch at the graduate school block had to be replaced as it had become faulty.

The generator cable sending power connecting the load cable that serves BDB, ISTD and

the Clinic was replaced with a 5m of 4 x 185mm² armoured cable as it got burnt out. Tightening of bimetal on the overhead cables that serves the BDB, ISTD and clinic block was undertaken as its loose contact and was causing voltage fluctuations, which is not good for the appliances, lighting fittings and air conditioners. The circuit became safe for use after the exercise.

- **Automatic Voltage Regulators(AVR)**
In the course of the year orders were made for AVR's for all lifts on campus, which included that of the Library Complex and the UPSA Hostel., the Lecture block complex lift is yet to have its AVR delivered and installed. This will hopefully be done within the first quarter of 2017. The installations are being undertaken by ARG I. (installers of the lifts for the Hostel and the Library).
- **Servicing of the 500KVA transformer:** the 500kva transformer serving the western section of campus and the administration block was serviced to enhance its performance. Fencing and placing of granite chippings was also done at the transformer location.

14.1 Challenges Faced with Power Supply

- **Theft:** Some Miniature Circuit Breakers (MCB) breakers were stolen from their various distribution boards on campus. Fuel for the 1250kva generator was also pilfered during a break in of the University during the first quarter of the year. Security was made aware of these incidents and measures have been put in place to avoid the reoccurrences of these incidents.
- **Work delays due to Attitude of Artisans.**
Lateness and absenteeism on the part of the artisans caused delays in the delivery of work schedules. Queries were given to all involved.

15.0 Water Supply and Sewerage

- **Water availability on campus**
Water supply from the Ghana Water Company Limited, (GWCL), continued uninterrupted most of the time. Whenever there was disruption, water already stored in the main reservoir in addition to treated water from the boreholes on campus sufficed. However, water had to be purchased and delivered by water trucks as and when it was needed.
- **Water Storage Capacity at Certain Buildings on Campus**
In the course of the year, measures were put in place to increase the water storage capacity of each building on campus, by installing additional water storage tanks. In line with this measure:
 - Four (4) Rambo 1000 (10,000 litre capacity) polytanks were installed in addition to the existing two (2) Rambo 1000 polytanks, on the ground behind the new library. This increased the ground tank water storage capacity of the new library by 200% as the initial

storage capacity of 20, 000 litres has now increased to 60, 000 litres. Works included the construction of a concrete platform behind the new library for these additional tanks, as well as the purchase and installation of the required fittings, connecting pipes and valves.

- At the Central Administration block, three (3) new Rambo 180 (1800-litre capacity) were installed in addition to the buildings existing overhead tanks. An existing Rambo 180 polytank that was in use at the old library has been added to the overhead tanks at the Central Administration Block, increasing the overhead tank water storage capacity of the building by 133 %.

15.1 Installation of New Pumps, Pump Control/Protection Devices

Due to the erratic nature of power supply on campus during the days of consistent power rationing most of the existing pumps became faulty and had to be re-winded, and such rewinding reduced the efficiency of the pumps, hence the consumption of more energy whenever in use.

This warranted the purchase and installation of new pumps with the required power surge or low voltage protection devices.

The following were the pumps and protective devices, installed at the various locations on campus;

- Two (2), 2 horse power (hp) DAB surface pumps with automatic on/off pump control devices (the DAB Smartpress), Sollatek voltage protection devices and MCBs with the required amperage relative to the pumps specified amperage were installed at the Central Administration Block and the clinic. The pump installed at the clinic also serves the entire offices to lecturers' block.
- Three (3) 2 hp, SAER surface pumps was purchased and installed to replace faulty ones at the Graduate Block, the club house and the raw water tank section of the central underground tank.
- One (1) 2 hp SAER submersible pump was purchased and installed to replace the pump in the borehole behind the central administration that had become faulty. These pump types cannot be repaired, hence the replacement.

15.2 Repair and Maintenance Works on Campus

- **Lecture Block Complex (LBC)** – Leakages at plumbing fixtures that became apparent over time were steadily worked on. The existing concealed cisterns of the WCs in the washrooms proved difficult to maintain. Also, it has been observed that a number of the cisterns are unable to hold water until the time flushing is required. Access to faulty parts of the cistern is also difficult and parts needed for repairs are not readily available on the market. Some ten (10) new water economic cisterns were purchased and installed. The functionality of these new cisterns have been observed and are quite good as they were easily installed and repaired. These

cisterns would therefore be used to steadily replace the existing concealed ones that are faulty.

- Leakage repair works were carried out in all buildings on campus. The Graduate Block for example, always required a lot of maintenance at the end of every weekend.
- Plumbers went to the university's guest house occasionally to fix and repair problems that occurred with the water and sanitary fixtures there.

15.3 Maintenance of the Water Fountain at the Quadrangle

Ever since construction works on the water fountain was completed, it has been running consistently. It is also frequently maintained. Maintenance involved;

- Daily removal of floating debris and other living organisms (eg. frogs).
- Addition of “make-up” water to ensure that the requisite water level in the basin is maintained. This is necessary in achieving the required water shooting effect. The addition of this make-up water is done frequently and at no particular set time. This is because the drop in water level depends on relatively unpredictable occurrences such as water loss from evaporation.
- Addition of chlorine tablets every two (2) to three (3) weeks to control the growth of algae in the water thereby keeping the water clear, clean and free of odour. This allows the continuous recirculation of water within the fountain for about six (6) to eight (8) weeks. The use of chlorine becomes a water economizing measure as it takes 16,400 liters of water to fill the fountain basin from empty to the required level for operation.
- At the end of a minimum of eight (8) weeks, the water in the fountain is completely drained out onto the surrounding lawns. The basin is cleaned, the pump filter removed, inspected, cleaned and reinstalled, after which the basin is refilled.

15.3 Repair and Maintenance Work on Reverse Osmosis Water Treatment Plant

- The filter membranes for pre-filtration were changed. This was necessary to prevent them from getting clogged as clogged filter membranes render the purification process ineffective and inefficient.
- Plans are also being made to increase the rate at which borehole water is treated, so that the demand for water in varying amounts and times may be met. This would require the installation of an additional plant and the expansion and relocation of the existing underground plant room. The additional plant would ensure that problems associated with the increase in water demand is resolved.

15.4 **Maintenance of Borehole Pumps**

Maintenance was carried out on the three (3) boreholes on campus. All submersible pumps were removed and examined and cleaned. One (1) faulty pump had to be replaced. Some timers that control the operating time of each pump had to be reset and faulty ones replaced to ensure that ground water was pumped out after the appropriate ground water recharge time had elapsed.

15.5 **Watering of Lawns**

Water was made available both during the cultivation and the maintenance of lawns on campus from a combination of water from the anaerobic digester and Ghana Water Company Ltd.

In the light of the above and on completion of the Accra Sewerage Improvement Project, the existing tanks serving the students public place of convenience, the Administration Block and the one by the Club House have been dislodged and cleaned. They would be disinfected and used for the storage of rainwater.

The rainwater stored would be used for gardening purposes, particularly the grassed areas of the quadrangle, the Library, the Central Administration Block and the LBC.

15.6 **Encouraging Work Output of Plumbing Assistants**

The daily delivery of water to all buildings on campus, maintenance/repair works and the handling of drainage & sanitation issues that occurred and required urgent attention have over the course of the year been undertaken by hired plumbing assistants. They stood in the gap and have worked diligently to ensure that any inconvenience created whenever there was a fault, was quickly attended to.

One of the university's plumbers has not been at post all year round due to ill health. The other has not been available for most parts of the year and could not be relied upon to handle urgent situations and to ensure that there was water flow in all buildings on campus throughout the day.

15.7 **Challenges Faced in Water Supply and Sewerage Works**

a. Theft: A new 3hp SAER high performance pump which was installed by the Clinic for water supply at the facility and to the lecturers' office block was stolen, barely three weeks after it was installed.

b. Inferior water supply devices and plumbing fixtures: There has been occasions where pumps and control devices (especially float switches) that had been purchased and installed malfunctioned after a short while. It is suspected that these occurrences are due to the abundance of inferior equipment and plumbing fixtures that carry the brand names of known quality materials.

- c. **Low rate of borehole water treatment:** On a few occasions this year, when water flow from GWCL got interrupted, the main reservoir was quickly used up and the rate at which the current treatment plant produced potable water is unable to meet the demand on campus. Plans are therefore being made to install an additional plant to improve the water situation.
- d. **Attitude of Users (particularly students)**
 - It was noted that a number of floor drains in the washrooms of the LBC were stuffed with sachet water rubber or other insoluble debris.
 - In spite of notices pasted in each washroom of the various lecture blocks, on how to operate push-taps, users have ended up breaking or damaging at least forty (40) pieces of these fixtures in the course of the year. New ones had to be purchased and installed in place of the broken ones.

16.0 Environment and Sanitation

16.1 Staffing

The unit has a total of forty-four (44) staff. The breakdown is as follows; Cleaners (21), Conservancy Labourers (14) Gardeners (2) General Labourers (7).

Out of the 21 cleaners, six have individual health challenges and are ageing. This is affecting the efficient discharge of their responsibilities. As a result, the remaining fifteen (15) are overburdened. Two cleaners have successfully retired from the service of the University after attaining the compulsory age of sixty (60). However, there has not been any corresponding replacement of the retired and resigned staff. This situation is affecting janitorial activities in the University. There is the need for urgent replacement of the staff either by casual or subletting to ensure services are maintained.

16.2 Waste Management

The Unit has been instrumental in ensuring the collection and temporary storage of garbage for onward haulage by Alliance Waste Limited. Alliance Waste has been regular and up to the task as far as the provision of solid waste management services is concerned. These collective efforts have yielded positive results, as there were no cases of infectious diseases reported during the year. Plans for the relocation of the temporary collection site to a permanent location are on hold due the ongoing construction activities.

16.3 Disposal of Obsolete Materials

Based on the recommendations of the board of survey, on the disposal of obsolete stocks

at the University Stores in June 2014, the Environmental and Sanitation Unit carried out the disposal of obsolete stock material using the appropriate technology on April 23, 2016 with the support of the Stores. The aim of the disposal was to reduce possible hazardous impacts of the obsolete stocks and the creation of adequate storage space.

16.4 Janitorial Equipment

The unit took delivery of a new mower, floor scrubber and other essential materials. However, there is the need to procure other janitorial equipment such as blowers and hydraulic ladder to facilitate work at certain heights. These machines when available will enhance productivity. The straight shaft brush cutters purchased are out of service as efforts to service them when faulty have proved futile due to unavailability of service parts and service firms.

16.5 Supply of Cleaning Materials

There has been regular supply of cleaning materials to the unit and their quality and quantity have been commendable.

16.6 General Cleaning

The Unit organised thorough cleaning and polishing of floors at the Central Administration and the terrazzo floors at the Academic Wing in the course of the year.

With the acquisition of the floor scrubber this would become a regular exercise. The Unit in conjunction with the halls of residence and student associations and groups on campus organised various clean-up exercises within the University and its surroundings during the period under review. The Unit supplied the necessary equipment and technical support for a successful clean up.

16.7 The State of Washrooms

We are trying our best to keep the restrooms neat to benefit the status of the University. We have organised regular meetings with our service providers Unik Cleaning and UCS facility Management on the need to deliver quality service within the contractual agreements signed with the University. The Unit provided water storage containers in the washrooms to facilitate emergency janitorial activities in the event of interrupted water supply.

There was significant improvement in water supply to the restrooms during the year. However, a major challenge confronting the unit involves inadequate workers that are provided by UCS Facility Management, especially on weekends. This seriously affects the state of the washrooms over the weekends at the Lecture Block Complex.

16.8 Fumigation

In order to promote occupational health and safety, the unit fumigated the following offices and locations: Central Administration, Business Development Block, ISTD Block, AB Block, NB Block, University Guest House, Senior Members Club House, Academic Wing, LBC, University Hostel and University Clinic. It is recommended that this exercise be carried out on regular basis to promote health and safety of staff and students. Also recommended is structural termite control on regular basis.

16.9 Recommendations

The year under review was successful due to reliable supply of water that is essential for quality and effective sanitation delivery in spite of challenges faced. The regularity of fumigation, the need to have training and development of staff to sharpen their janitorial skills are highly recommended.



**PUBLIC
AFFAIRS
DIRECTORATE**

Mr. John S. K. Agbenyo
DIRECTOR

1.0 INTRODUCTION

The Public Affairs Directorate (PAD) of the University exists to implement cutting-edge integrated marketing communications strategies aimed at enhancing UPSA's image as an emerging world-class University. This agenda was vigorously pursued by PAD during the year under review.

The following report represents PAD's activities from January to December, 2016.

2.0 STAFF

The year under review begun with the merger of the Industrial Relations Unit with the Public Affairs Directorate, under the leadership of Mr. John S. K. Agbenyo, as Acting Director.

Staff of the Directorate includes the following officers:

| Name | Position |
|-------------------------------|---|
| John S. K. Agbenyo | Ag. Director |
| Geoffrey Gle | Deputy Director |
| Vera Akumiah | Deputy Director |
| Emma Pimpong | Junior Asst. Registrar |
| Harriet Theodore | Junior Asst. Registrar |
| Margaret Blankson | Junior Asst. Registrar |
| Esther Gomado | Admin Asst. |
| Grace Kelcy Ntow | Front Desk Assistant (Phone exchange desk) |
| Ruth Badu Nartey | Receptionist |
| Mark Aryeetey | Graphic Designer/webmaster |
| Albert Eshun (Contract ended) | Graphic Designer |
| National Service Persons | Eleven (11) including Industrial Relations Unit |
| James Afedo | Leave of absence |

3.0 MEDIA RELATIONS

PAD continues to nurture cordial relationships with the key media organisations in covering major events. Our follow-on press releases have also received widespread publication. Daily media monitoring reports, covering news/events on tertiary education have continued throughout the reporting period. These are delivered electronically to the Vice-Chancellor every morning.

3.1 Press Releases & News Creation:

The following news releases were published on the UPSA website, some of which were also compiled and circulated to all media houses during the period. These received publications in the print and online media:

| |
|---|
| 1. UPSA Hosts ACBSP Meetings – 7/03/2016 |
| 2. Launch of Drolor Scholarship Scheme – 14/03/2016 |
| 3. Parliamentary Delegation from Cote D’Ivoire Visits UPSA – 15/03/2016 |
| 4. Delegation from Zambia Public Service Orgs Visit UPSA – 18/03/2016 |
| 5. UPSA Hosts ISTEAMS Conference – 22/03/2016 |
| 6. A sod cut for GH 77m Auditorium Project - 18/07/ 2016 |
| 7. Developing a responsive human capital growth – A forward looking progressive approach by UPSA – 04/08/2013 |
| 8. Prof Amartey receives Emerald Literati Network Awards for Excellence – 09/08/2016 |
| 9. St. Thomas Aquinas Old Boys’s honour Prof. Abednego Feehi Amartey – 25/08/2016 |
| 10. UPSA appoints Prof. Abednego Feehi Amartey as new VC – 28/08/2016 |
| 11. UPSA inaugurates Faculty of Law – 02/09/2016 |
| 12. Training Worksho p for Traditional leaders ends – 09/09/2016 |
| 13. International Students visit Central Region – 23/09/2016 |
| 14. UPSA inaugurates Actuarial Science Programme – 30/09/2016 |
| 15. UPSA wins HR Focus Business Challenge – 05/10/2016 |
| 16. UPSA to gets New Mosque – 10/102016 |
| 17. Prof. Goski Alabi appointed Vice-Chair of the Board of African Network for Internationalisation of Education – 12/10/2016 |

| |
|--|
| 18. UPSA Holds 2016 Matriculation – 22/10/2016 |
| 19. UPSA Holds Graduation for First Batch of Peer Counselors – 01/11/2016 |
| 20. Prof. Joshua Alabi Receives National Award – 29/10/2016 |
| 21. UPSA Hosts African University Day – 11/11/2016 |
| 22. SRC Honours Vice-Chancellor – 31/11/2016 |
| 23. Prof. Abednego Feehi Okoe Amartey Inducted as Vice-Chancellor – 29/12/2016 |
| 24. UPSA Hosts ACBSP Meetings – 7/03/2016 |

4.0 PUBLICATIONS

Some of the following publications were completed and distributed during the period under review, while others have reached various stages of production

| Publication | Status | Note |
|---|---|---|
| 1. UPSA 2015 Annual Report | Completed | Distributed to Regulatory bodies & stakeholders |
| 2. UPSA Newsletter (Vol I #2) | Completed | External & internal distribution to university stakeholders |
| 3. 8 th Congregation Brochure | Completed | For UPSA 8 th Congregation |
| 4. Chief Delle Momodu Brochure on Conferment of Doctorate Award | Completed | For Invited Guests during Conferment of Award |
| 5. 2017 UPSA Calendar | Completed | For university community & stakeholders |
| 6. UPSA Strategic Plan | Dummy submitted | Awaiting input for ACBSP Compliance & final approval for printing |
| 7. Sch of Graduate Studies Brochure | Dummy submitted | Awaiting review & final approval from Dean |
| 8. Call cards | Pending | for Deans, Directors and Unit heads |
| 9. Corporate Brochure | Design Stage | For stakeholders |
| 10. 2015/2016 Students Handbook | With printer | Final approval given by Academic Affairs Directorate |
| 11. Updating & printing of Faculty/ Schools brochure | Soliciting information from Faculty & Schools | For prospective students & stakeholders |

8.0 EVENT MANAGEMENT

Staff of the Directorate assisted in organising the following official events during the period under review:

| Month | Events |
|---|--|
| Feb 15, 2016 | <ul style="list-style-type: none"> Parliamentary Delegation from Cote D’voire Visits UPSA |
| March 7-9, 2016 March 14, 2016 March 18, 2016 March 22, 2016 | <ul style="list-style-type: none"> UPSA Hosts ACBSP Meetings Launch of Drolor Scholarship Scheme Delegation from Zambia Public Service Orgs Visit UPSA UPSA Hosts ISTEAMS Conference |
| July, 31, 2016 | <ul style="list-style-type: none"> Eighth Congregation |
| August, 29, 2016 August, 31, 2016 | <ul style="list-style-type: none"> Opening Ceremony of Workshop for Traditional Leaders organised by the Otumfuo Centre for Traditional Leadership Inauguration of Faculty of Law |
| September 02, 2016 September 27, 2016 | <ul style="list-style-type: none"> Closing ceremony of Training Workshop for traditional leaders Inauguration of the BSc Actuarial Science Programme |
| October 22, 2016 | 2016 Matriculation |
| November 11, 2016 | African University Day |
| December, 29, 2016 | Induction of Vice-Chancellor |

9.0 PUBLICITY/ADVERT

The Directorate provided editorial support for the publishing/advert of the following:

- UPSA Tender Adverts for Newspapers
- Graduate & undergraduate admission adverts for newspapers (6)
- ISTEAMS International Conference
- 2016 Congregation Adverts
- Programme for the Otumfuo Centre for Traditional Leadership Workshop
- Skill-based training programmes for the Business Development Centre (12)
- Congratulatory Message for VC National Award
- VC Induction Ceremony

10.0 DRAFT SPEECHES & REPORTS

PAD drafted for the Registrar's consideration, a number of speeches and reports namely:

1. Chancellor's speech to Congregation – August 2016
2. Guest of Honour's speech to Congregation – August 2016
3. Chairman of Council's speech to Matriculation Ceremony – October 2016
4. Chancellor's speech to VCs Induction Ceremony

11.0 TRAVEL & PROTOCOL

The Directorate facilitated a number of official travel/ protocol arrangements including consular and immigration services for UPSA officials, visiting professors and guests of the University. A total of sixteen (16) visa applications were processed and thirty-six (36) tickets issued for international travels. This function of PAD has been re-routed to the Centre for International Education & Collaboration during the period under review.

12.0 ADMISSIONS ENQUIRIES OFFICE

PAD in collaboration with the Academic Affairs Directorate have created the Admissions Enquiries Office to assist prospective applicants and guardians with academic and admission related information. Staffs of this outfit have been professionally trained to handle such requests.

INDUSTRIAL RELATIONS UNIT

STUDENTS' INTERNSHIP REPORT FOR 2016/2017 ACADEMIC YEAR

1.0 INTRODUCTION

In partial fulfillment of the award of diploma and degree certificates by the University of Professional Studies, each student is required to undertake at least eight weeks industrial attachment. Students are expected to present a detailed report on the internship exercise, using specific guidelines provided by the University.

2.0 STUDENTS DUE FOR GRADUATION FOR 2015/2016 ACADEMIC YEAR

2.1 2015/2016 Internship Records

A total of **2,206** students successfully passed their Internship Reports which were due for graduation on 30th July, 2016.

Table 1 below show details of the students who were due for graduation:

| PROGRAMME | TOTAL |
|----------------------|--------------|
| BSC. ACCOUNTING | 517 |
| BSC. BANK. & FIN. | 531 |
| BACH. OF BUS. ADMIN. | 482 |
| BSC. MARKETING | 361 |
| Sub Total | 1,891 |
| | |
| DIP. IN ACCOUNTING | 81 |
| DIP. IN MANAGEMENT | 113 |
| DIP. IN MARKETING | 92 |
| DIP. IN PUBLIC REL. | 9 |
| DIP. IN ICT | 20 |
| Sub Total | 315 |
| | |
| Grand Total | 2,206 |

A total of number of six (6) students did not pass their Internship Reports and could not have graduated on 30th July, 2016.

Table 2: Details of students who failed the internship report

| PROGRAMME | TOTAL |
|----------------------|--------------|
| BSC. ACCOUNTING | 1 |
| BSC. BANK. & FIN. | - |
| BACH. OF BUS. ADMIN. | - |
| BSC. MARKETING | 3 |
| Sub Total | 4 |

| PROGRAMME | TOTAL |
|---------------------|--------------|
| DIP. IN ACCOUNTING | 1 |
| DIP. IN MANAGEMENT | - |
| DIP. IN MARKETING | 1 |
| DIP. IN PUBLIC REL. | - |
| DIP. IN ICT | - |
| Sub Total | 2 |
| | |
| Grand Total | 6 |

3.0 INTERNSHIP REPORTS SUBMITTED FOR 2016/2017 ACADEMIC YEAR

A total number of **3,658** students have undergone Internship programme and submitted their reports for assessment by examiners. This number is made up of **2,684** Morning, **579** Evening and **395** Weekend students respectively.

Table 3 below show details of the above figures:

| PROGRAMME | MORNING | EVENING | WEEKEND | TOTAL |
|----------------------------|----------------|----------------|----------------|--------------|
| BSC. ACCOUNTING | 612 | 122 | 133 | 867 |
| BSC. BANK. & FIN. | 690 | 106 | 72 | 868 |
| BACH. OF BUS. ADMIN. | 733 | 167 | 132 | 1032 |
| BSC. MARKETING | 415 | 26 | 58 | 499 |
| BSC Information Technology | 50 | 27 | - | 77 |
| Sub Total | 2,500 | 448 | 395 | 3,343 |
| | | | | |
| DIP. IN ACCOUNTING | 72 | 58 | - | 130 |
| DIP. IN MANAGEMENT | 27 | 27 | - | 54 |
| DIP. IN MARKETING | 36 | 28 | - | 64 |
| DIP. IN PUBLIC REL. | 28 | - | - | 28 |
| DIP. IN PUBLIC ICT | 21 | 18 | - | 39 |
| Sub Total | 184 | 131 | - | 315 |
| Grand Total | 2,684 | 579 | 395 | 3,658 |

3.1 FINAL YEAR STUDENTS WHO HAVE NOT SUBMITTED INTERNSHIP REPORTS

A total number of **152** Undergraduate and **28** Tertiary Diploma students have failed to submit their internship report for assessment.

Table 4 below provides details of the above:

| PROGRAMME | MORNING | EVENING | WEEKEND | TOTAL |
|----------------------------|----------------|----------------|----------------|--------------|
| BSC. ACCOUNTING | 21 | 12 | 13 | 46 |
| BSC. BANK. & FIN. | 23 | 6 | 4 | 33 |
| BACH. OF BUS. ADMIN. | 33 | 7 | 3 | 43 |
| BSC. MARKETING | 15 | 4 | 4 | 23 |
| BSC Information Technology | 4 | 3 | - | 7 |
| Sub Total | 96 | 32 | 24 | 152 |
| | | | | |
| DIP. IN ACCOUNTING | 5 | 3 | - | 8 |
| DIP. IN MANAGEMENT | 4 | 3 | - | 7 |
| DIP. IN MARKETING | 3 | 4 | - | 7 |
| DIP. IN PUBLIC REL. | 3 | - | - | 3 |
| DIP. IN PUBLIC ICT | 2 | 1 | - | 3 |
| Sub Total | 17 | 11 | - | 28 |
| Grand Total | 113 | 43 | 24 | 180 |

3.2 INVESTIGATIONS

Preliminary investigations have revealed that some of these students are no longer with the University as a result of one of the following reasons:

- Withdrawal from the University for poor performance.
- Deferment of courses for various unknown reasons.
- Self-withdrawal without informing the University.
- Death & ill-health.

4.0 ORIENTATION FOR FRESH STUDENTS

PAD also participated in the orientation for fresh students and educated them on the importance of internships as an academic requirement.

5.0 ACADEMIC RESEARCH INTRODUCTORY LETTERS

The Unit issued Academic Research Introductory letters to the entire student body which enabled them to access information from the various organizations for their class assignments, project work and dissertations respectively.

6.0 NATIONAL SERVICE ACTIVITIES

The Unit accomplished the following during the year under review:

- Facilitated Pre-National Service Orientation for students.
- Submitted the University's request for 2016/17 national service personnel to the National Service Secretariat for necessary action.
- Recruited 111 National Service personnel into the various Faculties, Directorates and Departments of the University.
- Organized orientation for newly posted service personnel into the University.
- Submitted a total number of 4,073 final year students to the National Service Secretariat for 2017/18 registration and posting to the various user agencies.

7.0 ACHIEVEMENTS

7.1 Development of Internship Evaluation Booklet

The Industrial Relations Unit, under the Public Affairs Directorate, of the University has produced a draft booklet that would be used by supervisors of the various organizations to evaluate performance, punctuality and attendance of our interns on weekly basis as done in most of our sister Universities. This is a requirement by the National Accreditation Board (NAB).

The booklet is yet to be presented to the Industrial Relations Committee for review and adoption.

7.2 Relationship with Corporate Organizations

The Unit has established very strong working relationships with the National Service Secretariat and other corporate organizations over the years.

It is worth noting that corporate bodies prefer UPSA students due to their professional demeanor and attitude towards work.

8.0 CHALLENGES

The Industrial Relations Unit is faced with the following challenges:

8.1 Monitoring

There was no proper monitoring of the interns during the period under review due to the following reasons:

- Lack of material resources such as vehicles and budget for accommodations etc. for those who may travel outside Accra. The Unit relied on the limited number of vehicles and drivers in the University's pool.
- Staff at the Industrial Relations Unit needs to be assisted by other staff from the Faculties and Academic Affairs Directorate for effective monitoring and supervision.

8.2 Prospective National Service Personnel

Some Deans, Directors, Heads of Departments and Unit heads delayed in submitting the names of their chosen prospective national service personnel for onward submission to the National Service Secretariat. The delay made it difficult to get the required personnel to be posted to the University. This situation has led to the limited number of personnel posted to the University this year.

9.0 RECOMMENDATIONS & PROJECTIONS FOR 2017

1. Complete the branding and labeling of all buildings, vehicles and directional signs
2. Undertake outreach programmes and fairs
3. Establish a Gift Shop & Call Centre to improve service delivery and interaction with visitors
4. Training programme to be organised for front-line staff on customer service
5. Position PAD for Institutional Advancement
6. PAD to collaborate with Academic Affairs and ISTD to organize ACBSP out-bound and in-bound exams for first and final year graduate students
7. Collaborate with Alumni and other key stakeholders in finding internship placements for students
8. Marking of internship reports to be done internally at the faculty level
9. The Industrial Relations Unit humbly appeals to Management to consider:
 - Budget and provision of vehicles for random monitoring exercises
 - Involve staff from the Faculties and Academic Affairs Directorate for the monitoring exercise
 - Printing of the Evaluation Booklets for our students and decide on who bears the cost of printing.
 - Business Development and Research Directorates should consider developing programmes which would create placement opportunities internally for our prospective interns, and to generate funds for the University.

10.0 CONCLUSION

The Public Affairs Directorate is grateful to Management, staff, and all stakeholders for the partnership in moving UPSA forward.



DOCUMENTS AND INFORMATION MANAGEMENT CENTRE

Mr. Edwin Ayernor
Director

INTRODUCTION

The core mandate of the Document and Information Management Centre (DIMC) is to implement the documentation policy of UPSA. To achieve this we restructure, organize and manage all documents and information resources in the University. In order to fulfill its mandate and successfully provide the needed information services to stakeholders, the DIMC combines theories, principles and ideas not only in information science or information management, but also, from corporate governance and related disciplines in business administration and information technology. Furthermore, the DIMC facilitates planning and decision-making in the University through safe, easy storage, retrieval of document and information management.

The following are the holdings of the DIMC:

1. Current Registry Records
2. All closed files from faculties/departments/directorates/centres/units/sections
3. All regulatory documents– National Accreditation Board (NAB) documents, Acts of Parliament, Legislative and Constitutional Instruments (LI & CI) concerning regulations of the University
4. Statutes and conditions of service
5. All policy documents and Standard Operating Procedures
6. Examination Attendance Records
7. Results Sheets
8. Students Records

ACTIVITIES

The DIMC presents the following report on its operations for the period 1st January to 31st December, 2016:

ACBSP Accreditation/Resource Library

It is the duty of the DIMC to ensure that the Accreditation Council for Business Schools and Programmes (ACBSP) resource library is well-equipped to meet Quality Assurance standards and benchmarks. During the ACBSP panel visit for accreditation evaluation in UPSA which took place from 6th to 9th March, 2016, DIMC staff (Messrs Edwin Ayernor and Augustine Ofori) ensured that the ACBSP Resource Room was well-fitted to ensure a successful enterprise.

Furthermore, DIMC hosted thirty-five (35) participants of the Dialogue on Innovative Higher Education workshop from various universities in West Africa. They visited the ACBSP Resource Room as part of their tour. The visit was to familiarize themselves with Quality Assurance systems of the University.

Digitization of Records

The DIMC developed an in-house electronic records management systems named **INFOMINA**—meaning 'information mine.' Currently it is used to capture digitized documents/records to appropriate International Standards Organization (ISO) formats and standards. The INFOMINA is also used to manage metadata for storage and retrieval, manage file/folder circulations, and apply the functional records and information classification and retention policies. During the digitization process documents are scanned and uploaded onto the INFOMINA. After which the authorized Assistant Registrars edit the metadata and approve it digitally.

At the beginning of 2016, the process for digitization of records began in earnest. Unfortunately, the process experienced some setbacks with erratic electricity supply as a major factor. However, later in the year, when electricity supply improved, the process progressed steadily. The Centre started the digitization process with the administrative documents, after which the students' records would be digitized.

The digitization of administrative documents was done concurrently with the scanning of attendance and script check sheets for second semester 2015/16 academic year as well as first semester 2016/17 academic year. These have been scanned and forwarded to lecturers in the various faculties to facilitate vetting of the examinations scripts.

Management of Examination Scripts, Students' Dissertation and Administrative Documents at the Faculties and Graduate School

For the period under review, four (4) Records officers of the DIMC received and managed examination scripts and other administrative documents for the three Faculties and Graduate School. The Records Officers ensured accountability by using the script check sheets obtained from the Examination Unit to crosscheck examination scripts submitted to the faculties.

In addition, the Records Officer for the School of Graduate Studies coordinated the marking of students' project work/thesis hence liaising between the Graduate School and the Research Centre. Furthermore, he conducted script checks thereby minimizing the incidence of erroneous grading of students.

Also the faculty records officers retrieved over five hundred (500) marked examination scripts for the faculties/departments for IC corrections. Again, over one thousand (1000) examination scripts and dissertations were retrieved for the faculties/departments for external assessment, accreditation and re-accreditation purposes.

Records Management Seminar

As part of the mandate to implement the documentation policy of the University, the DIMC prepared a new Functional Records and Information Classification Scheme (FRICS) together with a retention schedule for the University's information management activities. This classification was based on functions and activities of the University that required creation/use of records and information. In this functional classification system, classes and sub-classes of records/information were identified and given their retention periods, and disposition methods. Filing mechanism for both electronic and paper documents was catered for in the scheme.

Consequently, a records management seminar was organized on Wednesday, March 16, 2016, to introduce UPSA staff to the new scheme. Prior to that, the facilitators organized a pre-seminar interaction with staff to obtain information on records management problems for solution.

1. Report on The Pre-Seminar Interaction

The interaction took place from 15th to 23rd February, 2016. The team observed that there were files with ambiguous titles, files without codes or file numbers, and some filed documents did not have folio numbers. Other observations included inadequate file cabinets and inadequate storage space. Also some offices did not have incoming and outgoing mail registers among others. Generally, staff had records management challenges.

As a result of the observations during the interaction, presentations on basic records management practices for both paper and electronic records were included in the maiden records management seminar to promote best practices.

2. Summary of the three Presentations at the Seminar

The first presentation focused on basic records management practices. The attention of participants was drawn to the importance of information as a vital asset in the business world today and that through good records management practices, timely, accurate, and relevant information, that is, useful information, would be readily available to support decision-making, reference, and so on. Also, participants were given useful tips on filing, creating new files, tracking of file movement and good records disposition practices based on approved disposition schedules.

The legal implication of destroying or disposing records was discussed. [Participants were informed that legislation](#) was important for good records management. Compliance with Acts and policies governing records management formed the basis for effective records management. For example, the Public Records and Archives Administration Department

Act, 1997 (PRAAD Act 535, 1997) placed an obligation on heads of public institutions to prepare and implement a records management plan which set out proper arrangements for the management of their records. Attention was drawn to other Acts that governed the management of records in Ghana such as the Data Protection Act, 2012 (Act 843).

Participants were introduced to the new UPSA Functional Records and Information Classification Scheme (FRICS) which was developed to meet National and International standards in the second presentation. Participants were informed that the FRICS covered all major functions, sub-functions and activities of UPSA. They were compiled, categorized and identified by codes examples: Administration (ADM), Human Resource Management (HRM), Assets and Properties (ASP), Academics (ACD). Example: ADM03-01-001 shows the function and activity, sub-function and file folder. Example :

- ADM03 - Administration function
- 01 - Committee/Reports activities
- 001 - First file

The last presentation focused on Electronic Records Management. Electronic Records and Electronic Records Management are informational or data files that were created and stored in digitized formats through the use of computers and application software. There was the need for a well-organised filing system to avoid being overwhelmed by the computer in order to create a knowledge-base for the organisation and become an asset to the organisation.

Participants were taken through challenges that confronted electronic records management and were given the practical solutions to those challenges. Since UPSA has arrangement with Google and staff had been given Google accounts, participants were taken through the process of saving copies of documents on Google drive and the process used in downloading Google drive on to their computers.

3. Post-Seminar Interaction on Records Management

After the maiden records management seminar, various documents such as file descriptive list and file diary were forwarded electronically to participants for their use. Follow-ups were made to various offices to carry-out practical demonstrations on the use of file list/diary as well as documents on the file descriptive list. This exercise was to enhance staff's skills of managing all records in their custody until the records were transferred to the records centre or archives. Furthermore, the exercise was to ensure that stafftake inventory of all files both closed and active in their possession. The DIMC will ensure the full implementation of the directive as it is vital to the success of the Functional Records and Information Classification Scheme (FRICS).

Management of Students Records

During the year under review, the Centre received over ten thousand (10,000) students'

registration documents from the Academic Affairs Directorate and other Units of the University. These were sorted and filed accordingly. The Centre also retrieved documents requested by various officers. For example: issuing of certificates, preparation of introductory, English proficiency and attestation letters.

It was realized that previous file arrangements made for files created in 2014/15 and 2015/16 academic years in the records rooms were too crowded making document retrieval difficult. The Centre therefore prepared new finding aids or file location register for those files, to avoid an overcrowded situation.

New measures were instituted to ensure the integrity of students' records for example restriction in retrieval of files and ensuring that procedures of recording file movement were strictly adhered to. Finding aids/file location registers were prepared for files opened for freshmen in the 2016/17 academic year and files have been arranged accordingly.

Registration of Freshmen:

Registration of freshmen commenced on 15th August, 2016, and officially ended on 22nd October, 2016. It involved checking payment of fees, medical clearance forms and the verification of the following documents:

- Academic certificates – Tertiary diploma, WASSCE and SSCE Certificates
- Birth certificate – (or in default weighing card, baptismal, passport)
- Online provisional admission letters

It also involved the verification and thorough examination of entry requirements before formal admission letters were issued. At the end of the exercise, two thousand six hundred and seven (2,607) students were duly registered.

Challenges of Freshmen Registration

The Centre would like to report that the 2016 students' registration encountered several irregularities and challenges which are enumerated below:

1. Admissions were offered to unqualified applicants (students who did not qualify for any of the programmes – diploma or degree)
(This particular challenge created problems for the Registration Officers especially when an admitted applicant had to be told that he/she did not qualify after paying the fees and going through medical examination. In fact some of them had emotional breakdown when their registration was denied and admission revoked.)
2. Admissions were offered to applicants to study degree courses although they only qualified for diploma courses.
3. Admissions were offered to applicants with falsified results (WAEC online results checking software was used to detect)
4. Sessions and levels of entry in the provisional admission letters were sometimes different

from the information in admission letters.

5. Some formal admission letters did not capture the photographs of students. However the provisional admission letters had photographs of the said students.
6. In some cases, formal admission letters were not generated to correspond with the provisional admission letters. Consequently, request for the generation of formal admission letters for those students had to be sent to the ISTD from time to time. This caused unnecessary delays in the registration process.
7. The academic year was wrongly quoted in some admission letters. For example, 2015/2016 instead of 2016/17. This was detected after quite a large number of admission letters had been issued to students. Fortunately, it was corrected.
8. Some admitted students were given two different index numbers. Others were also given numbers belonging to other students.

Due to the large number of the irregularities and challenges experienced in the registration exercise for 2016, for the first time since 2013, the DIMC employed the WAEC Result QR Code Reader as well as the WAEC online result checker card to confirm and verify results of all candidates admitted. This led to the detection of fake and forged results of some students.

Training

1. The Director of DIMC, Mr. Edwin T. Ayernor, was granted two years study leave to enable him undertake a PhD programme.
2. Two members of staff, Messrs. Denis Attuquayefio and Augustine Ofori, both Junior Assistant Registrars/Records Officers participated in the Data Protection Conference organized by the Data Protection Commission (DPC) on the theme “Creating the Right Balance between the Need for Information and Data Protection”. The conference was held at the La Palm Royal Beach Hotel Conference Hall on 28th and 29th January, 2016.
3. Messrs. Atuquayefio, Zanu, Ofori and Offei-Kwafo, Assistant Registrars of the DIMC participated in a records management workshop on 17th and 18th February, 2016 organized by Laysia Info Consult.
4. Two Assistant Registrars of the Centre– Mr. F.M.Y. Zanu and Mrs. Iris Oppong, participated in a Data Centre Management Course from 30th May to 3rd June, 2016 at the Coconut Groove Regency Hotel. It was organized by Rack-Africa in collaboration with International Data Centre Authority of America. The Conference among others was to equip participants with the knowledge, skills and provide certification for the management of Data Centre. Examinations were held for participants at the end of the workshop. Certificates for the following courses were awarded to participants: Data Centre Infrastructure Expert (DCIE), Data Centre Engineering Specialist (DCES) and Data Centre Infrastructure Specialist (DCIS).

STAFFING SITUATION

Mrs. Iris Oppong, was appointed Coordinator of the Centre to manage the affairs of the Centre in the absence of the Director in March, 2016.

STAFF ESTABLISHMENT

| Staff /Function | Rank/Position | Unit |
|---|--|-------------------------------|
| Director | Deputy Registrar | All |
| 1 General Records Officer (Coordinator) | Assistant Registrar | All |
| 4 Faculty/School Records Officers | Assistant and Junior Assistant Registrars | Faculties and Graduate School |
| 4 Administrative Assistants | Administrative and Chief Administrative Assistants | Registry/DIMC Records |
| 5 National Service Persons | | |
| 3 Digitization/Database Assistants | Interns | Digitization/Data |

Staff Challenges

The absence of permanent staff in the Information Technology wing of DIMC was affecting progress of work and continuity at the Centre. Closely related is the absence of permanent staff with information studies and Information Technology background posing a big challenge. Due to the sensitive nature of the work in the Centre, the employment of permanent staff would go a long way to safeguard information in the Centre.

The situation is managed somehow by the posting of national service persons to the Centre. However, usually when they leave in July, the period between their departure and the posting of the next batch of National Service Personnel, creates a gap which causes administrative problems for the Centre, especially as registration of freshmen commences during that period.

As at the time of writing this report, only one (1) national service person for 2016/17 academic year had reported. However, four former service persons have been posted to the Centre on extended national service. Unfortunately, their term would end by 31st March 2017, five months before the end of the official national service period.

PROJECTIONS FOR THE NEW YEAR, 2017

- I. Successful implementation of the classification scheme in all divisions/units/sections of the University.

2. Interactions with various officers to raise awareness on records management best practices and also help staff to observe them.
3. Organization of one or two documentation and records management training workshops for staff of UPSA by the end of 2017.
4. Preparation of new finding aids for the overcrowded files for relocation of the said files.
5. Assist various units to commence electronic filing in accordance with the classification and filing schemes.
6. The registration of freshmen for 2017/18 academic year.
7. Continuation of digitization of documents and other every day to day activities of DIMC

RECOMMENDATIONS

To ensure available, complete and exhaustive records and information for organizational planning, decision-making, data integrity and accuracy in the University, the DIMC recommends to Management that:

1. The application form for admission should have a space for an applicant to indicate whether he or she is a former student of UPSA.
2. There should also be a space to indicate candidate's previous index number.
3. Former students with recent serialized index numbers starting with 100.....should be assigned the same numbers for continuity.
4. However, those with numbers such as 12BAK210 should be assigned new serialized index numbers starting with 100

(The above recommendations are to help DIMC maintain complete information on every student.)

Also the following recommendations are being made regarding the registration of freshmen:

1. Steps must be taken to stem the occurrence of errors such as wrong dates, sessions, programmes, and so on, on the provisional and formal admission letters to ensure an incident-free registration process.
2. The staff of ISTD involved in process of admission letters to be stationed at DIMC during freshmen registration to quickly address registration anomalies as soon as they occur.
3. On-line admission forms should be designed such that one could not submit forms online unless one had uploaded a picture. This is because many prospective students failed to upload their picture online, thus had no picture on formal admission letter.

ACKNOWLEDGEMENT

We thank Management and staff who contributed in diverse ways to the successes and achievements of the DIMC in the past few years



RESEARCH & CONSULTANCY CENTRE

**Dr. Ibrahim
Mohammed**

DIRECTOR

I. INTRODUCTION

This report covers the activities of the Research and Consultancy Centre (RCC) for the year 2016. The report highlights the major activities that took place at the Centre, achievements and challenges, and provides an outlook or plan for the ensuing year, 2017. The year under review saw the former Research Centre upgraded to the status of a Directorate with expanded mandate to be responsible for the promotion, administration and oversight of all research, scholarly and consultancy activities of the University. In the exercise of its mandate, the RCC carried out its functions under the following five core units:

- Institutional Research and Decision Support Unit
- Research Projects Unit
- Consultancy Unit
- Academic Publications Unit
- Research Compliance Unit

The rest of the report is organized into six sections, namely, the staffing, major activities, achievements, challenges and recommendations, and Plan for 2017.

2.0 STAFFING

2.1 Staff Position

During the year, the RCC had eight (8) regular staff and two national service personnel. In addition to the regular staff, there were two lecturers who served as adjunct fellows assisting in the work of the RCC based on their unique experiences and expertise. The breakdown of the staff is as follows:

- The Director (1)
- Assistant Registrars (2)
- Research Fellows (3)
- Assistant Research Fellows (2)
- Adjunct Research Fellows (2)
- National Service Personnel (2)

2.2 Study Leave

In the course of the year, two of the Research Fellows, Messrs. Timothy Kind Avordeh and Bright Osei Addiyiah, were granted study leave to pursue PhD programmes. Mr. Avordeh's study leave was for a period of one year tenable at the University of Natural Resources at Sunyani in the Brong Ahafo region of Ghana, while Mr. Addiyiah's study leave was for a period of five years tenable at the University of Mississippi in the United States of America. On behalf of these colleagues, the Centre is grateful to Management and wishes them the very best in their studies.

2.3 Promotion and Award

Mr. Rockson Opare-Boateng, an Administrator at the RCC was promoted to the position of an Assistant Registrar of the University. The Director and staff of the Centre congratulate him and it is our hope that he works hard to achieve more laurels.

Dr. Ibrahim Mohammed's PhD thesis, *"An analysis of online pricing behaviour of hotels in Hong Kong"* was awarded Best PhD Thesis 2016 by the School of Hotel and Tourism Management of The Hong Kong Polytechnic University.

2.4 New Appointments

In the latter part of the year, two new appointments were made to the Centre. These newly recruited staff are:

- Dr. Adam Salifu as a Research Fellow
- Eugenia Nana Yaa Brempomaa Dowouna (Mrs) as an Assistant Research Fellow
- Erica Manley Osae as an Assistant Research Fellow

2.5 Staff Development and Conferences Attended

| Name | Programme | Duration | Sponsor | Venue |
|----------------------|--|---|---------|--|
| Dr. Ibrahim Mohammed | 6 th International Multidisciplinary Conference on Science, Technology, Education, Arts, Agriculture, Management & the Social Science (iSTEAMS) | 21 st – 23 rd March, 2016 | UPSA | UPSA |
| | 2 nd ICBMED Conference | 21 st – 22 nd April, 2016 | UPSA | UPSA |
| | ACU Conference of University Leaders 2016 | 27 – 29 th July, 2016 | UPSA | Accra International Conference Centre, Ghana |
| | 7 th ANIE Conference | 5 – 7 th October, 2016 | UPSA | Mensvic Grand Hotel, Accra, Ghana |

| Name | Programme | Duration | Sponsor | Venue |
|---------------------------|--|---|-------------------------------|-----------------------------|
| Dr. Robert L. Afutu-Kotey | 6 th International Multidisciplinary Conference on Science, Technology, Education, Arts, Agriculture, Management & the Social Science (iSTEAMS) | 22 nd - 23 rd March, 2016 | UPSA | UPSA |
| | 2 nd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 21 st – 22 nd April, 2016 | UPSA | UPSA |
| | | 14 th December, 2016 | | Coconut Groove Hotel, Accra |
| Mrs Benedicta Quao | Root Causes of Corruption in Ghana | 2 nd August, 2016 | Institute of Economic Affairs | Accra |
| | Dealing with Ghana's Winner take all in politics: The case of effective Decentralization | 31 st August, 2016 | Institute of Economic Affairs | Accra |
| Mr. Maxwell Yeboah-Mensah | 6 th International Multidisciplinary Conference on Science, Technology, Education, Arts, Agriculture, Management & the Social Science (iSTEAMS) | 22 nd - 23 rd March, 2016 | UPSA | UPSA |
| | 2 nd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 21 st – 22 nd April, 2016 | UPSA | UPSA |
| Mr. Rockson Opare-Boateng | 2 nd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 21 st – 22 nd April, 2016 | UPSA | UPSA |

3.0 MAJOR ACTIVITIES UNDERTAKEN

3.1 Development of Strategic Plan for the Centre

From the beginning of the year 2016, when the Research Centre (now RCC) was upgraded to the status of a directorate, the Centre saw the need to prepare a strategic plan that better reflect its expanded mandate and aspirations of the University. After consultations with the various stakeholders of the University community, particularly staff and students, the RCC successfully

developed a five-year strategic plan based on 5 strategic priorities. These strategic priorities are, research, consultancy, collaborations and partnerships, institutional research support and visibility. For each of these priorities, one strategic goal and 4-5 strategic objectives have been formulated to guide the activities of the Centre. The objectives are accompanied by clear and measurable key performance indicators (KPI).

3.2 Research Project Unit

3.2.1 Research Policy for the University

As part of its functions, the RCC has a responsibility to formulate and implement the University's Research Policy. During the year under review, the first version of UPSA Research Policy (UPSARP), was drafted for Management's consideration. The overarching goal of the Policy is to ensure that research conducted in the name of UPSA or on its premises is consistent with the ethos of the University and conforms to the highest quality, ethical standards and international best practices. The Policy covers 12 key areas including the requirement to conduct research, priority areas of research, students research, research management and administration, and quality assurance in research. The other areas include statutory regulations and institutional policies, ethical responsibilities, publications and proprietorship, research centres, research performance monitoring, and recruitment and staff development.

3.2.2 Completion of External Research Projects

The National Health Insurance Authority (NHIA) project which started in 2015 was completed in November 2016. The project which sought to evaluate the impact of Capitation Education in the Volta, Upper East and Upper West Regions of Ghana was undertaken in two phases – phase I being baseline study and phase II being the impact assessment study. Following the submission of the research report, the team was invited to make a presentation to the Management of NHIA.

3.2.3 Submission of Expressions of Interest and response to calls for proposals

Response to call for proposals

The Research and Consultancy Centre (RCC) during the year under review submitted both technical and financial proposals to UNICEF. The proposals were in response to a request for proposals (RFP) to hire a local institutional consultant for 12 months to partner their international consultant to implement and evaluate an innovative methodology to promote hand washing with soap in public schools in Ghana. The RCC is yet to receive a response from UNICEF concerning this proposal.

Submission of Expression of Interest

In a response to a request for expression of interest (EOI) by the Council for Technical and Vocational Education and Training (COTVET) to develop modules for teaching health, HIV and

gender in tertiary institutions, the RCC submitted a proposal. The Centre is awaiting a response from COTVET.

Research Partnership

The Centre had a meeting with World Vision Ghana (WVG) to explore the possibilities of research collaborations and partnerships. At the end of the meeting, an agreement was reached for WVG to draft a Memorandum of Understanding (MOU) for the Centre to make inputs. The draft MOU is yet to be submitted by WVG.

3.3 Consultancy Unit

3.3.1 Consultancy Policy for the University

Desirous of promoting consultancy services within the University, the RCC has drafted a Consultancy Policy for the University. The goal of the Policy is to increase the University's engagement with industry through consultancy services. Thus, the policy deals with the organisation and administration of consultancy, professional behaviour and principles of consultancy, costing and pricing of consultancy, and the distribution of consultancy income.

3.3.2 Consultancy Services Offered

The RCC during the year under review conducted training for two different organizations. The first training was for 13 heads of departments of Perseus Mining Company at Ayamfuri in the Central region of Ghana where their mining site is located and the training was held for three days. The second training was conducted for 24 heads of departments of GHACEM Ghana Limited in Tema.

3.4 Institutional Research and Decision Support Unit

The RCC during the year under review submitted a proposal to Management to undertake an institutional research to evaluate students' satisfaction with academic programmes in UPSA, and this was approved. The research had a dual objective of providing information on the level of students' satisfaction with UPSA academic programmes to support management decision-making and to develop a hands-on experience on the use of the American Customer Satisfaction Model (ACSM) to evaluate customer satisfaction in the Ghanaian context. The report for this study has been submitted to Management. In all, 1,051 final year students at all levels (graduate, undergraduate and diploma) took part in the study. The RCC intends to continue with this satisfaction survey annually.

3.5 Academic Publications Unit

3.5.1 Journal of Business Research

The year under review witnessed the publication of the ninth volume of the Journal of Business Research (JBR). The ninth volume was published as a special edition devoted to conference

papers received in 2015 at the first ICBMED conference. Work on the 10th Edition is at an advanced stage. Ten papers have been peer reviewed and the authors are working on the comments.

3.5.2 Publications Guideline for Faculty and Academic Staff

Considering the importance of publications in faculty promotions and the desire by the University to encourage quality research output rather than quantity, the RCC has prepared a draft publications guideline for Management's consideration. The guidelines seek to guide researchers toward publishing their research in outlets that have high reputation and impact factor rather than outlets that may lower the reputation or competitive standing of the University.

3.6 Research Compliance Unit

3.6.1 Marking and Verification of MBA Project Work 2015/16

The RCC during the year under review worked on the project work of final year MBA students for the 2015/2016 academic year. The work involved an orientation for internal assessors, assessment and vetting of the project works, distribution of students work with written comments for revisions and verification to ensure that comments have been addressed by candidates.

3.6.2 Seminars

During the year under review, the RCC organised two seminars for students and faculty. The first seminar was on Copyright and Intellectual Property Rights. This seminar was facilitated by an officer from the Copyright Office, Ghana. The facilitator took participants through the copywrite laws in Ghana, how faculty can patent their work and what constitute intellectual property. At the end of the seminar, participant expressed satisfaction with the programme and called for similar seminars to be organised periodically. The second seminar focused on Academic Writing for Graduate Research Students.

3.7 Conference Organisation

3.8.2 iSTEAMS Conference

The RCC together with the Centre for International Education and Collaboration (CIEC) worked in partnership with Research Nexus Africa Networks to organise and host an international interdisciplinary conference on Science, Technology, Education, Arts, Agriculture, Management & the Social Science (iSTEAMS) on UPSA campus.

4.0 SUMMARY OF ACHIEVEMENTS

For the year under review, the major of achievements of the RCC are summarized as follows:

- Developed a five-year strategic plan for the Centre
- Completed the maiden Student satisfaction survey
- Drafted a Research Policy for the University
- Drafted a Consultancy Policy for the University
- Drafted publication guidelines for UPSA
- Completed NHIA impact assessment study
- Published the 9th Edition of the Journal of Business Research
- Managed graduate students' project work
- Submitted Requests for Proposals (RFPs) and Expression of Interests (EOIs)
- Conducted consultancy services

5.0 CHALLENGES AND RECOMMENDATIONS

Some of the challenges the RCC encountered during the year under review were:

- Unstable internet access at the RCC. This is hampering work at the Centre. As at now, the ISTD have not installed cables as an alternative to the wireless connection which is not reliable.
- The Centre lacks equipment such as, laptops, desktops, and chairs. Due to the unavailability of equipment, staff are using their own lap tops for official work.
- Need for a plagiarism software (turn it in) to enhance research and academic work in the University
- Unavailability of rest rooms at the new office location

Based on the challenges enumerated above, we recommend that:

- Rest rooms be provided for staff on the block as a matter of urgency
- Line cables be installed at the offices to compliment the wireless internet connectivity to enhance output at the Centre
- Provision of the needed logistics such as laptops and desk tops

6.0 Plan for 2017

In the coming year, 2017, the RCC plans to:

- 1) Develop a research management and administration handbook for the University
- 2) Organize capacity enhancing training in research for faculty and graduate students
- 3) Initiate an annual flagship publication that will assess customer satisfaction with key service sectors
- 4) Start the publication of UPSA annual research report
- 5) Maximize strategy for winning funded research projects

- 6) Increase revenue generation from the consultancy unit
- 7) Continue with the student satisfaction survey report
- 8) Collaborate with the Quality Assurance Directorate to start a tracer study.

7.0 CONCLUSION

The Research and Consultancy Centre during the year under review made significant progress. These achievements could not have been possible without the support of Management and the cooperation of staff for which we are grateful. We trust that the Centre will be able to achieve most of the targets set in the coming year 2017.



**CENTRE FOR
INTERNATIONAL
EDUCATION &
COLLABORATION**

Prof. Goski Alabi
DEAN

This is a status report of the Centre for International Education & Collaboration (CIEC) for the month of January to December, 2016. The report gives an overview of activities undertaken within the period under consideration, lessons learnt, key issues and concerns.

EXECUTIVE SUMMARY

Established in 2016, the CIEC purpose is to cater to the all important aspect of internationalization in UPSA. The Centre has the responsibility of initiating, encouraging, promoting, facilitating and coordinating international programmes and linkages, faculty and student exchanges and mobility, collaborative research projects across academic discipline and global network. The centre is also responsible for supporting the development of education abroad opportunities for UPSA students and preparing and supporting students studying or working abroad. The Dean championed the international accreditation of the University resulting in the ACBSP accreditation of the University. The centre has through the ERMIT Project and CODESRIA brought in funds of over One Hundred Thousand Euros to the university. The Dean has participated in several international Projects and Conferences, where she prospected for several international scholarship schemes including the Brian Jones Funds. Currently, the University has collaborations with some universities including the Addis Ababa University and the Chicago State University. Over fifteen applications for affiliation to UPSA from all over Africa have been duly processed, with the necessary guiding instruments and a required application fee of one thousand dollars put in place to streamline and guide the application process, working with the affiliation committee, the Centre facilitated the successful affiliation of Ghana Technology University College to UPSA. We are poised to scout for more collaborations and avenues of funding for the University. The Centre has put in place mechanisms to be able to track the number and activities of international students in the university, measures which prior to these initiatives were not available. The Centre is currently

working on collaterals and souvenirs to be used for international recruitments and activities in addition to hosting visitors, the centre also facilitated and continues to work on both local and international travels in the University. In the successive year, we aim to position the university globally through further international collaborations, participation in relevant conferences, social media and more. We also intend to increase the recruitment drive for international students; identify foreign educational programmes and encourage faculty and students to participate in such programmes and scout for scholarship and funding opportunities for the University, students and faculty.

PART ONE INTRODUCTION

This is the annual report of the Centre for International Education and Collaboration for the period covering January 2016 to December 2016. Established in January 2016, the Centre is responsible for the internationalisation of the University. Since its inception, CIEC has brought in a sizeable amount of funds, established a data base of international students and initiated collaborations with donors and other universities. The Centre is set to roll out an aggressive recruitment drive for international funds and students in order to make the University globally engaged and relevant.

SCOPE OF THE REPORT

The report covers five thematic areas, these are:

- Administration
- International Students
- International Projects & Collaborations (International conferences & research)
- International Operations
- Guest House Management – Reception

NOTABLE ACHIEVEMENTS IN 2016

The Centre for International Education and Collaboration took some initiatives and facilitated some accomplishments, notable among these activities are:

- Facilitating the ERMIT program which brought in funds totalling EURO 88,000
- Generation of USD 18,000 from facilitating Ghana Technology University College affiliation process
- Prospected and was awarded an offer of GBP 10,000 for 3 years from Brian Jones Scholarship fund.
- Prospected a Ghana Accountants annual lecture in January/ February 2017
- Initiated the process of having an immigration desk on campus
- Facilitated the creation of the Centre's website.

- Initiated the process of acquiring protocol pass for staff of the center
- Received 5 international staff and 1 student from exchange activities
- Collated a budget matrix for travels in the university for the year 2017
- Facilitated the signing of an MOU with Addis Ababa University and Chicago State University.
- Facilitated the design of collaterals to be used by the University

Details of the activities above are presented under the various thematic areas in this report.

ADMINISTRATIVE REPORT

1.1 Introduction

This report covers the core mandate of the administrative aspect of the Centre, and its staff strength, transfers, leaves as well as staff recruitment during the year under review.

1.2 Mandate of the Centre

International Education, Projects, Relationships and Collaboration

- Responsible for initiating, encouraging, promoting, facilitating and coordinating international programmes and linkages
- Responsible for faculty and student exchange and mobility;
- Collaborative research projects across academic discipline and global network
- The Centre is also responsible for supporting the development of education abroad opportunities for UPSA students and preparing and supporting students studying or working abroad.
- Enhance the reputation of the University at the international level

1.3 Vision of CIEC

To be a world-class centre for international education, exchange, mobility and collaborations.

1.4 Mission Statement of CIEC

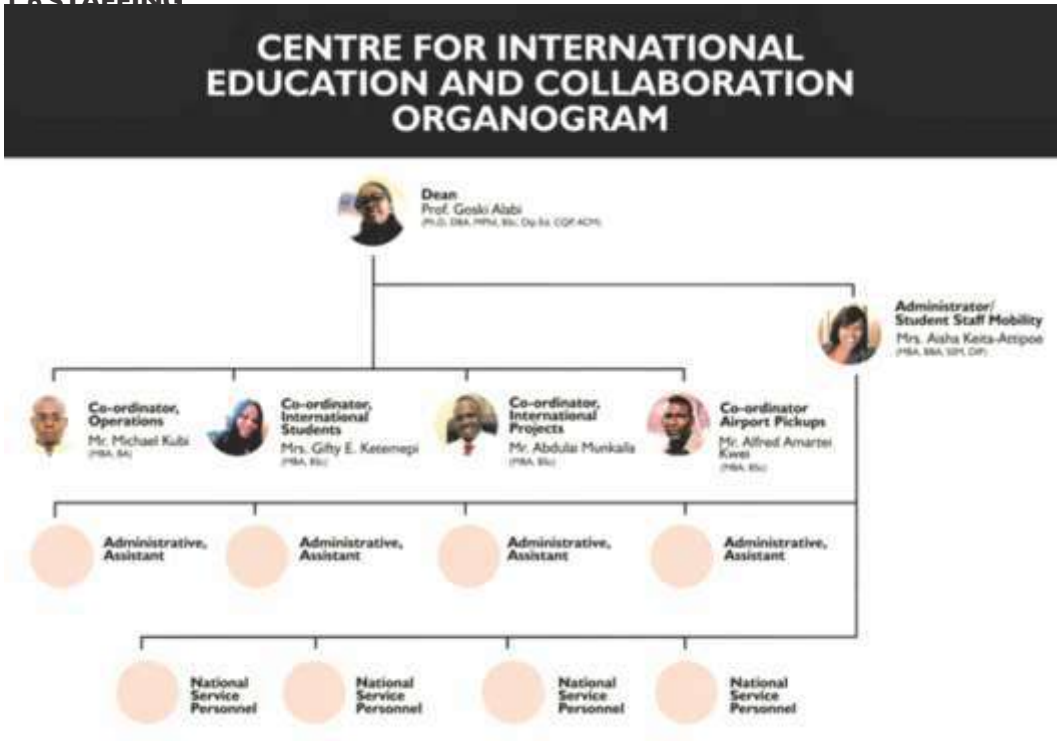
To support and position the University as a world-class institution. To achieve this, the Centre seeks to provide relevant global experiences to the international community through international education, staff and students exchanges, research and collaborative projects. Our responsibility is towards the international operations of the university particularly international students and staff as well as project and research partners. The Centre leverages on diversity, professionalism and scholarship to champion the course of the University's internationalisation

1.5 Credo/Core Values

The Centres Credo is “Superior International Experience” and has its core values as **GODIS**:

- Global Citizenship – embracing behaviours that contribute to global community values and practices while dealing with our international partners
- Open Mindedness – willingness to learn and adopt to new opportunities presented by internationalization
- Diversity – Embracing cultural differences among our international stakeholders
- Integrity – Upholding trust and confidentiality in dealing with our International stakeholders
- Service – Dedicated commitment to the expectations of the international community with respect and dignity.

1.6 STAFFING



(i) New Appointments

During the period under review, Mrs. Aisha Keita–Attipoe was transferred from the Public Affairs Directorate to the CIEC as the Administrator and Mrs. Vera Akumiah was transferred to the Public Affairs Directorate as a deputy director effective June, 2016 to support with the management of the university's website.

A request has been made for Mr. Alfred Amartei to be deputed to the Centre as Coordinator in charge of airport pickups. Owing to the demands of airport pickups and the anticipated growth in the Centre's operations it might be prudent to have him to assist.

(ii) Leaves:

Mrs. Gifty Enyonam Ketemepi resumed duty from her maternity leave on Monday, 08th August, 2016.

(iii) Promotions

During the period under review, the Dean Prof. Goski Alabi was promoted from Associate Professor to Professor.

PART TWO

CIEC ACTIVITIES

2.1 Introduction

This part of the report expatiates on the centre's respective thematic areas namely:

- International Students
- International Projects & Collaborations (International conferences & research)
- International Operations
- Guest House Management

2.2 International Students

As at 30th Oct, 2016 records provided to the center by the various academic faculties depict a total number of fifteen (15) international students that are enrolled at the University. The table 3(a) below details the number of students per country:

| | COUNTRY | NUMBER OF STUDENTS | | TOTAL |
|--|--------------|--------------------|---------------|-----------|
| | | GRADUATE | UNDERGRADUATE | |
| | British | | 1 | 1 |
| | Nigeria | 1 | 3 | 4 |
| | Benin | 1 | | 1 |
| | Cameroun | 1 | | 1 |
| | Senegal | 4 | | 4 |
| | Gambia | 1 | | 1 |
| | Togo | 2 | | 2 |
| | Congo | 1 | | 1 |
| | TOTAL | 11 | 4 | 15 |

2.3 Affiliations

As part of the centre's mandate, all affiliation requests received from January 2016 till date were reviewed. Over 10 institutions from Ghana, Nigeria and neighbouring countries have applied for affiliation with UPSA. These institutions have been communicated to on the formalities and criteria for consideration for affiliation by the University.

Ghana Technology University College has been granted affiliation status after the institution fulfilled all financial obligations and been thoroughly assessed, an amount of eighteen thousand dollars (USD 18,000) was realised as income from the affiliation process of GTUC.

The Centre continues to work hand in hand with the committee set up for affiliation. Table 2(a) below details the list of institutions which have applied for affiliations and further action taken.

| | INSTITUTION | ACTION | COMMENTS |
|-----|--|---------------------------------------|----------------------------------|
| 1. | Ghana Technology University College | Committee has worked on the request. | The affiliation has been granted |
| 2. | Graduate College of Financial Services | Official letters have been written to | Yet to get back to us |
| 3. | Poma International Business University | Letter written to them | Yet to get back to us |
| 4. | Deltas College (Nigeria) | Letter written to them | Yet to get back to us |
| 5. | Insabery – Coast International Technoscience Institute | Letter written to them | Yet to get back to us |
| 6. | Data Link Institute | Letter written to them | Yet to get back to us |
| 7. | Unique Citizens College | Letter written to them | Yet to get back to us |
| 8. | Sundoulos African Leadership Training (SALT) Institute | Letter written to them | Yet to respond |
| 9. | Pan African College of Education | Due diligence report submitted | |
| 10. | Delta College Ghana | Mail sent | Yet to respond |
| 11. | Modis Link College Consult - Nigeria | Mail sent | Yet to respond |

(i) Guiding Instruments

In order to streamline the processing of affiliations, the Centre identified the need to develop the following instruments to serve as the University's guide for the processing of new affiliation requests:

1. The Affiliation Policy
2. The Standard Operating Procedure
3. Affiliation Agreements
4. Affiliation Request Form
5. A Required Fee (with Management approval).
6. Standard Operating Procedure for due Diligence

The above instruments were used to guide the affiliation process with the Ghana Technology University College. As at July 2016, GTUC had been taken through the affiliation process successfully and gained approval for affiliation with UPSA. The Centre continues to work on other affiliations.

3.0 INTERNATIONAL COLLABORATION

3.1 Exchanges

During the period under review, there were some staff and students exchange programmes which are detailed below:

(a) Staff Exchanges

(i) Mr. Girma Menegesha - University of Jimma, Ethiopia

Under the INTRA-ACP ERMIT Project, Mr Girma Menegesha the Director for Planning and Development, at the Human Resource Department of University of Jimma in Ethiopia visited UPSA on a staff mobility programme.

Mr. Menegesha arrived on April 13, 2016 and stayed till June 12, 2016. He was attached to the HR Department of the university. A report submitted at the end of the exchange programme indicated that it was a successful mobility programme.

(ii) ***Dr Abebaw Yirga Adamu - Addis Ababa University***

Dr. Abebaw Yirga Adamu, the Director of Quality Assurance and Reform of the Institute of Architecture, Building Construction and City Development, Addis Ababa University, also undertook a staff mobility programme at UPSA between February 1- 21, 2016. This was sponsored by the Association of African Universities.

Upon completion of the staff exchange, Dr. Adamu's report noted that though both UPSA and Addis Ababa University are public universities, there are differences in systems in student admission. In Ethiopia, the Ministry of Education admits students for public universities whereas in Ghana, universities admit students directly.

Again, in Ghana every university and its programmes need to be accredited by the National Board of Accreditation. However, in Ethiopia universities and their programmes do not need accreditation and reaccreditation by an external body.

(iii) ***Three-member Visiting Team from Addis Ababa University***

The Managing Director, Mr. Atalkati; the International Officer, Mr. Sydney Kili; and the Officer in charge of Entrepreneurship Mr. Urge Birghanu Tsegaye paid a working visit to the University. The purpose of the visit was to sign an MOU with UPSA and to explore the possibility of collaborating with UPSA on some international projects.

(iv) **Visit by Officials from the Accreditation Council for Business Schools & Programmes (ACBSP)**

The Centre facilitated the hosting of ACBSP team (Dr. Paul Schneiderman, Ms. Katalin Kovacs and Dr. Nii Adote Abrahams), who came to assess the University's readiness for consideration for accreditation.

This evaluation exercise was a successful one which led to the subsequent approval for the ACBSP accreditation.

(v) Diplomatic Visit

The Deputy Head of Mission of the Embassy of the Republic of Korea, H.E. Ms Lisa Hans, paid a courtesy call to the University on February 04, 2016 to discuss the organisation of a symposium to precede the launching of the Korean Corner which has been created at the University Library.

(b) Student Exchange

University of New Brunswick Intern

Two officials from the University of New Brunswick (UNB) paid a working visit to UPSA on May 27, 2016. This was a follow-up to a Memorandum of Understanding signed in January, 2015. One of the activities that came out of the MoU was the Queen Elizabeth II Diamond Jubilee Scholarship Programme.

UNB through the scholarship programme sent one of their students, Phil McGillivray on a three-month internship programme to UPSA. The student worked as an intern at the Access Bank from June to August, 2016. Accommodation was provided during the first month of his stay at the University Guest house and subsequently changed to the university hostel for ease of transport and access to catering facilities.

A report was submitted by the intern at the end of programme.

4.0 INTERNATIONAL PROJECTS

4.1 ERMIT Project

UPSA collaborated with nine African universities under the European Union funded Entrepreneurships, Resources, Management, Innovation & Technologies (ERMIT project). The project is a cooperation and mobility programme in higher education, implemented by the education, audio-visual and culture executive of the European Union.

The ERMIT project is designed to offer scholarships with the view to facilitating the movement of Masters, PhD students and staff among the selected universities in Africa, and to build capacity and encourage socio-economic development in each region. The ERMIT project started in 2014/2015 academic year and is a five-year Programme which will end in 2018.

In terms of funding, the ERMIT project has brought in eighty-eight thousand euro as funds to the university through tuition and accommodation.

A total number of 8 scholarship students have been admitted to UPSA from the commencement of the project till now. Five students were admitted for the 2015/2016 academic year, and three students for the 2016/2017 academic year respectively. These students are currently in their second year at the master's degree level.

The following students were admitted during the 2015/2016 academic year:

| No. | Name | Country | Sex | Programme | Duration |
|-----|---------------------|------------|--------|------------------|-----------|
| 1 | Geraldine Kamana | Cameroon | Female | MPhil Leadership | 22 months |
| 2 | Gautier Bohissou | Benin | Male | MBA Marketing | 22 months |
| 3 | Jeanne D'arc Kajuru | DR. Congo | Female | MBA Marketing | 22 months |
| 4 | Jebel Cessay | The Gambia | Male | MBA Marketing | 22 months |
| 5 | Akindleye Dayo | Nigeria | Male | MPhil Leadership | 22 months |

The final set of ERMIT scholarship students were admitted to pursue their masters programme. Out of the four selected, three students from Cameroon, Benin and Burundi reported to the university in the first week of September, 2016. One will be pursuing a full master's programme, while the other two will be pursuing one year top-up with credits transferred from their respective universities. The students have been accommodated at the hostel.

| No. | Name | Country | Sex | Programme | Duration | Accommodation |
|-----|----------------------------------|----------|--------|----------------------|-----------|------------------------|
| 1 | Kpelehoungue Mahoukpego Ambroise | Benin | Male | Marketing | 9 months | UPSA Hostel |
| 2 | Ritta Wepma Giyoh | Cameroon | Female | Accounting & Finance | 9 months | UPSA Hostel |
| 3 | Nshimirimana Yvan-Darcy | Burundi | Male | Marketing | 22 months | UPSA Hostel |
| 4 | Bombey Gwendoline Ressinwi | Cameroon | Female | Accounting & Finance | 9 months | Did not report to UPSA |

The ERMIT Project has brought in over eighty thousand Euros (Euro 80,000) to the University as tuition and accommodation fees.

(I) Extra Curricula Activities

On the 21st September, 2016, seven of the students went on an excursion to the Kakum National Park and Cape Coast Castle as part of a familiarization and cultural orientation day. The purpose of the trip was to enable the international learn more about Ghana's rich cultural heritage.

Next semester, the centre will be organising an international students day, where the students will have the opportunity to showcase their country's tradition and culture.

5.0 INTERNATIONAL COLLABORATION

5.1 Brian Jones Fund

The Dean travelled to the United Kingdom to present a paper and also to meet with Mr. Brian Jones an international philanthropist, to prospect for collaboration. The outcome of the Dean's meeting was an offer to champion the Brian Jones fund which will provide ten thousand pounds (GBP 10,000) over a period of three (3) years.

5.2 GAEI Annual Lecture

The Dean also met with a representative of the Ghana Accountants in England & Ireland, resulting in the association holding its annual lecture at UPSA between Jan and Feb, 2017.

5.3 Chicago State University

The Dean is also facilitating the signing of a Memorandum of Understanding between UPSA and the Chicago State University. The MOU is meant to strengthen ties through collaboration between the two universities through learning, teaching and bilateral improvement and development of both institutions international programme experience. The MOU is expected to be signed before the end of the year, 2016.

5.4 U-Multirank

In championing UPSA's internationalisation, the Dean facilitated the university's participation in the U-multiRank. U-Multirank is a new multidimensional, user-driven approach to international ranking of higher educational institutions based on empirical data. The dimensions include: teaching and learning, research, knowledge transfer, international orientation and regional engagement. U-Multirank compares institutions with similar institutional profiles and allows users to develop personalised rankings by selecting indicators in terms of their own preferences. UPSA in its quest to become nationally entrenched, regionally relevant and globally recognized, submitted itself to be ranked among other international universities by U-Multirank.

The first ranking will be published in early 2016 covering more than 500 higher education institutions from Europe and beyond. It will provide an institutional ranking of the institutions as well as field-based rankings for engineering, business and physics.

6.0 OPERATIONS

6.1 Conferences attended by UPSA Staff

During the period under review staff of the University participated in several conferences. The Dean and a team from CIEC also participated in two key conferences namely: the Association of Commonwealth University conference, and the 7th ANIE conference organised by AAU in partnership with UPSA, The Dean and a team from CIEC also served as rapporteurs on behalf of the University.

The Centre also circulated several calls for international paper applications. Tabulated below are the conferences attended by staff of the University:

Table 4(e)

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE/ VENUE | SPONSORED BY |
|----------------------|---|---|--|------------------------------------|--|
| Rev. J. K Antwi | Dir. of Finance | ACBSP | June 2016 | USA | UPSA |
| Dr. B. T. Dornoo | Medical Director | African Palliative Care Association (APCA) | 28 -29 TH , January 2016 | Dubai, UEA | APCA |
| Dr. B. T. Dornoo | Medical Director | New WHO guidelines on HIV, Hepatitis B & C | 20 th -24 th June , 2016 | Johannesburg, South Africa | WHO |
| Dr. B. T. Dornoo | Medical Director | 2 nd African Ministers of Health session and 5 th Int. African Palliative Care Conference | 16 th -19 th August, 2016 | Kampala, Uganda | APCA |
| Mr. David Ansah | Asst. Registrar, Clinic | Forum on Drug use and Handling | 26 th August, 2016 | UPSA, Ghana | Students for Sensible Drug Policy (SSDP) International |
| Mr. Felix M. Y. Zanu | | Data Centre Management | 30 th May -3 rd June 2016 | Coconut Groove Regent Hotel, Accra | UPSA |
| Mrs. Iris Oppong | | Data Centre Management | 30 th May – 3 rd June 2016 | Coconut Groove Regent Hotel, Accra | UPSA |
| Mr. Mawuli Feglo | Dean of Students | Doctoral Conference | 17 th -21 st April, 2016 | Malaga, Spain | UPSA |
| Mr. Elijah A. Mensah | Librarian | LIBER 2016 Conference | 29 th June - 1 st July, 2016 | Helsinki, Finland | UPSA |
| Prof. Goski Alabi | Dean, Centre for international Education and collaboration (CIEC) | Participated to receive accreditation certificate for UPSA as the accreditation | June 17-20, 2016 | UPSA | Atlanta-USA |

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE/ VENUE | SPONSORED BY |
|----------------------------|-------------------------------|---|--|------------------------|------------------------|
| | | Champion -2016 Conference of Accreditation Council for Business Schools and Programmes (ACBSP) | | | |
| Mr. Abdulai Munkaila | Coordinator | ACBSP Accreditation Award | June 17-20, 2016 | UPSA | USA |
| Mrs. Ganiyatu Tiamiyu, | | Continuous Professional Development | 21 st May -18 th June 2016 | Pretoria, South Africa | Carnegie Corp. N Y USA |
| Mrs. Vera Akumiah | Dep. Director, Public Affairs | AAU in collaboration with University of Lusaka Training Workshop on University – Industry Linkages for AFRICAN Universities | 12 th – 14 th July | Lusaka ,Zambia | UPSA |
| Mr. John Agbenyo | Ag. Dir. Public Affairs | AAU in Collaboration with University of Lusaka Training Workshop on University-Industry Linkages for African Universities | 12 th 14 th July | Lusaka Zambia | UPSA |
| Mrs. Aisha Keita - Attipoe | Administrator | Association of African Universities Conference on University Linkages | 10-15 July,2016 | UPSA | Zambia |

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE/ VENUE | SPONSORED BY |
|-----------------------------|-------------------------|---|--|---|---|
| Mr. Abdulai Munkaila | Coordinator | Association of African Universities Conference on University Linkages | 10-15 July, 2016 | UPSA | Zambia |
| Prof. Goski Alabi | Dean- CIEC | Association of Commonwealth University (ACU) Conference of University Leaders 2016 | 27-29, July, 2016 | Vice-Chancellor Ghana (VCG) | Accra International Conference Centre - Ghana |
| Dr. Ibrahim Mohammed | Dir. Research Registrar | ACU Conference of university leaders 2016 7 th ANIE Annual conference. International Conference on Science, ARTS, Agric, Management and Social Science (ISTEAMS) | 27 th – 29 th July, 2016 5 th – 7 th Oct., 2016. 22 ND – 23 RD March, 2016 | Accra International conference centre. Mensvic Grand Hotel, Accra. UPSA | UPSA UPSA UPSA |
| Mrs. Benedicta Quao | | Dealing with Ghana's Winner-Take- All politics; The case of effective Decentralisation. Root causes of Corruption in Ghana | 31 st Aug ,2016. 2 nd August, 2016 | IEA. IEA | IEA. IEA |
| Dr. Seidu Mohammed Mustapha | Registrar | International Africa Educational summit(IAES) | 15-18 Sept, 2016 | Dubai | UPSA |
| Mr. Michael Kubi | CIEC | International Africa Educational summit(IAES) | 15-18 Sept, 2016 | Dubai | UPSA |
| Prof. Goski Alabi | Dean- CIEC | 11 th International Conference on Social Science and Humanities (ICSSH) | 19-20, September, 2016 | MCRI Project | London-UK |

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE/ VENUE | SPONSORED BY |
|---------------------------------|------------|--|--|----------------------------|-------------------|
| Prof. Goski Alabi | Dean- CIEC | 8th International Conference on Quality Assurance in Higher Education in Africa | 20-23 September, 2016 | European Commission | Windhoek, Namibia |
| Prof. Goski Alabi | Dean- CIEC | 7th Annual Conference of Africa Network for Internationalization of Education (ANIE) | 5-7th October, 2016 | ANIE | Accra-Ghana |
| Mr. Chistopher Quaidoo | | 7 TH ANIE Annual Conference | 5 th - 7 th OCT , 2016 | Mensvic Grand Hotel, Accra | UPSA |
| Mrs. Akorfa Wutor | Lecturer | | USA | 25-30 Oct, 2016 | UPSA |
| Dr. Robert Lawrence Afutu-Kotey | | International Conference on Business Management and Entrepreneurial Development. | 21 st -22 nd April, 2016. | UPSA. | UPSA. |
| | | Int. Conference on Science, Technology, Education, Arts, Agric., Management and Social Science(ISTEMS) | 22 ND – 23 RD March, 2016 | UPSA | UPSA |
| Maxwell Yeboah-Mensah | | Int. Conf. on Business Management and Entrepreneurial Development. | 21 st – 22 nd April, 2016. | UPSA. | UPSA. |
| | | Int. Conf. on Science, Technology Education Arts, Agric, Management ,and Social Science(Istems) | 22 nd to -23 rd March 2016 | UPSA | UPSA |

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE/ VENUE | SPONSORED BY |
|-----------------------|----------------------------------|-----------------|-----------------|--------------|--------------|
| Mrs. Helen Arkorful | Dean, Weekend School | | 7-12 Nov, 2016 | UK | UPSA |
| Mr. George Quartey | Director, Quality Assurance | | 14-17Nov, 2016 | Dubai | UPSA |
| Prof. A. Okoe Amartey | Pro- Vice-Chancellor | | 06-13 Nov, 2016 | UK | UPSA |
| Prof. Albert Puni | Dean, School of Graduate Studies | | 06-13 Nov, 2016 | UK | UPSA |

(6.2) Travel and Visas

The Centre received the directive on August, 2016 to facilitate all official travel requests of the University. Subsequently, the centre received six requests for travel facilitations, which was duly executed

| NAME | POSITION | CONFERENCE NAME | DATE | PLACE /VENUE | SPONSORED BY |
|----------------------|---|---|---|------------------------------------|---|
| Rev. J. K. Antwi | Dir. of Finance | ACBSP | June 2016 | USA | UPSA |
| Dr. B. T. Dornoo | Medical Director | African Palliative Care Association(APCA) | 28-29 TH January 2016 | Dubai, UEA | APCA |
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COLLATERALS

The Centre is spearheading the production of souvenirs. There is a need for these collaterals because among other reasons, it creates a positive impression about the University and may influence some decisions of both prospective students and partners. Indeed it makes a competitive statement. Contrary to the popular thought that collaterals are a liability, it is actually a strategic asset.

Some of the collaterals the Centre is currently working on include:

High-end Souvenir.

These souvenirs may be presented to senior university officials, or universities that UPSA has collaboration with or intends having collaboration with.



Low-end

These souvenirs can be sold to students of the University. They can also be presented to visiting officials and also used during recruitment drive:



Cuff-link



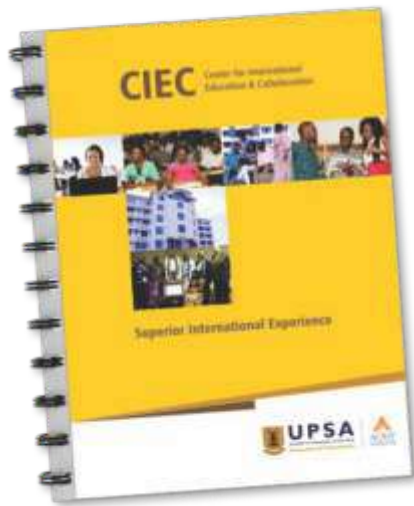
Cuff-link



Shawl (kente)



Call card holder



Note pad



Note pad



Bookmark



Base ball Cap



Visor



Visor



T-Shirt



Mugs



Pen with Key- holder



Pen



Generic Backdrop for events



Pull-up banner

UPSA GUEST HOUSE – RECEPTION OF GUEST

(i) Guest House Location and Facilities

The UPSA Guest House is situated at Haatso. It has four ensuite bedrooms, one office area, one living room with a dining area, and a kitchen in the main house. The outer house has three bedrooms with one bathing area and a kitchen area. There is also security post.

(ii) Guests House Records

From January to October, 2016 the guest house lodged 16 official visitors. The table below shows a month by month report on these guests

| 2016 | Month | Number of Guest | Comments |
|------|--------------------------------|-----------------|----------|
| | January | 1 | |
| | February | 2 | |
| | March | 9 | |
| | April | 1 | |
| | May | 0 | |
| | June | 5 | |
| | July | 2 | |
| | August | 2 | |
| | September | | |
| | October | 3 | |
| | November | 1 | |
| | December | 2 | |
| | TOTAL (as at Nov, 2016) | 28 | |

(iii) Recommendations for the Guest House Management

In order for the guest house to be fully functional in hosting international guests and possibly serve as a revenue generating avenue for the University, the following recommendations should be considered:

- Rehabilitate the outer house to be able to accommodate more guests
- Provide a laundrette
- Install Internet facility
- Engage a cook when there are visitors in the guest house
- Change the current bedspreads which has been in use for over six years

- Install television sets in each room
- Employ additional cleaner and a full-time gardener

CHALLENGES

The Centre some challenges during the year under review:

- There were no records of international students
- There were no adequate collaterals to be given to guests of the University
- Inability of international guests to communicate via internet at the guest house

RECOMMENDATIONS

These are some recommendations for consideration:

- CIEC should participate in the selection of international students and be solely responsible for communicating with them. This is to help build a solid international student database.
- A foundation class should be organised from January to July for students from French speaking countries to improve upon their English language proficiency before the actual intake.
- The University Guest House must be properly equipped to receive international guests.

PLANS FOR THE 2017

- CIEC to participate in four recruitment fairs in Africa to improve international student numbers in the University
- CIEC to develop and operate programmes and travels to increase the international student body of the university
- Facilitate and increase international collaborations and projects
- Scout for scholarship opportunities for faculty and students
- Identify international educational programs and encourage students and faculty to participate in such programs
- Represent the University by serving as host to visiting students and faculty
- Work on other related international activities as and when required.



**CENTRE FOR
PUBLIC
ACCOUNTABILITY**

Dr. Albert Kan-Dapaah
DIRECTOR

1.0 BACKGROUND

The Centre for Public Accountability was inaugurated on 4th June, 2014, with a primary objective to **Study, Research, Develop Recommendations and Advocate** for Reforms to promote Accountability and Transparency in Public Sector Management. The Centre has a clear Vision as well as a Mission Statement.

2.0 VISION

The Vision of the Centre is:

“To establish itself as the leading tertiary-based think-tank in the provision of quality and relevant Training, Research and Consultancy support to enhance and promote Public Accountability in Africa.”

3.0 MISSION

To promote and enhance sound Public Sector Accountability Institutions and Mechanisms in Africa by providing practitioners with the opportunity for continual Learning and Development, Research and Knowledge Sharing as well as Consultancy support

4.0 BROAD AREAS OF OPERATION

- Policy-oriented Research
 - Knowledge Sharing and Capacity Building
 - Consultancy Support
- ❖ Our Vision, Mission and Areas of operation are still very SMART, and relevant to our times. We are optimistic of the future of the Centre with the necessary support from Management.

5.0 POLICY ORIENTED RESEARCH

Accountability is said to be the weakest element in Public Sector Governance in Africa. This is because both accountability institutions and accountability mechanisms do not work as expected. We therefore need to study and research why these mechanisms and institutions are not working to our expectation. Our Lecturers and graduate students provide a pool of talent to undertake this academic exercise. We essentially want to publish the leading academic journal on public accountability in Africa. Even though, to date, we have had no accomplishment in this area, we are making frantic effort to achieve this target. One of the challenges however is that lecturers have not shown much interest in undertaking studies and research in this area. Is lack of financial motivation the problem?

6.0 KNOWLEDGE SHARING AND CAPACITY BUILDING

During the year a couple of activities were undertaken in pursuant to this area of operation:

1. Pro Bono Courses for State Security Institutions.
2. Pro Bono Courses for some African Parliaments
3. Fee Paying Courses for Civil Servants in MMDAs
4. Fee Paying Courses for Public Servants in Public Institutions
5. Workshops and Advocacy Conferences
6. The Consulting Director was invited to present Papers on Accountability in Ghana, United States of America, Ethiopia, Uganda and South Africa.

6.1 PRO BONO COURSES FOR STATE SECURITY INSTITUTIONS

The Centre has a standing MOU with the security agencies command colleges (i.e. The Ghana Police Command and Staff College, Armed Force Command and Staff College and the Kofi Annan International Peacekeeping and Training Centre). This year saw major transfers of the heads of these institutions and as a result training for these institutions could not come up as scheduled. We have firm up plans for these trainings in 2017.

6.2 PRO BONO LECTURE FOR AFRICA PARLIAMENT

The Centre was engaged by the Parliament of Ghana to provide lectures on the role of parliaments in Good Governance, Parliamentary Oversight and Accountability, and the Public Financial Management System in the fight against corruption. During the year, lectures were provided to visiting parliamentary delegations from Ivory Coast and some civil society activists from East Timor.

6.2.1 DELEGATION FROM THE PARLIAMENT OF IVORY COAST

An eleven (11) member delegation from the Economic and Finance Committee of the National Assembly of Cote D'Ivoire visited the Centre on 15th February, 2016. The delegation was on a study tour in Ghana and at the instance of the Clerk of Parliament, they visited the Centre to

engage with us on Parliamentary Oversight and Accountability. The Consulting Director of the Centre Hon. Albert Kan-Dapaah took the delegation through the National Budget Processes, the Oversight Mechanism in the Budget Processes and Public Accountability in general. The delegation was led by the Deputy Speaker of the Ivorian Parliament.

6.2.2 CIVIL SOCIETY ACTIVISTS FROM EAST TIMOR

On 21st March, 2016, a twelve (12) member group of civil society activist from East Timor visited the Centre. These were activists whose main concentrations are in Governance, Transparency and Accountability. They were on a study tour to Ghana to learn about the country's Accountability Institutions and Mechanisms.

6.3 FEE PAYING COURSES FOR CIVIL SERVANTS IN MMDAs

The Centre in collaboration with the Ministry of Local Government organized a two-day training in Public Financial Management for staff of MMDAs in the Ashanti region. The training took place in Kumasi on the 11th and 12th February, 2016. Each MMDA presented five (5) persons for the training and out of the thirty MMDAs only eleven were present. This translated to fifty five (55) participants. An amount of **twenty thousand** (GHS 20,000.00) was realized from this training.

6.4 FEE PAYING COURSES FOR PUBLIC SERVANTS

On the 26th and 27th July, 2016, the Centre trained twenty (20) management staff of the Social Security and National Insurance Trust (SSNIT) in **Accountability and Public Sector Governance**. This was a commercial venture and was valued at **Sixteen Thousand Ghana Cedis (GHS 16,000.000)**.

7.0 WORKSHOPS AND ADVOCACY CONFERENCES

During the year under review, the Centre organized a number of conferences and workshops for advocacy on a number of pertinent issues. Below are some of the conferences the Centre organized.

7.1 CPA/IMANI/OXFAM/ JOY FM PROGRAM

The Centre in Partnership with Oxfam America, Imani Ghana and Joy FM held on two different occasions, the Ghana Connect Program which was live on radio at 5:30pm on the **23rd September, 2016** and **7th October, 2016**. The program which was on Accountability, Governance and issues emanating from the Auditor General's Report was to solicit views of students and also proffer solutions to the problems so that during this periods of political manifestoes, the Political Parties will pick up the issues in order that we can hold them accountable when they come into Government. Resource persons for the program were Hon. Samuel Attah Kyea, and Hon. George Loh, Vice Chairman and Deputy ranking members respectively of the Public Account Committee,

Mr. Thomas Atuam – UPSA, Hon. Albert Kan-Dapaah, Consulting Director, CPA-UPSA, and Mr. Franklin Cudjoe – President of Imani Ghana.

7.2 CONFERENCE ON IMPROVING PUBLIC FINANCIAL MANAGEMENT SYSTEM

Ghana Oil and Gas for Inclusive Growth (**GOGIG**) sponsored our proposal on Improving Public Financial Management System in Ghana. The Sponsorship package was worth **Thirty One Thousand One Hundred United States Dollars (US\$ 31,100.00)**. On the 23rd June, 2016, the Centre as part of the implementation of the proposal, organized a High Level Dialogue at the Movenpick Ambassador Hotel. The Dialogue was on the topic “Improving Public Finance Management in Ghana”. The programme was well attended by persons in academia, international non-governmental organisations, professional bodies, public and civil servants, civil society organizations, etc. A communiqué was issued at the end of the dialogue and submitted to the Parliament of Ghana to feed into the then draft Public Financial Management Bill.

8.0 PUBLIC LECTURES AND CONFERENCES ATTENDED

During the year under review, the Consulting Director delivered a number of papers at various public events. The events were held in Ghana, Kenya, USA, Uganda and South Africa. Some of the events are:

1. 3-4 November, 2016 - Ethiopia
Validation Workshop on the African Governance Outlook Flagship Report
2. 23-24 September, 2016 - Uganda
Delivered a paper on Ghana's Fiscal Responsibility Law at a Workshop for staff of the Parliamentary Budget Office of Uganda.
3. 18-20 August, 2016 - Uganda
Workshop for Parliament of Uganda under the Government's, “Strengthening Uganda's Anti-Corruption response Technical Advisory Facility”.
4. 4-6 May, 2016 - South Africa
Africa Regional Summit on Open Governance Partnership
5. 15-17 April, 2016 - U.S.A
“ Panel member in the launch of a publication: “The Role of Local Institutions in Accountable Natural resource Management in Ghana”.
6. 13-19 March, 2016 - U.S.A
Participated in the civil society event in Washington DC to discuss the Accountability Mechanisms in Ghana's IMF Bailout.

GHANA

September 22, 2016 - Accra

Economic Freedom Index organized by the Institute of Economic Affairs

April 6, 2016 - University of Ghana

Presentation at the 37th Management Day Celebration of the University of Ghana on “Financial Accountability and Political Governance in Ghana”.

April 26, 2016 - Accra

Transparency International Leadership Day Workshop.

9.0 GOING FORWARD

We intend to deepen our relationship with International donors especially KOICA, DFID, CIDA etc. It is also our hope to publish an Academic Journal on Public Accountability and to promote the research profile of the Centre by taking advantage of the multi-disciplinary team of experts in the University to conduct research in various fields relevant to Public Accountability.

We would continue with our capacity building efforts and we plan to hold an international training workshop in Accountability for members of parliament in Africa.



**DROLOR
CENTRE FOR
STRATEGIC
LEADERSHIP**

**Dr. Samuel Batchison
Ofei**

DIRECTOR

INTRODUCTION

This report covers the period from 1st January 2016 to 31st December, 2016. It presents the following subjects on the Drolor Centre for Strategic Leadership:

- Information about the Centre
- Activities undertaken during the period under review
- Ongoing Studies
- Administration Report

INFORMATION ABOUT THE CENTRE

The establishment of DCSL was in response to the need of building capacities of existing leaders in business, politics, religion and academia. It is to groom the next generation of ethical leaders with the requisite social capital, leadership skills and competences for partnerships, networks as well as economic development of the continent.

The Centre is also to provide a platform for case-sharing on Africa through leadership conferences, symposia, workshops and research seminars.

Vision

“To be a Centre of Excellence for high level executive leadership development in Africa for Africa's accelerated development”.

Mission

The Centre exists to nurture a global community of leaders who are willing to make a difference with their presence by creating and delivering values that go beyond their time and/or geographical boundaries.

It is also to create leaders who understand the consequences of their actions and inactions on current and future generations and can act ethically in such a context.

Objectives

- To provide executives, politicians and senior managers with leadership skills for leading change.
- To provide a platform for African leaders and executives on critical issues of economic and social development.
- Provide a system of understanding of the important concepts of leadership and strategy to create and deliver value for constructive and necessary change.
- Offer personal grooming and leadership development programmes for African leaders to assert their rightful places in the world economy.
- Undertake applied and action research to enhance leadership in Africa.
- Provide a platform for case-sharing in Africa through conferences, symposia, workshops and research seminars.

Activities During 2016

1. Award of Scholarship

The Centre awarded scholarships to three (3) deserving students. The intervention is to reward hard work and promote excellence.

The students are **DORA MAMLEY QUARSHIE**, **LARTEY OTENGE STEPHEN** both Banking and Finance students and **CATHERINE NUEKI DJANMAH** who offers BSc. Accounting.

Accordingly, on 26th September 2016, the awardees were handed their letters for the scholarship after writing an undertaken in appreciation of the gesture extended to them.

2. Forum on the Role of Student Leaders in National Politics: Mirroring the 2016 Elections

The forum provided the platform for interrogating some concerns and to shore up the soundness of the peace efforts by the student leadership before, during and after the elections.

Key Resource Persons and Participants

- Resource persons were drawn from NUGS, AASU, TEIN, TESCON, Political Parties (i.e. NDC and NPP), Electoral Commission, Think Tanks, Security and International Relations Expert, Academia and the Media.
- The Chairman for the occasion was Prof. Charles Barnor, the Pro-Vice Chancellor of UPSA.
- The forum which was well attended by a cross-section of students, student groups, staff, media and the general public was streamed live on 3FM and across the globe on www.3news.com

Key Questions Interrogated

The following questions were discussed:

- How do tertiary education students understand, define and view the work of democracy?
- How can institutions of higher education help foster greater political participation among tertiary education students ahead of the 2016 elections?

- What roles have student leaders played within the past four years in educating members on their civic responsibilities?
- What measures have been put in place to absolve the youth from fomenting violence in order to ensure violent-free elections?
- Would the reforms by the Electoral Commission contribute to a peaceful process?
- What is the attitude of the media ahead of the elections?

The Outcome

- The various student groups made pledges to contribute to a peaceful election.
- There was a consensus that peace efforts should not only be limited to the period of elections but must be a sustainable venture through continuous education of all stakeholders including the citizenry.
- The students had a better insight into their roles as contributors to the growing democracy and became more committed towards national development efforts.

3. Research on Good Governance in Ghana: The Experience of the Public Official Findings from Research

On Demographics:

- A majority (63.4%) of the respondents were males.
- A total of 182 of the respondents who make up 47% had Bachelor's Degree while 1.1% had BECE qualification, implying that a majority of workers in the Ghanaian public sector have tertiary education qualification.
- 35% who make up the majority have worked between 4-5 years with 17.1% having worked between 2-3 years. This shows that majority of the respondents had more than three (3) years working experience.
- The demographic nature of the respondents showed a majority of them (37.6%) falling within the age bracket of 30-39 years with 0.5% of the respondents falling below twenty (20) years.

On Rule of Law

- A majority (66.3%) of the respondents agreed that their human rights were protected in the public sector
- 74.3 % of the respondents agreed that both employees and management are subject to the code of ethics.

On Efficiency and Effectiveness

- 69.3% of the respondents were of the view that values and ethos of public organizations are enshrined in public policies and their practice. This may well mean that the various public organizations in Ghana have strong values that guide their activities.

- Meanwhile, 72.5% of the respondents believed that division of roles and responsibilities between employees and management is clear. This is likely to promote work effectiveness because there are clear lines of communication.
- Regarding Management's focus on the strategic direction of the organization, 72.4% of the respondents agreed that this was present in their institutions. This could mean that the top management regularly sets new policies and reviews existing ones to streamline the focus of their organizations.
- 57.6% of the respondents said organizational decisions are effectively implemented in the public sector. This is followed by 28.7% of the respondents who are indifferent to the statement with 13.7% disagreeing to the assertion. Accordingly, it may be deduced that respondents had mixed reactions towards decision making processes in the public sector organizations.

On Accountability

- On the question of whether or not public sector management has proper arrangements for the supervision, appraisal and remuneration of employees, 63.7% of the respondents agreed. This could be interpreted to mean that public sector management has appropriate appraisal and remuneration systems and as a result workers are paid or promoted based on their performances.
- In line with the rules of appropriate review of financial systems, 64% of the respondents agreed that accountability exists in the public sector. This could mean that management always reviews how finances are put into good use to benefit the organizations and the nation as a whole.

On Transparency

- According to 45.3% of the respondents, there is openness in all matters pertaining to all the organization's operations. However, about 22% of the respondents said they do not agree that there is openness in all matter pertaining to the operations of the organization. It could mean that this group has ever been denied access to some information they requested. Or they feel there is no level of transparency in the organizations they work. This proposition is therefore a source of concern which needs redress.
- There are stringent measures in place to check management who would want to abuse the system for their own interests. This is according to 43.7% of the respondents. This assertion may however, not represent the entirety of public officials' concerns regarding such measures for appropriate accountability.
- There is clarity in communicating with stakeholders according to 56.1% of the respondents. This could mean that the organizations usually get the right feedback from their stakeholders anytime they communicate to them.

On Responsiveness

- According to 69.7% of the respondents, employees interact with one another for the purpose of achieving the objective and goal of the organization. This could mean that there is a favorable work environment where information flows easily and management allows for interaction among staff in order to get the work done.

On Equity and Inclusiveness

- The research revealed that 45.2% of the respondents were of the view that, there is fairness and equity in the provision of career opportunities for public officials in Ghana with 28% expressing indifference to this assertion. Furthermore, 13.2% disagreed that there was fairness and equity in the provision of opportunities. **This** simply means that there is some concern towards fairness and equity in public organizations particularly in the provision of career opportunities and public goods. There is therefore the express need for redress.
- The public sector applies the principles of equality according to 44% of the respondents. About 26% of the respondents however disagreed to this assertion. Hence, public organizations need to focus more on the application of this very important principle of good governance for enhanced socio-economic development.
- Roughly 56% of the respondents agreed that their organizations recognize employees' responsibilities towards the wider communities, society and the environment. This may not be a sufficient representation of the concerns of the entire public sector regarding the recognition of public officials' responsibilities.

On Consensus Orientation

- A majority of approximately 76% of the respondents agreed that good governance is a complex process.
- On the grounds of good governance being central to creating and sustaining an environment that fosters strong and equitable development, an overwhelming proportion (83.2%) of the respondents agreed.
- The responses may perhaps mean that consensus orientation is a very key component in the public sector in promoting good governance since it gives people the voice to articulate their interests in a more tolerating environment.

On Participation

- From the research results, 67.6% of the respondents agreed that there is participation. This may well mean that to some extent management involves employees when making decisions in the public sector.
- There is a strategy for the effective communication with all stakeholders – customers, investors among other stakeholders as opined by 63.4% of the responses obtained. This

could mean that different stakeholders have different information needs which are delivered through different communication channels.

- Responses from 56.1% of the respondents show that there is proper exercise of delegated authority without undue interference, which portends that to some extent, management allows for delegation of duty that helps to build the mental power and competences of subordinates in the public sector and allows for execution of delegated authority without unnecessary interference. About 18% of the respondents said they disagree while the remaining 26% were neutral. This therefore suggests that appropriate measures must be taken to ensure delegated authority without undue interference.
- Personal views are never confused with those of the organization according to 56.3% of the responses obtained. This possibly may mean that there is always a dichotomy between the views of the individuals in the Ghanaian public sector and those of their organization. This helps to mostly avoid mingling personal interests with organizational interests.

Recommendations

- Based on the analysis of the survey, the following would be appropriate to ensure improved and better application of the principles of good governance in the public sector.

The following recommendations may be appropriate:

- The working environment of the public sector must be revamped, office equipment upgraded and vehicles procured for effective monitoring and evaluation. If 35% of the respondents affirm that proper measures are not in place to review performances of employees, then this must be a wake-up call for the government to set new policies and review existing ones to streamline the focus of the public sector toward a new direction.
- The existing laws that establish the Public Services Commission must be reviewed to give it an independent oversight responsibility over the public sector. This attempt will ensure that the principles of good governance are adhered to that would ultimately lead to enhanced socio-economic development
- Considering the important role the public sector plays in promoting the national development of Ghana, the study recommends that the sector must strive hard to put in place enforceable internal control and accountability measures appropriate to tackle social vices, including corruption.
- The public sector must put in measures to be more responsive to the needs of the public officials because it has been established through the study that majority of the needs of public officials are not responded to.
- The public sector and the government must adopt innovative ways to generate alternative income so as to reduce the financial stress on the national kitty, approaches to tackling labour issues and delayed salaries must be revised.

Conclusion from Study

- It has emerged very clearly from the study that the public sector has an important role to play in upholding good governance principles for sustainable national development and accelerated socio-economic growth.
- The public sector needs to always strive to resist manipulation and interference by the state and business interests for efficiency and effectiveness. Indeed, the cog for such intervention would only be a function of the application of good governance principles.
- A strong and reliable public sector can represent the policy interests of both government and the citizens. This may serve as a vehicle for the collective social and economic growth.
- There are signs of an increasing strength and assertiveness in the public sector based on the level of responses from the public officials.
- Through these efforts, governments can become more accountable and responsive to the people's needs, and the elites and the public will be more committed to good governance.
- This study by the Drolor Center for Strategic Leadership of UPSA is in line with its core mandate of accelerating and sustaining the growth of good governance and accountability leadership.
- We hope the study would serve as a useful policy guide in improving and implementing the tenets of good governance in the public sector.

OTHER ACTIVITIES

Media Engagements

- 2016 election analysis – TV3 & 3 FM
- Media exposé with TV3 and JOY TV on national issues;
- Honest Leadership: The Partisan Involvement Of Lecturers On Campus – “PRIME Express”
- The Turnover Rate of Ministers and Government Officials at their positions: Effects on National Development
- The Essence of Leadership and Ghana's 58 years of Independence
- Panel Discussion and Debate on the Voters' Register
- The Significance of offering Technical Degrees at Polytechnics – TV3 & 3FM
- The Effect of Unexplained National Policy: Discussions on Governance – TV3
- Morning Show Panel Discussions on TV3
- The Importance of Celebrating Ghana's Independence – TV3, 3FM & Radio Gold
- Panel Discussions on Sports- Radio Gold

ONGOING STUDIES

The Centre is currently working on the following projects which are at various stages of completion:

1. Good Governance in Sports: A Relational Perspective in Ghana
2. Promoting Good Governance: A Perspective of Employee Leadership Agitation.

ADMINISTRATION REPORT

Human Resource

The staff strength of the Centre during the period under review is captured as follows:

| POSITION REQUIRED | STAFF AT POST |
|-----------------------------|--------------------------|
| Director | 1 |
| Coordinator/Research Fellow | - |
| Assistant Registrar | - |
| Administrative Assistants | Ancillary Staff (2 NSPs) |

ACTIVITIES FOR 2017

- The Centre is considering the possibility of instituting an annual lecture on Strategic Leadership which may deliberate on issues of leadership development, good governance and accountability leadership in Africa.
- An Award Scheme by the Chancellor, HRM, Drolor Bosso Adamtey I.
- More media engagements to project DCSL & UPSA
- Strategic Leadership Training

CONCLUSION

The Drolor Centre for Strategic Leadership continues to perform its core mandate of nurturing, stimulating and provoking leadership acumen for sustainable development in a global context through research, advocacy and intellectual engagement.



OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP

Lepowura M.N.D. Jawula
CONSULTING DIRECTOR

1.0 INTRODUCTION

This report covers the activities of the Otumfuo Centre for Traditional Leadership for the period January to December 2016.

The Centre was established to provide the platform for an institutionalized training programme to be made available for traditional leaders that would enhance their capacity to lead and manage their resources effectively and sustainably.

Since its establishment, the Centre has organised four (4) series of Training Workshops in May and October 2015 and August 2016. So far, one hundred and ten (110) Paramount Chiefs and Divisional Chiefs and Queen Mothers as well as some staff of the various Traditional Councils, Registries have been trained.

Structurally, the training is composed of three sessions for Part I, Part II and Diploma issued by UPSA.

2.0 OBJECTIVES OF THE CENTRE

- Equip traditional leaders with leadership skills that would enhance their ability to manage their communities and all the resources under their care.
- Afford traditional leaders the opportunity to network with fellow traditional leaders for collaboration and partnership for community development
- Support the traditional leaders prepare strategic plans for their community development
- Equip traditional leaders with marketable skills to prepare marketing plans to showcase their communities for investors and as tourist attractions.

- Support traditional leaders to develop and implement proper records and documentation management systems for effective land administration.
- Equip traditional leaders with conflict management skills to enable them handle all forms of disputes that are likely to arise
- Provide leaders with negotiable and lobbying skills for effective cost- benefit analysis and sustainability of their community resources
- Support the implementation of financial management plans to generate revenue for community developmental projects
- Provide the platform for traditional leaders to share their experiences which can be used as lessons learnt and benchmarks for other traditional areas.
- To provide a facility for the study of chieftaincy as an institution and its role in a democratic republic. Emphasizing its development role as an independent and complementary tool of development.
- Provide a facility for the study of the role of chieftaincy as an instrument of social cohesion and stability in a turbulent period.

3.0 TRAINING WORKSHOP

A 5-Day training workshop was organized for chiefs and staff of traditional councils, regional and national house of chiefs from 29th August to 2nd September, 2016 at UPSA. The overall objective of the Training Workshop was to equip the traditional leaders with relevant skills for effective leadership roles.

The objective was achieved through lectures by experienced resource persons who handled the subject areas.

1. Lepowura M.N.D. Jawula, Director, OCTL
2. Dr. Seidu Danaa, Minister for Chieftaincy and Culture
3. Prof. Naa Nabila, President of the National House of Chiefs,
4. Justice Brobbey, Retired Justice of the Supreme Court of Ghana,
5. Prof Nana Kobina Nketsia, Retired History Professor, UCC, Omanhene of Esikado Traditional Area
6. Prof. Irene Odotei, former Director of the Institute of African Studies, Legon
7. Prof. Goski Alabi, Dean, Centre for International Education and Collaboration, UPSA

8. Dr. Kwaku Mawutor, Dean, School of Graduate Studies, UPSA
9. Dr. Mavis Dako-Gyeke, University of Ghana
10. Dr. Musah Adams, Information Studies Department, University of Ghana, Legon
11. Dr. Alhassan Sulemana Anamzoya, Dept of Sociology, University of Ghana, Legon
12. Dr. Doliwura Malik Zakariah, Office of Controller and Accountant-General, Accra
13. Dr. Kwesi Appiah, Consultant
14. Mr. Kwesi Dautey, formerly of Lands Commission

3.1 TRAINING PROGRAMME

Part I

The following courses were taught.

- Strategic Leadership
- Records and Documentation
- Basic Book-Keeping and Accounts
- Land Administration
- Conflict Management
- Chiefs as Partners of Development
- Chieftaincy and Social Cohesion and Solidarity
- Gender and Chieftaincy
- Chieftaincy in Ghana: Historical and Comparative perspectives
- The Administration of the Chieftaincy Institution in the Modern Ghanaian State.

Part II

Courses handled at the Part II:

- Networking and Lobbying
- Financial Management
- Change Management
- The Laws of Chieftaincy (*Customary Laws*) as Tools of Reforms and National Integration
- Chieftaincy and Democracy
- Theories of Traditional Leadership
- Women in Traditional Leadership
- A Philosophical Understanding of the Chieftaincy Institution
- Sources of Authority and Jurisdiction I
- Sources of Authority and Jurisdiction II

Part III

Courses handled included the following:

- Leadership In The Ghanaian Context, Traits and Leadership
- Strategic Leadership
- Communication
- Introduction to Mission Statement and Formulation
- Strategic Planning
- Environmental Scanning
- Introduction and Development of Implementation Plans and Evaluation
- The Legal Dispute Settlement by Customary Arbitration and Alternative Dispute Resolution
- Judicial Ethics
- Issues of Judicial Reviews and Appeals
- Conflict Resolution and Peace Building

3.2 OFFICIAL OPENING OF THE TRAINING WORKSHOP

The Training workshop was formally opened by the Vice-Chancellor who gave the welcome address. In his address, he mentioned that the University's programme had been tailored in such a way to meet the needs of society.

He gave the assurance that the training workshop would enhance the leadership skills of the traditional leaders in order to be able to move their communities forward. He announced that Prof Okoe Feehi Amartey would be taking over from him as the Vice-Chancellor when his tenure expires on December 31, 2016. The new Vice-Chancellor will continue to build on where he had left off and would consolidate and improve upon the gains achieved so far.

The Director, Otumfuo Centre for Traditional Leadership (OCTL), Lepowura M.N.D. Jawula, noted that chieftaincy had played a significant role in the political history of Ghana and deserved recognition as such. For that reason, he said, the institution should be given the required support in order to remain relevant. He appealed to Management to consider introducing a post graduate study programme in Chieftaincy Affairs.

Mr. Justice Stephen Alan Brobbey, a retired Chief Justice of the Supreme Court who chaired the function, said the knowledge that would be gained by the traditional rulers would improve their leadership skills and also urged participants to take the lessons at the workshop seriously and get the best from the University.

Nii Ayi Krotia I of Ngleshie Alata also urged his colleague traditional rulers to champion the development agenda of their jurisdictions.

3.3 WORKSHOP PARTICIPATION

The workshop attracted participants from traditional councils across the country. One hundred and ten (110) chiefs including registrars/staff from regional house of chiefs attended the workshop.

The list of traditional councils represented for the latest workshop of August/September 2016 is indicated below:

| No | Traditional Area | Region | Total |
|----|--|---------------|-------|
| 1 | Greater Accra Regional House of Chiefs | Greater Accra | 19 |
| 5 | Nungua | | |
| 9 | Ngleshie Alata | | |
| 3 | Prampram | | |
| 1 | Kpone | | |
| 1 | Central Regional House of Chiefs | Central | 15 |
| 6 | Breman Asikuma | | |
| 6 | Gomoa Ajumako | | |
| 1 | Gomoa Akyempim | | |
| 1 | Awutu | | |
| 1 | Dagbon | Northern | 7 |
| 6 | Gonja | | |
| 1 | Alavanyo | Volta | 4 |
| 1 | Vakpo | | |
| 1 | Nkonya | | |
| 1 | Akyode | | |
| 2 | Ayigya Zongo | Ashanti | 2 |
| 2 | Manya Krobo | Eastern | 2 |
| 1 | Abease | Brong Ahafo | 1 |
| 1 | Gwira | Western | 1 |
| 51 | | | 51 |

4.0 AWARD OF CERTIFICATES

Twenty-one (21) fresh participants of Part I were awarded Certificates of Participation, while twenty-five (25) participants of Part II received Certificate in Chieftaincy Management and Administration.

Four (4) of the first batch of trainees who enrolled in May 2015 and successfully completed the Parts I, II and final part (III) of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

5.0 CLOSING CEREMONY

The Pro-Vice-Chancellor, Prof. Feehi Okoe Amartey, urged participants to put the knowledge acquired from the course into practice, he said that, the training received should lead to improvement in leadership qualities and the effective management of lands in the various communities.

In his closing remarks, The Consulting Director, OCTL, Lepowura M.N.D. Jawula, called on chiefs and traditional leaders to hold in high esteem the integrity and dignity of the chieftaincy institution. According to him, the Alternative Dispute Resolution (ADR) Law – 2010 Act 798, which provides for the settlement of disputes by arbitration and mediation, empowers chiefs to solve disputes within their traditional areas.

He attributed the peaceful era in Ghana to the critical role of chiefs. He also expressed his displeasure in the low level participation of chiefs in the affairs of state, urging chiefs to put their views across on national issues.

The Dean for the Centre for International Education and Collaboration, Prof Goski Alabi, also encouraged chiefs to put in place a mechanism for accountability, to ensure good governance in their localities and traditional areas.

King Odaifio Welentsi III, Nungua Mantse, counseled his colleagues to stop accepting gifts from politicians who visit their palaces.

Nii Ayi Krotia I of Ngleshie Alata, also appealed to the National House of Chiefs to give recognition to the UPSA certificate in Chieftaincy affairs.

6.0 NEW PRESIDENT OF THE CENTRAL REGIONAL HOUSE OF CHIEFS

One of our leading participants, who successfully completed the final Part (III) of the Programme, (Diploma in Chieftaincy Studies in Leadership and Management) Obrempong Krampah Nyanful XI of the Gomoa Ajumako Traditional Council, with knowledge acquired from UPSA, confidently competed for and became the President of the Central Regional House of Chiefs in October 2016.

7.0 CHALLENGES

Even though the programme has gone well with the training of one hundred and ten (110) chiefs so far, the biggest challenge has to do with payment for the courses by the Chiefs. Generally Chiefs are not known to pay for their own training so the payment of GH¢1,000 per head per session is not very welcome news for the Chiefs.

Sponsorship has not come easy. However the Local Government Services has supported the Centre on two occasions so far.

8.0 RECOMMENDATIONS

It is hereby recommended that Chiefs who pass through the Diploma Programme successfully should upon recommendation from the Centre, based on specific performance be enrolled unto the UPSA Master's Programme on Leadership.

APPENDIX A

PUBLICATIONS BY LECTURERS IN THE FACULTY OF MANAGEMENT STUDIES IN 2016 ACADEMIC YEAR

DEPARTMENT OF MARKETING

PROF. ABEDNEGO FEEHI OKOE AMARTEY

1. Okoe, A. Feehi, (2016). Assessing the CSR information needs of Microfinance institutions' (MFIs) customers, 2016 Journal of Information Communication and Ethics in Society Vol. 14 No. 3.
2. Okoe, A. Feehi, (2016). Examining the relationship between trustworthiness and students' attitudes toward knowledge sharing. Library Review, 2016 (accepted for publication).
3. Okoe, A. Feehi, (2016). Assessing the online CSR communication of an indigenous Ghanaian Bank Communication. Communication Research and Practice Vol. 2 No. 2, 2016
4. Okoe, A. Feehi, (2016). Consumers' preference for foreign products in an emerging market: do family communication patterns play a role? International Journal of Business and Emerging Markets, Vol. 8, No. 2, 2016.
5. Okoe, A. F., Boateng, H., & Mensah, T. D. (2016). The effects of job satisfaction, employee commitment, workplace friendship and team culture on service recovery performance. Management Science Letters Vol. 6, (Indexed in Ebsco, DOAJ, and Index Copernicus).
6. Boateng, H. Diyawu, A. R., Okoe, A.F. & Anning-Dorson, T. (2016). Assessing the determinants of Internet Banking adoption intentions: A Social Cognitive theory Perspective Computers in Human Behavior, 65 ,468-478 (Indexed in Scopus and Ranked 3 by ABS and Q1 by SJR)
7. Boateng, H., Agyemang, G.F, Okoe, A.F. & Mensah, T. D (forthcoming). Examining the relationship between Trustworthiness and Students' Attitudes toward Knowledge sharing, Library Review (Indexed in Scopus and Ranked B by ABDC)
8. Okoe, A. F., & Boateng, H. (2016). Assessing the CSR information needs of Microfinance institutions' (MFIs) customers. Journal of Information, Communication and Ethics in Society, 14(3), 272-287. (Index in Scopus and ranked B by ABDC)
9. Okoe, A. F., & Arkorful, H. (2016). An Assessment of the Link between Customer Satisfaction and Retention in the Mobile Telecommunications Industry in Ghana: An Undergraduate Students Perspective. Journal of Management and Information Research, 1(1), 20.
10. Okoe, A. F., Boateng, H., & Anning-Dorson, T. (2016). Consumers' preference for foreign products in an emerging market: do family communication patterns play a role? International Journal of Business and Emerging Markets, 8(2), 210-221. (Index in Scopus and ranked C by ABDC).
11. Boateng, H., Okoe, A. F., & Omane, A. B. (2016). Does personal innovativeness moderate the effect of irritation on consumers' attitudes towards mobile advertising? Journal of Direct, Data and Digital Marketing Practice, 17(3), 201-210. (Ranked Q3 by SJR)

12. Okoe, A. F., & Boateng, H. (2016). Assessing the online CSR communication of an indigenous Ghanaian bank. *Communication Research and Practice*, 2(2), 229-243. (Published by the Australian and New Zealand Communication Association and Taylor and Francis).

Conference Papers

13. Okoe, A.F. & Puni, A. (2016). Distance Culture and Whistle Blowing Intention in Ghana: A Model for the Future. *International Journal of Arts and Sciences*, (7th -11th November, 2016) United Kingdom.
14. Okoe, A.F. (2016). Received an Emerald Literati Award for his paper "Consumers' attitude towards social media advertising and their behavioral response: the moderating role of corporate reputation published in *Journal of Research in Interactive Marketing*", Award was presented at the Academy of Management, Anaheim, California.
15. Hinson R.E, Renner A, Boateng H, & Okoe, A F. (2016). Mining firms and Sustainability Reporting in Ghana, 7th International Conference on Social Sciences (22 – 23 September 2016), Cape Town International Convention Center, South Africa.
16. Okoe A.A. (2016). An Investigation of the Role of Boundary Spanners in Hospitality Branding Customers' Perspective. Presented at the Annual International Academy of Business Disciplines. Florida.
17. Okoe A., Mensah T., & Angenu B. (2016). The Effects of Customer Relationship Management on Customer Loyalty in the Hospitality Industry; A Case Study on Four (4) Top Star Hotels In Ghana. Presented at the International Conference on Business Management and Entrepreneurial Development, University of Professional Studies, Accra.

PROF. GOSKI ALABI

1. Alabi, G., Awudu H.I., and Duncan A.E., (2016). Relationship between Expansion Strategy and Growth of Charismatic Churches in Ghana. *Journal of University of Professional Studies, Accra*. 10th Edition /Vol. 10/2016
2. Alabi G. & Abdulai M. (2016) The Relationship between Leaders Values Preference and Leadership effectiveness in higher education in Ghana. *Journal of Management and Information Research (JMIR)* Vol. 1 Issue 3

MRS. FIDELIS QUANSAH

1. Dzandu, M.D., Boateng, Agyemang, H.F.G., Quansah, F., (2016). Social media adoption on university students: herole of gender, perceive usefulness and perceived ease of use. *Int. J. Social Media and Interactive Learning Environments*, Vol. X, No. Y, 2016
2. Quansah Fidelis, (2016). An Evaluation of the Contributions of the Wood Industry to Ghana's Economic Development. *Journal of University of Professional Studies, Accra*. 10th Edition /Vol. 10/2016

ALEXANDER PREKO (PhD)

1. Preko Alexander, (2016). A three–country analysis of students' attitudes and behaviour towards complaints in Universities in Ghana. *Journal of Management and Science*, vol. 01

issue 01, 2016. Pp:6-24

MR. EBENEZER ARTHUR DUNCAN

1. Alabi, G., Awudu H.I., and Duncan A.E., (2016). Relationship between Expansion Strategy and Growth of Charismatic Churches in Ghana. *Journal of University of Professional Studies, Accra*. 10th Edition /Vol. 10/ 2016

MR. IBN KAILAN ABDUL-HAMID

1. Boateng, H. and Abdul-Hamid, I.K. (forth coming). An Evaluation of Corporate Social Responsibility Communication on the Websites of Telecommunication Companies Operating in Ghana: Impression Management Perspectives. *Journal of Information, Communication and Ethics in Society*.

Conference Papers

1. Abdul Hamid I.K., Avornyo F, Hinson R., & Kuada J. (2016). Facilitating Export Marketing via Websites: The Case of the Ghana Export Promotion Authority (GEPA). *Academy of International Business Sub-Saharan Africa Chapter. Lagos Business School, Nigeria, 2016.*
2. Avornyo F, Abdul Hamid I.K., Hinson R., Kuada J., Asante F.A. (2016). Corporate Social Responsibility in Ghana: Themes, Empirical Evidence and Gaps for Future International Business Research. *Academy of International Business Sub-Saharan Africa Chapter. Lagos Business School, Nigeria, 2016.*
3. Hinson, R.E., Twum, K.K., Abdul-Hamid, I.K. & Kosiba, J.P. (2016). Corporate Social Responsibility Practices of Political Parties in Ghana. *4th University of Ghana Business School Conference on Business and Development. University of Ghana Business School, Ghana, 2016.*
4. Boateng H., Abdul-Hamid, I.K. & Twum, K.K. (2016). The blame Game, Accusations and Counter Accusations: An Empirical Investigation into Political Communication in Ghana. *4th University of Ghana Business School Conference on Business and Development. University of Ghana Business School, Ghana, 2016.*
5. Hinson R.E., Abdul-Hamid, I.K. & Van Zyl, H. (2016). The Complementary Effect of Market Orientation and Positioning on Hotel Performance. *MBALI 2016, Richards Bay, University of Zululand, South Africa, 2016.*
6. Abdul-Hamid, I.K. & Hinson, R.E. (2016). Investigating Market Orientation and Positioning in Ghana's Hotel Sector. *4th International Conference on Contemporary Marketing Issues, Heraklion, Greece, 2016.*
7. Kamkam, W.A., Mensah, K., Hinson, R.E., Mahmoud, M. A. & Abdul-Hamid, I.K. (2016). Factors influencing social media utilization in the Ghanaian Hotel Industry. *4th International Conference on Contemporary Marketing Issues, Heraklion, Greece, 2016.*
8. Boateng, H. & Abdul-Hamid, I.K. (2016). Postgraduate Research Students' Perceptions of Plagiarism on Facebook. *2nd International Research Conference On Promoting Humanities Research For Development In Africa. College of Humanities, University of Ghana Legon, Accra, 2016.*
9. Boateng, H. & Abdul-Hamid, I.K. (2016). Blogging and Women Empowerment: An

assessment of natural hair bloggers from Ghana. School Of Social Sciences Int. Conference, University of Ghana, Legon Accra, 2016.

DEPARTMENT OF BUSINESS ADMINISTRATION

DR. EMMANUEL SELASE ASAMOAH

1. Gyepi-Garbrah, T. and Asamoah, E. S. (2016). Effect of institutional factors on internal market orientation: A structural analysis. *International Journal of Management Concepts and Philosophy*. Inderscience Publishers. ISSN online: 1741-8135. ISSN print: 1478-1484
2. Asamoah, E. S. and Chovancová, M. (2016). The effect of cultural orientation on the purchasing decisions of consumers: A cross cultural comparative study. *International Journal of Contemporary Management*. Vol (15), No. 1. pp. 7-32. pISSN 1643-549. DOI 10.4467/24498939IJCM.16.001.4834
3. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016). Religiosity, job status and whistleblowing: Evidence from micro-finance companies in the Ga-East district of the Greater Accra region of Ghana. *Global Journal of Human Resource Management*. Vol.4, No.1, pp. 52-64. ISSN 2053-5686(Print), ISSN 2053-5694(Online)
4. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016) Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours. *International Journal of Innovative Research & Development*. Vol. 5, Issue 1, pp. 1-7. ISSN 2278 – 0211 (Online)

PROF. ALBERT PUNI

1. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016). Religiosity, job status and whistleblowing: Evidence from micro-finance companies in the Ga-East district of the Greater Accra region of Ghana. *Global Journal of Human Resource Management*. Vol.4, No.1, pp. 52-64. ISSN 2053-5686(Print), ISSN 2053-5694(Online)
2. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016) Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours. *International Journal of Innovative Research & Development*. Vol. 5, Issue 1, pp. 1-7. ISSN 2278 – 0211 (Online)

MR. COLLINS AGYEMANG BADU

1. Agyemang, C. B. (2016). The Principles Existed Way Back! Ghanaian Akan Proverbs as Explanations of Today's Human Resource Principles and Corporate Values. *Journal of Business Research*, 9, 19-32
2. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016). Religiosity, job status and whistleblowing: Evidence from micro-finance companies in the Ga-East district of the Greater Accra region of Ghana. *Global Journal of Human Resource Management*. Vol.4, No.1, pp. 52-64. ISSN 2053-5686(Print), ISSN 2053-5694(Online)
3. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016) Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours. *International Journal of Innovative Research & Development*. Vol. 5, Issue 1, pp. 1-7. ISSN 2278 – 0211 (Online)

4. Doe, F., Arkorful, H. K., & Agyemang, C. B. (2016). Culture, Societal Expectation and Entrepreneurial Intentions: A Study among Small and Medium Scale Operators in Ghana. *Research Journal of Economics and Business Studies*, 5 (5), 41-51

DR. ERNEST ABRAHAM

1. Abraham, E.M. & Martin, A. (2016). Understanding Urban Households' Livelihood Choices, Wealth, and Poverty in Accra, Ghana. *Development in Practice*, 26:3, 387-402, DOI: 10.1080/09614524.2016.1150417. Online
2. Abraham, E.M. (2016). Determinants of Household Socio-economic Status in an Urban Setting in Ghana. *Ghana Journal of Development Studies*, 13(1), 97-114. DOI/http://dx.doi.org/10.4314/gjds.v13i1.6
3. Abraham, E.M., Martin, A.M., Cofie, O., & Raschid-Sally, L. (2016). Perceptions, Attitudes, and Behaviours toward urban surface Water Quality in Accra, Ghana. *Management of Environmental Quality: An International Journal*, 27(5)

DR. GERALD DAPAAH GYAMFI

1. Gyamfi, G. D. (2016). Police Governance and Human Trafficking: The Ghanaian Experience. *Police Practice and Research: An International Journal*. doi:10.1080/15614263.2016.1196912

MS. ESTHER ATTIOGBE

1. Edward N. Tetteh & Esther Julia K. Attiogbe (Accepted for publication), work-life balance among working university students in Ghana work-life balance among working university students in Ghana *Globus of the Methodist University College* June 2016

MR. FRED DOE

1. Doe, Frederick; Arkorful, Helen K. & Agyemang, Collins B (2016). Culture, Societal Expectation and Entrepreneurial Intentions: A Study among Small and Medium Scale Operators. *Research Journal of Economics and Business Studies*, 05 (05), 41-51
2. Doe, Frederick (2016). The Moderating Effect of Power Contests and Tacit Competitiveness on Career Orientation in Universities- A Conceptual Paper. *Research Journal of Social Science and Management*, 05(11), 156-164.
3. Doe, Frederick (2016). The Impact of Workplace Bullying on Workers' Psychological and Emotional Well-Being: A Study of 139 University Staff in Ghana. *International Journal of Innovative Research and Development*, 5 (3), 18-23

MRS. HELEN ARKORFUL

1. Doe, Frederick; Arkorful, Helen K. & Agyemang, Collins B (2016). Culture, Societal Expectation and Entrepreneurial Intentions: A Study among Small and Medium Scale Operators. *Research Journal of Economics and Business Studies*, 05 (05), 41-51

APPENDIX B

RESEARCH PUBLICATIONS BY LECTURERS IN THE FACULTY OF ACCOUNTING AND FINANCE IN 2016 ACADEMIC YEAR

Research Publications

During the year 2016, seventeen (17) research publications were made by nine (9) Lecturers in the Department. Table 16 below shows the detail research papers of the Lecturers:

Table 16: Research Publications of Academic Staff for the year 2016

| NAME OF STAFF | BOOKS/JOURNALS |
|------------------------------------|--|
| <p>PROF. CHARLES BARNOR</p> | <p>Bunyaminu, A. & Barnor, C. (2016). ATM Operations and Bank Profitability in Ghana. International Journal of Financial Markets. (Accepted for publication).</p> |
| | <p>Bunyaminu, A. & Barnor, C. (2016). Effect of E-banking on Profitability of Ghanaian Banks. International Journal of Business and Social Research (Accepted for publication).</p> |
| | <p>Barnor, C., Asmah, E. E., & Wiafe, E.A. (2016). Health spending and growth in Ghana: An examination of causality. International Journal of Ecological Economics and Statistics. Volume, 37, ISSUE No. 1, 2016; INT. j. ecol.econ. stats; ISSN 0973-1385. Retrieved from www.cecerp.com/cp-jour (Accepted for publication).</p> |
| <p>DR. RAYMOND DZIWORKU</p> | <p>Dziworku, R.K. (2016). Does managerial ability really drive cost efficiency? Evidence of broiler businesses in Ghana, Journal of Managerial and Decision Economics. Wiley online Library, DOI: 10.1002/mde.2810.</p> |

| NAME OF STAFF | BOOKS/JOURNALS |
|---|--|
| | <p>Dziwornu, R. K., Anagba K. K. and Aniapam, A. D (2016) Emergence of mobile financial services: concerns for use among women entrepreneurs in Ghana. <i>Journal of Emerging Market Finance</i>. (Submitted for publication).</p> |
| <p>DR. JOSEPH K. TUFFOUR</p> | <p>Joseph Kwadwo Tuffour (2016), Adjei Claudia Naa Atswei & Albert Agyei. The Effect of Financial Leverage on Profitability of Manufacturing Companies Listed on the Ghana Stock Exchange, <i>Journal of Business Research</i>, Vol. 8.</p> |
| <p>MRS. CHRISTINE AVORTRI</p> | <p>Avortri, C. & Adjei- Mensah, K. (2016), Fundamentals of Modern Banking- Operations and Ethics. Presbyterian Press Avortri, C. and Wereko, T.B. (2016). “The Effect of Services of Micro Financial Institutions on Their Financial Performance: A View from Ghana” <i>International Journal of Scientific Research and Innovative Technology</i> Vol. 3 No. 7, 25-42</p> <p>Avortri, C. and Wereko, T.B. (2016). “The effect of service delivery approach of micro financial institutions on their performance: a conceptual paper” <i>International Journal of Scientific Research and Innovative Technology</i> Vol. 3 No. 6, 49- 64.</p> |
| <p>MR. BUNYAMINU ALHASSAN</p> | <p>Bunyaminu, A. & Barnor, C. (2016). ATM Operations and Bank Profitability in Ghana. <i>International Journal of Financial Markets</i> (Accepted for publication). Juliet, G. Wisdom, Y. M. & Bunyaminu, A. (2016). Assessing the work life balance of female leaders in financial institutions and its effect on productivity in Ghana. <i>Business Management and Consumer Studies: An international Journal</i>, Vol. 1, No. 1, pp. 61-77.</p> <p>Bunyaminu, A. & Barnor, C. (2016). Effect of E-banking on Profitability of Ghanaian Banks. <i>International Journal of Business and Social Research</i> (Accepted for publication).</p> |
| <p>MR. ABDUL MUMUNI ABDALLAH</p> | <p>Abdul-Mumuni, A.A. & Quaidoo, C. (2016). Effect of international remittances on inflation in Ghana using the bounds testing approach. <i>Journal of Business and Finance Research</i>, 6(1), 192-209</p> <p>Abdul-Mumuni, A., (2016). Exchange Rate Variability and Manufacturing Sector Performance in Ghana: Evidence from Co-integration Analysis, <i>International Economics and Business</i>. ISSN 2377-230 Vol. 2. No.1. Available a http://dx.doi.org/10.5296/ieb.v2i1.9626.</p> |

| NAME OF STAFF | BOOKS/JOURNALS |
|--|---|
| <p>MR. CHRISTOPHER QUAIDOO</p> | <p>Abdul-Mumuni, A.A. & Quaidoo, C. (2016). Effect of international remittances on inflation in Ghana using the bounds testing approach. Journal of Business and Finance Research, 6 (1), 192-209 Tei Mensah, J., G. Adu, A. Amoah, K. Abrokwa and</p> |
| <p>MR. JOSEPH ADU</p> | <p>J. Adu (2016), what drives structural transformation in sub-Sahara Africa, Africa Development Review Vol. 28, issue 2 page 157-169?</p> |
| <p>MR. LAWRENCE BOADI ASARE</p> | <p>Opoku, R.T., Angmor, P. L. & Boadi, L.A. (2016). Credit risk and bank profitability: Evidence from Ghana Stock Exchange, Journal for Studies in Management and Planning, 2(3),89-96</p> |

DEPARTMENT OF ACCOUNTING Lecturers Publications & Conferences Attended

| | | |
|----------------------------------|---|---|
| <p>MR. GEORGE QUARTEY</p> | <p>Adom P.K., Amakye,K., Barnoh C., Quartey G., 2015.The long run impact of idiosyncratic and common shocks on industry output in Ghana. <i>OPEC Energy Review</i> 39(1); 17-52</p> | <p>2014 World Congress of Accountants, November 10-13 2014, Rome, UPSA</p> <p>Institutional Collaborations, 9th – 17th May 2014 Hague University of Applied Sciences, Netherlands, HUAS, Netherlands</p> <p>Trainer of Trainees Workshop, 23rd - 29th, Beige Village in New Abirem MDF</p> <p>2013 Capital Market Conference. Physicians and Surgeons Accra. 9th -10th May.</p> <p>Africa's Economic Growth, Accountability. Accra Conference Centre 13th May 2013.</p> <p>Academic Residency Specialisation Courses Program. SMC 2nd - 4th September.</p> <p>2nd Africa Congress of Accountant (ACOA). National Conference Centre, Accra. 14th -16th May 2013.</p> <p>Examination and Feedback Computerised Model. DAAD Conference, 4th -5th November 2013, UPSA</p> |
| <p>MR. KWADWO OBENG</p> | <p>Kwadwo. O. (2016). Effectiveness of Internal Audit in Micro Financial Institutions: Evidence from Selected Financial Institution in Ghana. <i>Research Journal of Finance and Accounting</i>, 7 (12)</p> <p>Mensah, J. M. K., &Obeng, I. K (2015). Universal Banking and Basel III in Ghana. <i>Australian Journal of Commerce Study</i></p> <p>Fosu, R. A., Krah, R. Y., & Obeng, K. (2015). Compliance of Financial Management Regime in Ghanaian Local</p> | <p>Institutional Collaborations, 9th – 17th May 2014 Hague University of Applied Sciences, Netherlands, HUAS, Netherlands</p> <p>PhD Residency, Research, 19th – 24th May, 2014, Accra, UPSA PhD Residency, Commercial and Investment Banking/ Taxation and Fraud 5th –</p> |

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|---------------------------------|--|--|
| | <p>Government. Research Journal of Finance and Accounting, 4 (12)</p> <p>Mawutor, J. K., & Kwadwo, O. (2014). The Role of Project Finance in Contemporary Financing: Theoretical Perspective. Accounting and Finance Research, 3 (4), 1-181</p> | <p>10th May, 2014, Accra, UPSA</p> <p>PhD Residency, Performance Management, 10th – 12th November, UPSA</p> |
| MR. PETER ACKAH | <p>Bunyaminu, A., Ackah, P. & Faisal, H. (2016). A critical analysis of effects of liquidity risk management on the profitability of Banks listed on the Ghana Stock Exchange. International Journal of Emerging Research in Management and Technology (forthcoming).</p> | <p>International Research Initiative Conference (IRIC), 7th and 8th of October, 2014, Accra</p> <p>Institute of technology (AIT), SELF State Audit-Achieving Better Public Accountability, 29th October, 2014 The Audit Service of Ghana,</p> |
| MR. SAMUEL OPOKU PIMPONG | <p>Pimpong, S. & Laryea, H. (2016). Budgeting and its Impact on Financial Performance: The Case of Non-Bank Financial Institutions in Ghana. International Journal of Academic Research and Reflection (IJARR), 4 (4)</p> <p>Pimpong, S. & Kwasi Bi, V. (2016). Public-Private Partnership and Environmental Sanitation in Ghana: A Case Study of the Accra Metropolitan Assembly (AMA) and Zoomlion Company Ltd (ZL). International Journal of Economics, Commerce and Management (IJECM), 4 (6)</p> | <p>Public-private partnership as a tool in enhancing environmental sustainability SOURCE: Hand book, University of Ghana, Faculty of Social Sciences, 7th Annual Colloquium, University of Ghana, Legon ISSER</p> |
| MR. RICHARD AMANKWA FOSU | <p>Fosu, R. A., Krah, R. Y., & Obeng, K. (2016). Compliance of Financial Management Regime in Ghanaian Local Government. Research Journal of Finance and Accounting, 4 (12)</p> <p>Fosu, R. A., & Delle, E. (2015). Predictive Relationship between Big-Five Personality Dimensions and Professional Commitment among Chartered Accountants in Ghana. The International Journal of Business & Management, 3 (10), 102</p> | |
| MR. REDEEMER KRAH | <p>Onumah, J. M., & Krah, R. Y.(2012). Barriers and catalysts to effective internal audit in the Ghanaian public sector. Accounting in Africa (Research in Accounting in Emerging Economies), 12, Part A, 177-207</p> <p>Krah, R., & Aweh, F. (2013). Public Sector Accounting Education: A Neglected Element of Public Financial Management Reform in Ghana. International Journal of Financial Management, 13 (1), 36-51</p> <p>Krah, R. Y., Aveh, F. K., & Addo, R. (2014). An exploratory study of financial management practices among Ghanaian households. International Journal of Management and Sustainability, 3 (7), 393</p> | <p>Factors influencing management support for internal audit function in Ghanaian public sector; paper submitted and accepted for the forthcoming African Accounting and Finance Association to be hosted by Stellenbosch University, South African from September 3-6, 2014. Does local government financial report matter? A citizen-centric financial</p> |

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| | <p>Fosu, R. A., Krah, R. Y., & Obeng, K. (2014). Compliance of Financial Management Regime in Ghanaian Local Government. <i>Research Journal of Finance and Accounting</i>, 4 (12)</p> <p>FK Aveh, RY Krah, PS Dadzie (2013). An evaluation of sustainability and subsidy dependence of microfinance institutions in Ghana. <i>International Business and Management</i>, 6 (1), 53-65</p> <p>K Aveh, RY Krah, P Dadzie (2013). Business Strategy and Sustainability of Microfinance Institutions in Ghana. <i>Research Journal of Finance and Accounting</i>.4(10),17-27</p> <p>Aveh, F. K., Dzandu, M. D., & Krah, R. Y. (2013). Managing institutional characteristics and client information for sustainability of microfinance institutions in Ghana. <i>Managing institutional characteristics and client information for sustainability of microfinance institutions in Ghana</i>, 2 (2)</p> <p>Aveh, F. K., Krah, R. Y., & Dadzie, P. S. (2013). Influence of Environmental and Governance Factors on Sustainability of Microfinance Institutions in Ghana. <i>Research Journal of Finance and Accounting</i>, 4 (12)</p> <p>Aveh. F.K and Krah R.Y (2013). Catalysts and Barriers to Foreign Direct Investment in Ghana. <i>European Journal of Business and Management</i>, 5 (20)</p> | <p>reporting perspective, a paper submitted and accepted for forth-coming International PhD Conference organized by Open Universiteit, Netherlands from October 23-25</p> <p>Audit Committees in Ghanaian Public Sector: The Genesis, Exodus and Revelations, a paper presented at the third Faculty and Departmental Research Seminar, Faculty of Accounting and Finance, University of Professional Studies Accra on April 9, 2014</p> <p>Survey of Financial Management Practices of Ghanaian Households, 2013.</p> |
| <p>DR. JOHN KWAKU MENSAH MAWUTOR</p> | <p>Mawutor, J. (2014). Analysis of Basel III and Risk Management in Banking. <i>European Journal of Business and Management</i>, 98-92.</p> <p>Mawutor, J. (2014). Banking Regulatory Framework In Ghana: "Strenght, Weaknesses, Opportunities and Threats. <i>International Journal of Empirical Finance</i>, 187-191.</p> <p>Mawutor, J. (2014). Impact of E-Banking on the Profitability of Banks in Ghana. <i>Research Journal of Accounting and Finance</i>, 53-63.</p> <p>Mawutor, J. (2014). The Failure of Lehman Brothers: Causes, Preventive Measures and Recommendations. <i>Research Journal of Accounting and Finance</i>, 85-91.</p> <p>Mawutor, J. & Obeng, K. (2014). The Role of Project Finance in Contemporary Financing "Theoretical Perspective". <i>Accounting and Finance Research</i>, 181-185.</p> <p>Mawutor, J. (2014). Working Capital Management and Profitability of Firms: A study of Listed Manufacturing Firms in Ghana. <i>Research Journal of Accounting and Finance</i>, 122-133.</p> | <p>Mawutor, J.K.M & Obeng, K. (2014). Management Accounting in SMEs. Towards Transparency and Professionalism in Enterprise Reporting (Trapper). Agenda for Training "Module Two: Management Control and Internal Reporting" University of Professional Studies, Accra, Ghana (16/06/14 – 10/07/14).</p> <p>Mawutor, J.K.M & Amankwa, F. (2014). Survival and Cash Flow Management. Towards Transparency and Professionalism in Enterprise Reporting (Trapper). Agenda for Training "Module 1: Strategic Financial Management for Leaders" University of Professional Studes, Accra Ghana. (30/06/14 – 4/07/14).</p> |

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| | <p>Mawutor, J. (2015). Role of Project Financing in Emerging Economies. <i>Journal of Economies and Sustainable Development</i>, 145-156.</p> <p>Mawutor, J.K.M & Awaah, F. (2015). Assessment of Efficiency and Profitability of Listed Banks in Ghana. <i>Journal of Accounting and Finance</i>, 171-165.</p> <p>Mawutor, J.K.M & Obeng, Kwadwo. (2014). Universal Banking and BASEL III in Ghana. <i>Australian Journal of Commerce Study</i>, 1-7.</p> <p>Mawutor, J.K.M. (2014). The complicity of auditors in financial statement fraud in corporate governance. <i>International Journal of Education and Research</i>.</p> <p>Mawutor, J.K.M. (2014). Analysis of Basel III and risk analysis of management in banking. <i>European Journal of Business and Management</i>, 2014: 161-167.</p> <p>Mawutor, J.K.M. (2014). Role of Project finance in emerging economies. <i>Journal of Economics and Sustainable Development</i>,: 145-153.</p> <p>Mawutor, J.K.M. (2014). The Failure of Lehman Brothers: causes, preventive measures and recommendations. <i>Research Journal of Finance and Accounting</i>, 2014: 85-91.</p> <p>Mawutor, J.K.M. (2014). Restructuring projects in financial distress. <i>International Journal of Education and Research</i>.</p> <ul style="list-style-type: none"> • Samuel Antwi, Xicang Zhao, Eric Kofi Boadi, Eugene Oware Koranteng (2014): Socio-Economic predictors of Health Insurance Claims: Evidence from Ghana. <i>International Journal of Economics and Finance</i>, Volume 6, No.3, pp 1-11. • Samuel Antwi, Xicang Zhao, Eugene Oware Koranteng, Eric Kofi Boadi, (2014): Gender Disparities in the Ghana National health Insurance Claims: An Econometric Analysis. <i>International Journal of Business of Social Research (IJBSR)</i>, Volume 4, No. 1 pp 70-81. • Samuel Antwi, Eric Kofi Boadi, Eugene Oware Koranteng (2014): Influential Factors of Exchange Rate Behaviour in Ghana: A co integration Analysis. <i>International Journal of Economics and Finance</i>, Volume 6, No.2, pp 161-173. • Evans Agalega, Samuel Antwi (2013): Impact of Macroeconomic Variables on Gross Domestic Product: | <p>Mawutor, J.K.M. (2013). The Complicity of Auditors in financial statement fraud in Corporate Governance. Department of Accounting, UPSA.</p> <p>Mawutor, J.K.M. (2013). Management Competence and Sustainability of SMEs. Department of Accounting Seminar, UPSA.</p> <p>Mawutor, J.K.M. (2013). Management Competence and Sustainability of SMEs. Department of Accounting Seminar, UPSA.</p> <p>Complicity of Auditors in Financial Statement Fraud in Corporate Governance. March 7th 2013.</p> <p>Management Competence and Sustainability of Small and Medium Scale Enterprises in Ghana: A Study of Greater Accra. 27th November, 2013.</p> <p>Commonwealth Association of African Polytechnics Conference, Kumasi, Ghana. December 2015: Assessing effects of microfinance institution linkages on village saving and loan associations' enterprises in Ghana.</p> <p>Koforidua Polytechnic International Research Conference. July 2014: Impact of VAT Rate Changes on VAT Revenues in Ghana. ,</p> <p>Koforidua Polytechnic International Research Conference. July 2014: Gender Disparities in Ghana national health insurance</p> |
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| | <p>Empirical Evidence from Ghana. International Business Research, Volume 6, No 5, pp108-116.</p> <ul style="list-style-type: none"> • Eric Kofi Boadi, Samuel Antwi, Victor Curtis Lartey (2013): Determinants of profitability of Insurance Firms in Ghana. International Journal of Business and Social Research. Volume 3, No 3, pp 43-50. • Samuel Antwi, Frederick Binfor (2013): The Effect of Corporate Governance on Strategic Change in Financial Institutions: Evidence from Ghana. International Journal of Academic Research in Business and Social Science. Volume 3, No 3, pp 159-179. • Victor Curtis Lartey, Samuel Antwi, Eric Kofi Boadi (2013): The Relationship between Liquidity and Profitability of Listed Banks in Ghana. International Journal of Business and Social Science. Volume 4, No 3, pp 48-56. • Samuel Antwi, Atta Mills Fifi Emire, Gifty Atta Mills, Xicang Zhao (2013): Impact of Foreign Direct Investment on Economic Growth; Empirical Evidence from Ghana. International Journal of Academic Research in Accounting, Finance and Management Sciences, Volume 3, No 1, pp 18-25. • Samuel Antwi, Francis Gyebi, Victor Boateng (2013): Investment Promotion Agencies and their attraction of Foreign Direct Investment in Ghana. International Journal of Academic Research in Business and Social Sciences. Volume 3, No 5, pp 1-18. • Samuel Antwi, Xicang Zhao (2012): A logistic Regression Model for Ghana National Health Insurance Claims. International Journal of Business and Social Research, Volume 2, No 7 pp 139-147. • Samuel Antwi, Atta Mills Fifi Emire, Xicang Zhao (2012): Impact of VAT Rate Changes on VAT Revenue in Ghana. International Journal of Social Science Tomorrow, Volume 1, No 10. • Samuel Antwi, Atta Mills Fifi Emire, Xicang Zhao (2012): The Effect of Macroeconomic Variables on Stock Prices in Emerging Stock Markets-Empirical Evidence from Ghana. International Journal of Social Science Tomorrow, Volume 1, No 10. | <p>claims.</p> <p>Koforidua Polytechnic International Research Conference. July 2014: The impact of Macroeconomic Variables on Gross Domestic Product: Empirical Evidence from Ghana.</p> <p>Koforidua Polytechnic International Research Conference. July 2014: Socio- Economic Predictors of Health Insurance Claims. Evidence from Ghana.</p> <p>Koforidua Polytechnic International Research Conference. July 2013: An Empirical Analysis of the performance of the Ghana Stock Exchange and Treasury Bills.</p> <p>Jiangsu University, School of Finance and Economics post graduate seminar August 2012; Consequential Effects of Budget deficits on economic growth; Empirical Evidence from Ghana.</p> <p>Second Sino-Foreign International Post Graduate Conference, Jiangsu University, P.R. of China. October 2012: A Logistics Regression Model for Ghana National Health Insurance Claims.</p> |
| <p>DR. HELENA AHULU</p> | <p>Farooque, O.A, Ahulu, H. (2015). Environmental reporting in the UK, Australia, and South African multinational companies, The Journal of Developing Areas, Vo. 49 (6),pp. 103-118 forthcoming</p> <p>Ahulu, H., and Kotey, B. (2011), Determinants of Sustainability Reporting: An Analysis of Corporations in Anglo Economies, International Journal of Environment,</p> | <p>Environmental Disclosure in Multi-National Companies: An Empirical Study on Developed and emerging Markets. 13th November, 2013. Indonesia.</p> |

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| <p>MR. EMMANUEL MENSAH</p> | <ul style="list-style-type: none"> • Onumah, J.M and Mensah E. (2016). The State of Governmental and Not-For-Profit Accounting Education in Ghanaian Collegiate Business Schools. International Journal on Governmental Financial Management, 16 (1)Isaac Ofoeda, Joshua Abor, Charles K.D. Adjasi (2012), Non-Bank Financial Institutions Regulation and Risk-Taking, Journal of Financial Regulation and Compliance, Vol 20 Iss 4 pp.433-450 Patience Asamoah Sakyi, Isaac Ofoeda, Anthony Kyereboah-Coleman and Joshua Abor (2014) Risk and Performance of Non-Bank Financial Institutions, International Journal of Financial Services Management, vol 7, issue1, pages 19-35 Isaac Ofoeda, Philip Gariba and Lordina Amoah, Regulation and Performance of Non-Bank Financial Institutions in Ghana, International Journal of Law and Management (Awaiting Publication) | <p>The Role of International Financial Reporting Standards Application of Financial Statement Presentation of Commercial Banks in Ghana November 27th 2013 UPSA.</p> |

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| <p>Mr Seidu Adibura Baba</p> | <p>Baba, S. A., & Asante, S. (2012). Sanctions: Panacea for Income Tax Non-Compliance Among Ghanaian Self-Employed. <i>Eur. J. Bus. Manage</i>, 4 (7)</p> <p>Asante, S. & Baba, S. A. (2011). Tax Compliance Among Self-Employed in Ghana: Do Demographic Characteristics Matter? <i>International Business and Management</i>, 3 (1).</p> | |
| <p>DR. CHARLES BARNOR</p> | <p>Barnor, C., Asmah, E. E., & Wiafe, E.A. (2016). Health spending and growth in Ghana: An examination of causality. <i>International Journal of Ecological Economics and Statistics</i>. Volume, 37, ISSUE No. 1, 2016;</p> <p>Barnor, C. & Bunyaminu, A. (2016). ATM Operations and Bank Profitability in Ghana. <i>International Journal of Financial Markets</i> (forthcoming).</p> <p>Bunyaminu, A. & Barnor, C. (2016). Effect of Ebanking on Profitability of Ghanaian Banks. International Journal of Business and Social Research (Forthcoming).</p> <p>Barnor, C. & Bunyaminu, A. (2015). Accessing the effect of Micro financing on small scale enterprises in Ghana. <i>International Journal of Interdisciplinary Research and Innovations</i>, Vol. 3, Issue 4, pp: 29-50.</p> <p>Bunyaminu, A. & Barnor, C. (2015). A Critical Appraisal of Risk Management Strategies of Microfinance Institutions in Ghana. <i>International Journal of Research in Commerce, IT & Management</i>. Volume No. 5, Issue No. 12, ISSN 2231-5756</p> <p>Barnor, C., & Adu-Twumwaah, D. (2015). Bank performance, mergers, and acquisitions in Ghana: The case of Ecobank Ghana- TTB Takeover and UT Financial Services -BPI Merger. <i>International Journal of Sciences: Basic and Applied Research</i>. ISSN 2307-4531.</p> <p>Barnor, C., Adu-Twumwaah, D. & Osei, H. P. (2015). The role and functions of the International Trade Organization (ITO) and the World Trade Organization (WTO): The major differences and similarities. <i>International Journal of Sciences: Basic and Applied Research</i>. ISSN 2307-4531.</p> <p>Adom, K. P, Amakye, K., & Barnor, C. (2015). The long-run impact of idiosyncratic and common shocks on industry output in Ghana. <i>OPEC Energy Review</i>. John Willey and Sons Ltd. MA 02148, USA.</p> <p>Adu-Twumwaah, D., Barnor, C. & Osei, H. P. (2015). Assessing the Evolution of GATT/WTO Structures designed to regulate the growth and functioning of Regional Trade Agreements (RTSs). <i>International Journal of Sciences: Basic and Applied Research</i>.</p> <p>Emmanuel Agyapong Wiafe, E. A., Barnor, C. and Quaidoo,</p> | <p>Institutional Collaborations - Hague University of Applied Sciences, Netherlands, 9th – 17th May 2014, Sponsor: HUAS, Netherlands Trainer of Trainees Workshop - 23rd to 29th, Beige Village in New Abirem, Sponsor: MDF</p> |

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| <p>DR. RAYMOND DZIWORNU</p> | <p>Dziwornu, R. K and Anagba, K. K. (2014), Understanding the factors that influence Saving Decision of Small Business Owners in the Greater Accra Region, Ghana, <i>European Journal of Business and Management</i>,</p> <p>Dziwornu, R. K., Seini, W., Sarpong, D. B., Kwadzo, G. T-M. and Kuwornu, J. K. M. (2103). Variation in cost inefficiencies of smallholder broiler producers in Ghana: what factors explain it? <i>Empirical Economics, Letters</i></p> <p>Dziwornu, R. K. And D. B. Sarpong (2014). Application of the stochastic profit frontier model to estimate economic efficiency in small-scale broiler production in the Greater Accra Region of Ghana. <i>Review of Agriculture and Applied Economics</i>, 2:9-16</p> <p>Dziwornu, R. K. (2014). Econometric Analysis of Factors Affecting Competitive Advantage of Broiler Agribusinesses in Ghana. <i>International Journal of Development and Agricultural Economics</i> 6(2):87-93.</p> | <p>Presented at the Global Development Finance Conference organised by the African Growth Institute, from 5th – 7th November, 2013, Cape Town, South Africa.</p> <p>Participated in the 1st Capital Market Conference organised by the Securities and Exchange Commission on the topic <i>The Capital Market: A Key to Economic Growth and Development</i>, from 9th – 10th May 2013, Accra, Ghana.</p> <p>Participated in the 6th Inter-Faculty Research Seminar organised by the Pentecost</p> |

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| | <p>Dziwornu, R. K., Seini, W., Sarpong, D. B., Kwadzo, G. T-M. and Kuwornu, J. K.M. (2103). Does Scale Matter in Profitability of Small-Scale Broiler Agribusiness Production in Ghana? A Translog Profit Function Model. <i>Journal of Economics and Sustainable Development</i>, 4(20):128-138.</p> <p>Dziwornu, R. K. and Awunyo-Vitor (2013). Stock Exchange Performance and Economic Growth in Ghana: Is there a causal Link? <i>Asian Journal of Empirical Research</i>, 3(9):1152-1165.</p> <p>Dziwornu, R.K (2013). Factors Affecting Mobile Phone Purchase in the Greater Accra Region of Ghana: A Binary Logit Model Approach. <i>International Journal of Marketing Studies</i>, Vol.5, No.6, pp. 151-163.</p> <p>Dziwornu, R. K. Sarpong, D. B., Kwadzo, G.T-M. (2007). Effect of trade Liberalization on the Performance of Small and medium scale Food Processing Enterprises in the Greater Accra Region. <i>Journal of Business Research</i>, Vol. I, Nos. 1 & 2, pp. 49-59.</p> | <p>University College on April 25, 2013 at Sowutuom, Accra.</p> <p>Presented a paper at the 1st Departmental Seminar organised by the Banking and Finance Department of UPSA on February 13, 2013 in Accra.</p> <p>Participated and presented a paper in a 21-day seminar organised by the Zhejiang Normal University on <i>Higher Education Administration for Anglophone African Countries</i> from July 27 to August 17, 2012 in Jinhua, China.</p> <p>Participated in a seminar organised by the Department of Agricultural Economics and Agribusiness on <i>Frontier Estimation: Theory and Application</i>, from January 5th – 7th, 2011 at the University of Ghana, Legon.</p> |
| <p>MR. ABDUL MUMUNI ABDALLAH</p> | <p>Abdul-Mumuni, A. and Quaidoo, C. (2016). Effect of International Remittances on Inflation in Ghana Using the Bounds Testing Approach. <i>Business and Economic Research</i>, 6 (1), 192-209.</p> <p>Abdul-Mumuni, A. (2016). Exchange Rate Variability and Manufacturing Sector Performance in Ghana: Evidence from Cointegration Analysis. <i>International Economics and Business</i>, 2(1), 1-14</p> | <p>Microfinance Sustainability Outreach and Exchange Rate Depreciation, September, 2014, University of Cape Coast, Ghana, Self</p> <p>Africa's Recent Enviably Economic Growth: Realities, Myths and Role of Effective Structures and Policies, , 6th -7th June, 2014, University of Cape Coast, Ghana</p> <p>16th September, 2015: "Empirical Analysis of International Remittances-Inflation Nexus Using the Bounds Testing Approach". Presented at Department of Banking and Finance Seminar</p> |

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| <p>MS. DEBORAH ADU-TWUMWAAH</p> | <p>Barnor, C. & Adu-Twumwaah D (2015). Bank Performance, Mergers and Acquisitions in Ghana: The Case Of Ecobank Ghana-TTB Takeover and UT Financial Services – BPI Merger, International Journal of Sciences: Basic and Applied Research (IJSBAR).</p> <p>Adu-Twumwaah, D., Barnor, C. & Osei, H.P. (2015). Assessing the Evolution of GATT/WTO Structures Designed to Regulate the Growth and Functioning of Regional Trade Agreements, International Journal of Sciences: Basic and Applied Research (IJSBAR)</p> <p>Adu-Twumwaah, D. (2014). Market Structure, Technological Spillover and Productivity in Ghana, International Journal of Sciences: Basic and Applied Research (IJSBAR), Jordan.</p> <p>Adu-Twumwaah, D. (2014). Accounting Practices and Misappropriation of State Funds by Public Sector Accountants (2014) International Journal of Sciences: Basic and Applied Research (IJSBAR), Jordan.</p> | |
| <p>MR. SAMUEL A. TUFFOUR</p> | <p>Biographic And Personal Factors That Affect Impact Of Entrepreneurship Education In Ghanaian Polytechnics, International Journal of Educational Science and Research (IJESR) ISSN (P): 2249-6947; ISSN (E): 2249-8052. Vol. 4, Issue 2, Apr 2014, 21-34</p> <p>A Model of Factors that Influence the Effectiveness of Entrepreneurship Education In Ghanaian Polytechnics, International Journal of Educational Science and Research (IJESR) ISSN (P): 3248-5378; ISSN (E): 3248-9245. Vol. 4, Issue 3, July 2014, 13-22</p> | |
| <p>MR. CHRISTOPHER QUAIDOO</p> | <p>Wiafe, E. A., Barnor, C., & Quaidoo, C. (2015). Oil price shocks and private investment in Ghana. Journal of Economics and Sustainable Development (forthcoming, June)</p> <p>Abdul-Mumuni, A. and Quaidoo, C. (2016). Effect of International Remittances on Inflation in Ghana Using the Bounds Testing Approach. Business and Economic Research, 6 (1), 192-209.</p> | |
| <p>MR. KWAKU AMAKYE</p> | <p>Adom, P.K., Amakye, K., Doh Edinam and Anku Regina (2014). SMEs record keeping in Ghana: has Vat made it better? International Journal of Economics and Financial Issues, 4(1), 152-169</p> | |

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| | Adom, P.K., Amakye, K. , Banor, C., & Quartery G. (forthcoming, 2015) The long-run impact of idiosyncratic and common shocks on industry output in Ghana. OPEC Economic Review | |
| MR. DAVID MENSAH | | <p>15th-17th June, 2014 Africa Growth Forum: Held by the International Growth Centre (IGC) at the Bukum Hall, La Palm Royal Hotel, Accra.</p> <p>8th-9th April, 2013 Maiden University of Ghana Business School (UGBS) Conference on Business and Development, Ghana Presentation: Government Spending Discipline and External Debt Stocks In Africa</p> <p>19th-20th April, 2012 9th African Finance Journal (AFJ) Conference Nairobi-Kenya Presentation: Policy Threshold, Debt, Aid, and Economic Growth in Africa</p> <p>21th-25th Nov, 2011 Economic Modeling and Forecasting for Central Banks: by Centre for Central Banking Studies (Bank of England) and Centre for Training and Professional Development (Bank of Ghana)</p> <p>7th-9th Sept, 2011 1st African Accounting and Finance Conference (AAFC) Accra-Ghana</p> |
| MR. ADU JOSEPH | Role of Exports and Energy in Economic growth in Ghana-Renewable and Sustainable Energy Reviews (RSER-D-14-02075-awaiting publication) | |
| DR. JOSEPH K. TUFFOUR | <p>2014 Forest Depletion in Ghana: An Analysis of Determinants, <i>Journal of Sustainable Development Studies</i>, Volume 5, Number 1, 14-28.2013</p> <p>Tuffour, J. K., Adjei, C. N. A. & Agyei, A (2015) The Effect of Financial Leverage on Profitability of Manufacturing Companies Listed on the Ghana Stock Exchange, <i>Journal of Business Research</i>, Vol. 8.</p> | <p>29-30 June 2014 United Nations University-World Institute for Development Economics Research (UNU-WIDER) and Central Institute of Economic Management (CIEM). Theme: Institutional</p> |

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| | <p>Foreign Aid, Domestic Revenue and Economic Growth in Ghana, <i>Journal of Economics and Sustainable Development</i>, Vol. 4, No. 8. 2013</p> <p>Analysis of the Effect of External Debt on Private Investment Crowding-Out in Ghana, <i>Journal of Business Research</i>, Vol. 6, No. 1 & 2. 2012</p> <p>External Debt Threshold and Economic Growth Loss in Ghana, <i>Humboldt Journal of Social Sciences</i>, Vol. 1 No. 1. 2011</p> <p>Exchange Rate Policy and Exports Performance in Ghana: Evidence From 1970–2008 <i>International Journal of Economics</i>, Vol. 5, No. 2, December, 167-179). 2010</p> <p>Export-led Growth Hypothesis: A Causality Analysis of Ghana* <i>International Journal of Economics</i>, Vol. 4, No. 2 December, 223-247). 2009</p> <p>Effects of Globalisation in A Corrupt Economy: Evidence from Nigeria* <i>Journal of Social and Political Issues</i>.</p> | <p>Reforms for Transformation, Inclusion and Sustainability? in Hanoi-Vietnam.</p> <p>5-6 Sept, 2014 United Nations University-World Institute for Development Economics Research (UNU-WIDER); on theme: Inequality-Measurements, Trends, Impacts and Policies, in Helsinki-Finland.</p> <p>April-Jun, 2011 United Nations University-World Institute for Development Economics Research, Helsinki-Finland, Paper Presentation-External Debt Threshold and Economic Growth Loss in Ghana, PhD Internship.</p> <p>December 2010 African Economic Research Consortium (AERC), Biannual Work-in- Progress Workshop, Nairobi- Kenya.</p> <p>June 2010 African Economic Research Consortium (AERC), Biannual Proposal Workshop, Nairobi-Kenya for Collaborative PhD programme.</p> <p>July– October 2009 PhD Course Work in Public Sector Economics and Development Economics, Nairobi, Kenya.</p> <p>22-30 June, 2006 Advanced Deliberative Democracy Workshop in Dayton, Ohio USA.</p> <p>8 – 14 July, 2005 Deliberative Democracy Workshop in Dayton, Ohio USA.</p> <p>June 2001 – Oct. 2001 International Exchange Programme in Economics–Nairobi–Kenya, as part of the</p> |
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| | | Master of Philosophy in Economics programme called Collaborative Master of Arts (CMA). |
| MR. RAVENHILL A. LARYEA | Mettle, F. O., Quaye, E. N. B., & Laryea, R. A. (2014). A Methodology for Stochastic Analysis of Share Prices as Markov Chains with Finite States. Springer Plus Journal 3: 1-11 | |
| MR. ADOM PHILIP KOFI | <p>Adom. P. K. (2011). Electricity Consumption- Economic Growth Nexus: The Ghanaian Case. International Journal of Energy Economics and Policy, 1(1):18-31.</p> <p>Adom. P. K., Bekoe, W., Amuakwa-Mensah, F., Mensah, J. T., Botchway, E. (2012). Carbon dioxide emissions, economic growth, industrial structure, and technical efficiency: Empirical evidence from Ghana, Senegal, and Morocco on the casual dynamics. Energy, 47(1): 314-325</p> <p>Adom. P. K. & Bekoe, W. (2012). Conditional dynamic forecast of electrical energy consumption requirements in Ghana by 2020: A comparison of ARDL and PAM. Energy, 44(1): 367-380</p> <p>Adom. P. K., Bekoe, W. & Akoena, S. K. K. (2012). Modeling aggregate domestic electricity demand in Ghana: An autoregressive distributed lag bounds cointegration approach. Energy Policy, 42: 530-537</p> <p>Bekoe, W. & Adom, P. K. (2013). Macroeconomic uncertainty and private investment: An empirical evidence from Ghana. International Journal of Economics and Financial Issues, 3(2): 276-293</p> <p>Adom. P. K. (2013). Time-Varying Analysis of Aggregate Electricity Demand in Ghana: A Rolling Analysis. OPEC Energy Review, 37(1): 63-80.</p> <p>Adom, P. K. & Bekoe, W. (2013). Modeling electricity demand in Ghana revisited: the role of policy regime changes. Energy Policy, 61: 42-50</p> <p>Adom. P. K. (2014). Commodity-specific Spatial Integration, Inter-commodity integration and substitution between maize and sorghum in Ghana (Accepted). Ghanaian Journal of Economics (forthcoming in volume 2)</p> <p>Adom. P. K. (2014). Determinants of food availability and</p> | |

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| | <p>access in Ghana: what can we learn beyond the regression results? <i>Studies in Agricultural Economics</i> 11(6): 153-164</p> <p>Adom, P. K. & Kwakwa, P. A. (2014). Effects of changing the trade structure and technical characteristics of the manufacturing sector on energy intensity in Ghana. <i>Renewable and Sustainable Energy Reviews</i>, 35C: 475-483.</p> <p>Adom, P. K. Amakye, K., Doh, E. & Anku, R. (2014). SMEs Record Keeping in Ghana: Has VAT made it better? <i>International Journals of Finance and Economics</i>, 4(1): 152-169.</p> <p>Mensah T. J., Adom, P. K. & Berko P. J. (2014). Does automation improve stock market efficiency? Evidence from Ghana. <i>African Review of Economics and Finance</i>, 6(1): 69-101</p> <p>Adom, P. K. (2014). Determination of Spatial Integration and substitution of foreign rice for local rice in the Ghanaian Rice Market. <i>Review of Agricultural and Applied Economics XVII</i> (2): 49-64. doi: 10.15414/raae/2014.17.2.49-64</p> <p>Adom, P. K., Amakye, K., Barnor, C. & Quartey, G. (2015) the long run impact of idiosyncratic and common shocks on industry output in Ghana. Forthcoming in <i>OPEC Energy Review</i> volume 39(1)</p> <p>Adom, P. K., Zumah, F., Mubarik A. M., Ntodi, A. B. & Darko, C. N. (2015). Analysing Inflation Dynamics in Ghana. <i>African Development Review</i> (forthcoming in volume 27 (1))</p> <p>Completed Works Under Review</p> <p>Adom, P. K. (2015). Asymmetric effects of energy intensity determinants and the inducements for technological transfer via FDI in Nigeria. <i>Energy Economics</i></p> <p>Adom, P. K. (2015). Determinants of energy intensity in South Africa: Testing for structural effects in Parameters. <i>Energy</i>.</p> | |
| <p>MRS. CHRISTINE AVORTRI</p> | <p>Avortri, C., Bunyaminu, A., & Wereko, T. B. (2013). Factors that hinder access to credit by SMEs despite the Financial sector liberalization. <i>International Journal of Management Sciences</i> Vol. 1, No. 10, 2013, 386-404 (Available at http://www.rassweb.com)</p> | <p>The 17 National Banking Conferences, Nov. 27th, 2013 “Building an effective Governance Culture for a sound financial service industry in Ghana” Accra</p> |

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| | <p>“Fundamental issues of Regulation and Supervision of Microfinancing in Ghana” Accepted for Public as conference paper in Journal of Advances in Business and Management Research (JABMAR)</p> | <p>International conference Centre. Presented a lecture at AYA Centre on challenges and opportunities of Microfinancing in Ghana</p> <p>The 18th National Banking conference, Nov.25, 2014 “Banking in an Evolving Technological Age” Accra International conference Centre.</p> <p>International Research Initiatives Conference, 2014, Accra Institute of Technology, Cantonments Campus, Accra. Speaker, “Fundamental issues of Regulation And Supervision of Microfinancing in GHANA”</p> |
| <p>DR. DANAA NATONGMAH</p> | <p>Nantogmah, D. (2011) Inflation Targeting and Employment Creation-Rethinking the role of Bank of Ghana, FES Parliamentary Briefing Paper, FES Accra.</p> <p>Nantogmah, D. (2011) Social Protection and Healthcare Financing: Ghana's NHIS Experience, Paper Presented at FES Sub- Regional Conference on Social Protection, Bamako, Mali (November).</p> <p>Nantogmah, D. (2011) Industrial Development and Structural Transformation in Ghana, Paper Presented at Friedrich Ebert Stiftung International Symposium on Challenges of Structural Transformation in Africa-New Role for Industrial Policy at Nairobi Safari Club, Kenya, October.</p> <p>Nantogmah D. & Kuzu D. (2010) Oil Economy and the Resource Curse Syndrome: Can Ghana make a difference? Friedrich Ebert Stiftung, Ghana, Accra (July).</p> <p>Nantogmah, D. (2007) Public participation in regeneration in London Borough of Newham: rhetoric or reality, Post Graduate Summer Conference, <u>Institute of Social and Health Research</u>, Middlesex University, London</p> <p>Nantogmah, D. (2003) Microfinance and Interest Rate: Can the poor pay cost-recovery interest rates? University of Bradford, BCID Collection</p> | <p>Nantogmah, D. (2011) Inflation Targeting and Employment Creation-Rethinking the role of Bank of Ghana, FES Parliamentary Briefing Paper, FES Accra</p> <p>Nantogmah, D. (2011) Social Protection and Healthcare Financing: Ghana's NHIS Experience, Paper Presented at FES Sub-Regional Conference on Social Protection, Bamako, Mali (November).</p> <p>Nantogmah, D. (2011) Industrial Development and Structural Transformation in Ghana, Paper Presented at Friedrich Ebert Stiftung International Symposium on Challenges of Structural Transformation in Africa-New Role for Industrial Policy at Nairobi Safari Club, Kenya, October.</p> <p>Nantogmah D. and Kuzu Daniela (2010) Oil</p> |

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| MR. TIMOTHY KING AVORDEH | <p>A Mathematical Model of a Suspension Bridge – Case Study: Adomi Bridge, Atimpoku, Ghana. (Global Advanced Research Journal of Engineering, Technology and Innovation GARJETI – 12 - 044)</p> <p>Mathematical Model for the Control of Malaria – Case Study Chorkor Polyclinic, Accra, Ghana. (Global Advanced Research Journal of Medicine and Medical Science GARJMMS – 12 - 066)</p> <p>Modeling Economic Growth in Ghana (European Scientific Journal Vol.8 No. 12 - 2012)</p> | <p>Leadership Conference “Discovering the Leader in you for the Job Market” Accra, Ghana 2009</p> <p>EDMAT FOUNDATION “Effective Management Skills and Conflict Management in Schools” Accra, Ghana (May,2009)</p> |
| MR. ALHASSAN BUNYAMINU | <p>Bunyaminu, A. & Iddrisu, A. (2016). An Analysis of Quality Service Delivery in the Mobile Telecommunication industry in Ghana - A comparative Study of MTN and Vodafone Ghana. International Journal of Advanced Research (Forthcoming).</p> <p>Bunyaminu, A., Ackah, P & Faisal, H. (2016). A critical analysis of effects of liquidity risk management on the</p> | |

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| | <p>profitability of Banks listed on the Ghana Stock Exchange. <i>International Journal of Emerging Research in Management and Technology</i> (forthcoming).</p> <p>Rebecca A. & Bunyaminu, A. (2016). Effect of Stock Market Dynamics on Economic Growth: Evidence from Ghana Stock Exchange. <i>International Journal of Financial Markets</i>, Vol. 2, No. 3, 69-93.</p> <p>Bunyaminu, A. & Mahama F. (2016). Investigating Project Management Practices in Public Sector Organisations in Ghana. <i>International Journal of Management Sciences</i>, Vol. 7, No. 3, 2016, 99-129</p> <p>Barnor, C. & Bunyaminu, A. (2016). ATM Operations and Bank Profitability in Ghana. <i>International Journal of Financial Markets</i> (forthcoming).</p> <p><i>Juliet, G. Wisdom, Y. M. & Bunyaminu, A.</i> (2016). Assessing the work life balance of female leaders in financial institutions and its effect on productivity in Ghana. <i>Business Management and Consumer Studies: An international Journal</i>, Vol. 1, No. 1, pp. 61-77</p> <p>Bunyaminu, A. & Barnor, C. (2016). Effect of Ebanking on Profitability of Ghanaian Banks. International Journal of Business and Social Research (Forthcoming).</p> <p>Barnor, C. & Bunyaminu, A. (2015). Accessing the effect of Micro financing on small scale enterprises in Ghana. <i>International Journal of Interdisciplinary Research and Innovations</i>, Vol. 3, Issue 4, pp: 29-50.</p> <p>Bunyaminu, A. & Barnor, C. (2015). A Critical Appraisal of Risk Management Strategies of Microfinance Institutions in Ghana. <i>International Journal of Research in Commerce, IT & Management</i>. Volume No. 5, Issue No. 12, ISSN 2231-5756</p> <p>Mensah, W. Y., & Bunyaminu, A. (2015). The experience of African immigrant Professors in a predominantly White Academic environment. , Vol. 2 No. 10; 2313-3759.</p> <p>Bunyaminu, A. & Mahama F. (2015). A Critical Analysis of commercial banks performance in Ghana, <i>International Journal of Research in Computer Applications and Management</i>, Volume No. 6 , Issue No. 01.</p> <p>Bunyaminu, A. (2015). Business Failure Prediction: An empirical study based on Survival Analysis and Generalized</p> | <p>2014 World Congress of Accountants, November 10-13 2014, Rome, UPSA</p> <p>Institutional Collaborations, 9th – 17th May 2014 Hague University of Applied Sciences, Netherlands, HUAS, Netherlands</p> <p>Trainer of Trainees Workshop, 23rd - 29th, Beige Village in New Abirem MDF</p> <p>2013 Capital Market Conference. Physicians and Surgeons Accra. 9th -10th May.</p> <p>Africa's Economic Growth, Accountability. Accra Conference Centre 13th May 2013.</p> <p>Academic Residency Specialisation Courses Program. SMC 2nd - 4th September.</p> <p>2nd Africa Congress of Accountant (ACOA). National Conference Centre, Accra. 14th -16th May 2013.</p> <p>Examination and Feedback Computerised Model. DAAD Conference, 4th -5th November 2013, UPSA</p> <p>Institutional Collaborations, 9th – 17th May 2014 Hague University of Applied Sciences, Netherlands, HUAS, Netherlands</p> <p>PhD Residency, Research, 19th – 24th May, 2014, Accra, UPSA PhD Residency, Commercial and Investment Banking/ Taxation and Fraud 5th – 10th May, 2014, Accra, UPSA</p> |
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| <p>MR. SAMUEL ARTHUR</p> | <p>Alabi, G., Alabi, J., & Mohammed, I. (2013). Congruence between national policy for science and humanities enrolment ratio and labour market demand in Ghana, <i>Educational Research Reviews</i>, 8 (11), 708-719.</p> <p>Book Chapter 8. Mohammed, I., Guillet, B. D., & Law, R. (2015). Information and Communication Technologies in Tourism. Springer International Publishing, pp. 635-649</p> <p>Asuming-Brempong, S., Anarfi, K. J. Arthur, S. & Asante, S., (2013). Determinants of commercialization of smallholder tomato and pineapple farms in Ghana. <i>American Journal of Experimental Agriculture</i>, 3(3), pp. 606-630.</p> | |
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APPENDIX C

FACULTY OF INFORMATION TECHNOLOGY AND COMMUNICATION STUDIES (Lecturers Publications)

PUBLICATIONS

The under listed are publications of staff during the period under consideration:

John Bosco K. Damnyag. Pension Superannuation Allowance Indexation in Ghana: Reality Or Myth?. *Journal of Economics and Sustainable Development*, Vol 10, Nov. 2016.

Adu, KK & Ngulube, P. 2016. Key threats and challenges to the preservation of digital records of public institutions in Ghana. *Journal of Information, Communication and Society*, <http://dx.doi.org/10.1080/1369118X.2016.1218527>

Adu, KK, Dube, L & Adjei, E. 2016. Digital preservation: the conduit through which open data, electronic government and the right to information are implemented", *Library Hi Tech*, Vol. 34 Iss: 4, pp. 733–747

Adu, KK & Ngulube, P. 2016. "Preserving the digital heritage of public institutions in Ghana in the wake of electronic government", *Library Hi Tech*, Vol. 34 Iss: 4, pp. 748-763

APPENDIX D

FACULTY OF LAW

PUBLICATIONS

Frimpong, K. (Forthcoming, 2016/2017), "Promoting, Nurturing and Sustaining the Rule of Law in Ghana, Richard Frimpong Oppong & William Kissi Agyebeng eds., *A Commitment to Law: Essays in Honour of Nana Dr. Samuel Kwadwo Boaten Asante* (London: Wildy, Simmonds & Hill Publications, 2016) [forthcoming]

APPENDIX E

SCHOOL OF GRADUATE STUDIES (Lecturers Publications)

Publications of Academic Staff for 2016

PROF. ABEDNEGO FEEHI OKOE AMARTEY

1. Assessing the CSR information needs of Microfinance institutions' (MFIs) customers, 2016 *Journal of Information Communication and Ethics in Society* Vol. 14 No. 3.
2. Examining the relationship between trustworthiness and students' attitudes toward knowledge sharing. *Library Review, 2016 (accepted for publication)*.
3. Assessing the online CSR communication of an indigenous Ghanaian Bank Communication. *Communication Research and Practice* Vol. 2 No. 2, 2016
4. Consumers' preference for foreign products in an emerging market: do family communication patterns play a role? *International Journal of Business and Emerging Markets*, Vol. 8, No. 2, 2016.

PROF. GOSKI ALABI

1. Alabi Goski*, Awudu Hansmittson Ismaila and Duncan Arthur Ebenezer. Relationship between Expansion Strategy and Growth of Charismatic Churches in Ghana
JBR/15/07

MRS. FIDELIS QUANSAH

1. Michael Dzigbordi Dzandu, Henry Boateng, Franklin Gyamfi Agyemang, Fidelis Quansah (2016) Social media adoption among university students: the role of gender, perceived usefulness and perceived ease of use. *Int. J. Social Media and Interactive Learning Environments*, Vol.X, No.Y, xxxx
2. An Evaluation of the Contributions of the Wood Industry to Ghana's Economic Development **JBR/15/13**

DR. EMMANUEL SELASE ASAMOAH

1. Gyepi-Garbrah, T. and Asamoah, E. S. (accepted for publication). Effect of institutional factors on internal market orientation: A structural analysis. *International Journal of Management Concepts and Philosophy*. Inderscience Publishers. ISSN online: 1741-8135. ISSN print: 1478-1484
2. Asamoah, E. S. and Chovancová, M. (2016). The effect of cultural orientation on the purchasing decisions of consumers: A cross cultural comparative study. *International*

Journal of Contemporary Management. Vol (15), No. 1. pp. 7-32. pISSN 1643-549. DOI 10.4467/24498939IJCM.16.001.4834

3. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016). Religiosity, job status and whistle-blowing: Evidence from micro-finance companies in the Ga-East district of the Greater Accra region of Ghana. *Global Journal of Human Resource Management*. Vol.4, No.1, pp. 52-64. ISSN 2053-5686(Print), ISSN 2053-5694(Online)
4. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016) Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours. *International Journal of Innovative Research & Development*. Vol. 5, Issue 1, pp. 1-7. ISSN 2278–0211 (Online)

DR. ALBERT PUNI

1. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016) Leadership Styles, Employee Turnover Intentions and Counterproductive Work Behaviours. *International Journal of Innovative Research & Development*. Vol. 5, Issue 1, pp. 1-7. ISSN 2278–0211 (Online)
2. Puni, A., Agyemang Badu, C. and Asamoah, E. S. (2016). Religiosity, job status and whistle-blowing: Evidence from micro-finance companies in the Ga-East district of the Greater Accra region of Ghana. *Global Journal of Human Resource Management*. Vol.4, No.1, pp. 52-64. ISSN 2053-5686(Print), ISSN 2053-5694(Online)

DR. ERNEST ABRAHAM

1. Abraham, E.M. & Martin, A. (2016). Understanding Urban Households' Livelihood Choices, Wealth, and Poverty in Accra, Ghana. *Development in Practice*, 26:3, 387-402, DOI: 10.1080/09614524.2016.1150417. Online
2. Abraham, E.M. (2016). Determinants of Household Socio-economic Status in an Urban Setting in Ghana. *Ghana Journal of Development Studies*, 13(1), 97-114. DOI/http://dx.doi.org/10.4314/gjds.v13i1.6
3. Abraham, E.M., Martin, A.M., Cofie, O., & Raschid-Sally, L. (2016). Perceptions, Attitudes, and Behaviours toward urban surface Water Quality in Accra, Ghana. *Management of Environmental Quality: An International Journal*, 27(5) forthcoming.

3.2 Conferences/ Seminars and Workshops attended in 2016.

During the period under review, some academic staff of the School of Graduate Studies attended both international and local conferences, workshops and seminars. The breakdown of the conferences/workshops and seminars are presented as follows:

5.1 Research and Publications

The Weekend School draws its faculty members from the various departments of the University. All the research and publications made by the Weekend School faculty members are found in the 2016 Reports submitted by the various Deans of Faculties.

The Dean of the School, however, made the following publications during the year:

Journal Article

Gyamfi, G. D. (2016). International responses to human trafficking: The Ghanaian experience. *International Journal of Peace and Development*, 7(7), 62-68. doi: 10.5897/IJPDS2016.0282

Book Chapter

Gyamfi, G. D. (2016). Combating the menace of domestic violence: The Ghanaian experience. In D. Bruns (Ed.). *Domestic violence in international context*. New York, NY: Routledge.

Report for: United Nations High Commissioner for Human Rights

Gyamfi, G. D., Marenin, O., Bruns, D., Berlin, M., & Das, D. (2016). *Linking Anti-Corruption Efforts with the Realization and Protection of Human Rights*. For: Office of the United Nations High Commissioner for Human Rights Report.