



UPSA

UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA

Scholarship with Professionalism



ANNUAL REPORT 2017

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ANNUAL REPORT 2017

A publication by
THE UNIVERSITY OF PROFESSIONAL STUDIES, ACCRA (UPSA)
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Ghana

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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 actions.

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. William Anku from the University of Ghana.

PRINCIPAL OFFICERS



HRM Drolor Bosso Adamtey I
CHANCELLOR



Dr. Kofi Ohene-Konadu PhD, MPhil
CHAIRMAN OF COUNCIL



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

OTHER OFFICERS



Prof. Charles Barnor PhD, MBA, MPA
PRO-VICE-CHANCELLOR



Alhaji Dr. Seidu M. Mustapha PhD, MSc
REGISTRAR



Rev. J. K. Antwi CA, EMBA
DIRECTOR OF FINANCE



Mr Elijah A. Mensah MA
AG. LIBRARIAN



Vacant
DIRECTOR, INTERNAL AUDIT



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

MEMBERS OF THE UNIVERSITY GOVERNING COUNCIL

| | | |
|-----------------------------------|---|---------------------|
| DR.KOFI OHENE-KONADU | - | CHAIRMAN |
| PROF. ABEDNEGO FEEHI OKOE AMARTEY | - | VICE-CHANCELLOR |
| MR. MAXWELL DONKOR | - | MEMBER |
| PROF. KWAME FRIMPONG | - | MEMBER |
| MS. AKYAA AFREH ARHIN | - | MEMBER |
| MR. NII ADOTEI ABRAHAMS | - | MEMBER |
| NANA ACQUAH E. C. | - | MEMBER |
| MR. KWABENA AGYEKUM | - | MEMBER |
| MR. MARK BADU-ABOAGYE | - | MEMBER |
| MR. SELORM KWAME AGBENYO | - | MEMBER |
| DR. AMPEM DARKO ANIAPAM | - | MEMBER |
| DR. JOHN MENSAH MAWUTOR | - | MEMBER |
| MR. ISRAEL NYATUAME | - | MEMBER |
| MS. DORCAS OYE HAYWOOD DADZIE | - | MEMBER |
| MR. JUSTICE GADUGAH | - | MEMBER |
| IN ATTENDANCE | | |
| PROF. CHARLES BARNOR | - | PRO-VICE-CHANCELLOR |
| DR. SEIDU M. MUSTAPHA | - | SECRETARY |
| REV. J.K. ANTWI | - | DIRECTOR OF FINANCE |



VICE-CHANCELLOR'S REPORT

**Prof. Abednego Okoe
Amartey**

The University of Professional Studies (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 2017 Annual Report, which also marks one year of my tenure as Vice-Chancellor, provides a comprehensive narrative by the Deans and Directors, highlighting achievements and challenges over the past one year.

During the year under review, we have focused our energies on implementing the four broad strategic goals which I outlined in my inaugural address as Vice-Chancellor. These are: Enhancing Institutional Image and Environment; Improving Institutional Effectiveness; Promoting Research Enterprise; and Competing in the Global Higher Education Environment.

Quite apart from these, we have continued to deliver on some of the projects which were started by the previous administration led by Prof Joshua Alabi. The construction work on the 3500-capacity auditorium project at a cost of GH¢ 77 million is progressing steadily. The auditorium project which includes facilities for hosting conferences and offices for seminars and training programmes is expected to be completed in 2018.

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.”

I am grateful to all staff and students, particularly the Deans and Directors, for their total commitment and dedication towards the progress of UPSA. Let me also acknowledge with gratitude, the contributions of past and present members of the University Council for their support.

The diverse contributions of all stakeholders; particularly the National Accreditation Board, GETFund, and the National Council for Tertiary Education deserve special commendation.

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
- Bachelor of Science (BSc) – Accounting and Finance
- Bachelor of Science (BSc) – Business Economics
- Bachelor of Science (BSc) – Real Estate Management and Finance
- 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
- Master of Philosophy (MPhil) – 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
- Masters of Business Administration (MBA) - Corporate Governance
- Masters of Business Administration (MBA) – Marketing
- Masters 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 Public Relations Management
- Faculty of Law: 3-Year LLB Law

A BREIF 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 Institution of Professional Studies Decree, 1978 (SMCD 200).

It was subsequently established by the University of Professional Studies (IPS) Act, (Act 566) in 1999 and given the mandate to provide tertiary and professional education in the academic discipline 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-fledge public university with a mandate to offer undergraduate and graduate programmes leading to the award of certificates, diplomas and degree 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 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, 2017 and covers the following areas:

- Committees
- Transport and Insurance
- Security
- Ancillary functions

2.0. Committees

The Directorate services meetings of the Governing Council, Standing Committees of Council and Academic Board Committees.

2.1. Council Meetings

During the year 2017, the Governing Council after its formal inauguration on 8th August, 2017, held two (2) Regular and two (2) Special meetings as follows:

| Date | | Meeting Type |
|------------------------------|---|---------------------|
| Wednesday, 9th August, 2017 | - | Special Meeting |
| Wednesday, 30th August, 2017 | - | Special Meeting |
| Friday, 29th September, 2017 | - | Regular Meeting |
| Thursday, 7th December, 2017 | - | Regular Meeting |

2.2. Standing Committees of Council

The Council Standing Committees; Finance Committee, Development Committee, Oversight Committee and Audit Committee held meetings in the third and the fourth quarters of 2017. They could not hold any meeting in the first and second quarters owing to the late inauguration of Council.

3.0. Transport and Insurance

The Unit is responsible for the total transportation and insurance needs of the University. The staff strength of the Unit was thirteen (14) with a breakdown of one (1) Senior Assistant Registrar as the Unit Head, one (1) Transport Officer, one (1) Dispatch Rider and eleven (11) Drivers, one of whom has been declared medically unfit.

The Transport Unit, for the year 2017, managed a total of thirty-five (35) vehicles, out of which seventeen (17) were duty-post cars. One vehicle was unserviceable.

The list of all the University vehicles is presented in Table I.

Table I: List of UPSA Vehicles

| Reg. No | Tyre/Model | Manufacture Date | Chassis No. | Assigned To |
|----------------|------------------------|-------------------------|------------------------|----------------------|
| GR 2762-12 | Toyota Landcruiser | 2011 | JTMHVO9J4B 5028633 | Past Vice-Chancellor |
| GE 8733 X | Nissan Patrol | 2006 | JNITCSYY6I 20562377 | Chair of Council |
| GT 8047-17 | Toyota Landcruiser | 2016 | JTHMVOIG4 197744 | Vice-Chancellor |
| GN 5344-17 | Mercedez Benz E 300 | 2017 | WDD213048 1A259220 | Vice-Chancellor |
| GE 4206-17 | Toyota Camry | 2017 | 6T18F4FK5G X613630 | Pro-Vice-Chancellor |
| GE 6396-13 | Toyota Prado | 2013 | GTEBH9FJ4 OK110541 | Pro-Vice-Chancellor |
| GT 6928-09 | Toyota Fortuner | 2009 | AHTYK59G- 600003577 | Registrar |
| GN 1767-16 | Toyota Camry | 2016 | 6TIBF9FK8K X621735 | Registrar |

| | | | | |
|------------|--------------------|------|------------------------|-----------------------------------|
| GS 89 Y | Mitshubishi Pajero | 2007 | JMYLNV96W 7000874 | Director of Finance |
| GN 1770-16 | Toyota Camry | 2016 | 6TIBF9FK3G X623053 | Director of Finance |
| GE 2002 W | Toyota Prado | 2005 | JTEBK29J- 200014794 | Director, IPS |
| GC 885-11 | Byd G '3' | 2010 | LGXC16DF OAO200229 | |
| GN 977-16 | Toyota Hilux 4 WD | 2015 | MROFR22G7 FO743898 | Director, Academic Affairs |
| GN 976-16 | Toyota Hilux 4 WD | 2015 | MROFR22G4 FO744023 | Director, Business Development |
| GN 975-16 | Toyota Hilux 4 WD | 2015 | MROFR22G8 FO738855 | Office of The Vice- Chancellor |
| GN 974-16 | Toyota Hilux 4 WD | 2015 | MROFR22C6 FO743990 | Director, Medical Services |
| GN 973-16 | Toyota Hilux 4 WD | 2015 | MROFR22G6 10743861 | Centre/Int. Collaboration |
| GT 9897-11 | Toyota Hilux 4 WD | 2010 | AHTFK22G3 03058471 | Director, Public Affairs |
| GT 9903-11 | Toyota Hilux 4 WD | 2010 | AHTFK22G2 03058509 | Director, Administration |

The Security Unit

The Unit takes care of security and safety on campus and other UPSA premises outside campus. The core function of the Unit is to secure life and property and maintain peace and security of live and property.

Activities

During the period under review, the Unit was involved in the

- Provision of security during students' registration and management of the queues.
- Checking on incoming vehicles as well as outgoing vehicles to look for unwarranted items

- Maintaining security and order at UPSA functions such as Graduation, Matriculation, etc.
- Provision of oversight security at the UPSA Hostel

Training/Workshops

During the period under review, staff attended the following workshops:

- Emerging trends in Security Services – 28th – 30th June, 2017.
- Corporate Security Professionals Training – 26th – 28th July, 2017
- A training session on defensive driving was organized for drivers from 24th to 25th July, 2017.

Promotion

Seven (7) staff members at the Security Unit were promoted during the year under review. Two (2) Senior Security Guards were promoted to the rank of Security Officer. Three guards were promoted from the rank of Security Guard Grade I to Senior Security Guard and two (2) Guards from Grade 2 to Grade I.

Dismissal

One Security Guard, Adams Brian Adukonu was dismissed due to theft.

Challenges

- Inadequate number of staff
- Limited number of vehicles
- Old state of vehicles
- Inadequate imprest
- Inadequate fuel allocation (Fuel Coupons)
- Long working hours (12 hours a day and one day off in a week for security staff)
- Slashing of overtime allowance by 2/3 for staff
- Lack of communication devices for the Security Unit
- Incidence of theft involving Security staff

Recommendations

Considering the challenges enumerated above, the Directorate recommends that:

- I. Additional buses should be purchased for the University. The procurement of the under-listed vehicles is proposed:

- 1-30 seater bus
 - 1-20 seater bus
 - Pick-ups for all directorates
- to
2. Every directorate should be assigned a vehicle. These vehicles should not be limited only the person and official use of the various Directors but they should also be used for official work of the Directorate. This will minimize the pressure on the pool.
 3. More drivers should be employed for the Unit. A minimum of ten (10) drivers are needed to augment the current workforce.
 4. Drivers should be assigned to vehicles.
 5. Communication devices should be procured for the Security Unit.
 6. Uniforms should be procured for the Security staff
 7. All properties of the University should be insured to cover the University in any unfortunate situation.

The Way Forward

- The practice of conducting background checks on newly recruited personnel to be resumed and adhered to.
- More regular training for staff
- Prospective drivers to be thoroughly screened on practical driving skills.



ACADEMIC AFFAIRS

Mr. E. Bannerman-Wood
Ag. Director

1.0 Introduction

The purpose of this report is to provide factual information about the Directorate, its organization, progress made during the year, as well as challenges we faced as a directorate, and future expectations.

2.0 Oversight Responsibility

The Directorate has an oversight and coordinating responsibility for admissions, matriculation, examination and graduation processes. In addition, the Directorate deals with students' services and records, teaching and learning issues, and the development and regulation of academic procedures and policies of the university.

2.1 The structure of the Directorate (Organogram)

The Directorate has been organized into three main sections or units. These are Admissions and Graduation, Examination and Teaching, Student Services and Records. A total of 18 staff members of different rankings constitute the staff strength of the Directorate. Below is the breakdown in rank and gender: Male (M) and Female (F).

Table: Rank and Gender of Staff as at December, 2017

| RANK/GENDER | GENDER | | | | GRAND TOTAL |
|------------------------------------|--------|--------|----------|----------|-------------|
| | MALE | FEMALE | TOTAL | | |
| | | | M | F | |
| Deputy Director | 1 | | 1 | | |
| Senior Assistant Registrar | 1 | | 1 | | |
| Assistant Registrar | 3 | 3 | 3 | 3 | |
| Junior Assistant Registrar | | 2 | | 2 | |
| Chief Administrative Assistant | | 1 | | 1 | |
| Principal Administrative Assistant | | | | | |
| Senior Administrative Assistant | 2 | | 2 | | |
| National Service Personnel | 2 | 3 | 2 | 3 | |
| TOTAL | | | 9 | 9 | 18 |

The duties of the staff are captured in the organogram provided in Appendix A

2.2 Transfers

Last year, two senior members were transferred to the Directorate to assist in reducing the workload of staff members. They are Mrs Patience Tarkie, from the Accounting and Finance Faculty and Mr Joseph Azangeo, from the Finance Directorate.

2.3 Retirement

The Director of Academic Affairs, Mr Daniel Bukari, retired last year after successfully steering the affairs of the Directorate for 8 years. Mr. Edward Bannerman-Wood was appointed as the acting Director in August, 2017.

This year, two staff members will proceed on retirement .They are Mrs Vivian Nettey and Mr Kingsley Asare. Mrs. Vivian Nettey, Assistant Registrar in charge of Students Financial Aid Services will retire in November, 2018, while Mr. Kingsley Asare retires in June, 2018. Mrs. Vivian Nettey would be replaced by Mr Joseph Azangeo, one of the transferees.

2.4 Promotion of staff

Three staff members of the Directorate were promoted during the period under review. One was promoted from Assistant Registrar to Senior Assistant Registrar and the other two were senior staff members who had completed their respective Masters programmes in 2016. They were also upgraded to senior membership as Junior Assistant Registrars, as shown in Table 2.

Table 2: New Staff Promotions

| NO. | NAME OF STAFF | INITIAL RANK | NEW RANK |
|-----|-------------------------|------------------------------------|----------------------------|
| 1 | Mr. Robert Gyekye Darko | Assistant Registrar | Senior Assistant Registrar |
| 2 | Mrs. Joyce Rogers | Chief Administrative Assistant | Junior Assistant Registrar |
| 3 | Mrs. Florence Bediako | Principal Administrative Assistant | Junior Assistant Registrar |

3.0 Student Enrolment/Demographics/Admissions

Last year, we witnessed a significant increase in the number of applications for admissions to our university programmes. The total number of applicants was 7,164. However, the total number admitted to diploma and undergraduate programmes was 3,695, this constitute 32 percent of the total applications. One major reason for the less number admitted is inadequate lecture halls to accommodate students as seen in figure. 1

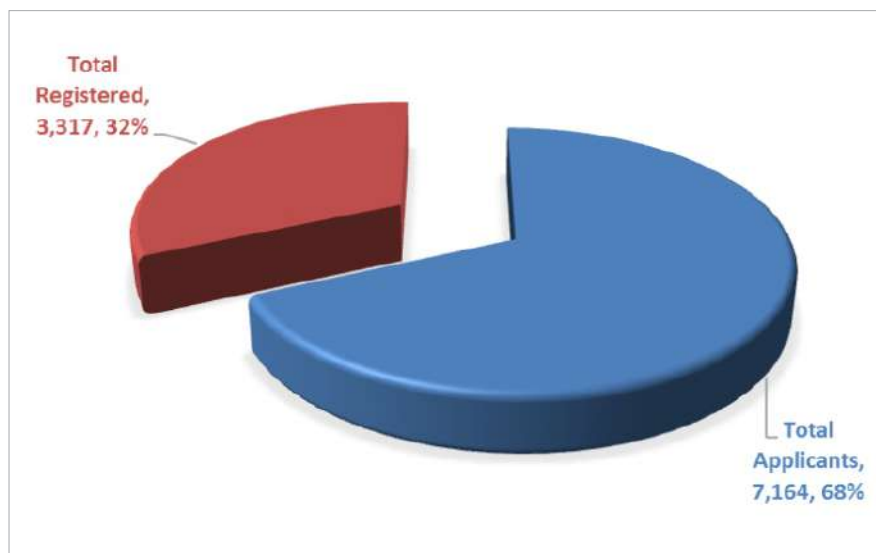


Figure: Admitted students versus Applicants

3.1 Applications for Admission

Generally, the total number of applicants for admission to the various programmes of the University improved during the 2017/2018 academic year admissions as compared to last two academic years. Table 2 and figure 3 illustrate this.

Table 3: Number of Applicants for Admission to All Programmes (from 2015-2018)

| Academic Year | 2015/2016 | 2016/2017 | 2016/2017 |
|-----------------------------------|-----------|-----------|-----------|
| Total Number Of Applicants | 6,854 | 6,655 | 7,164 |

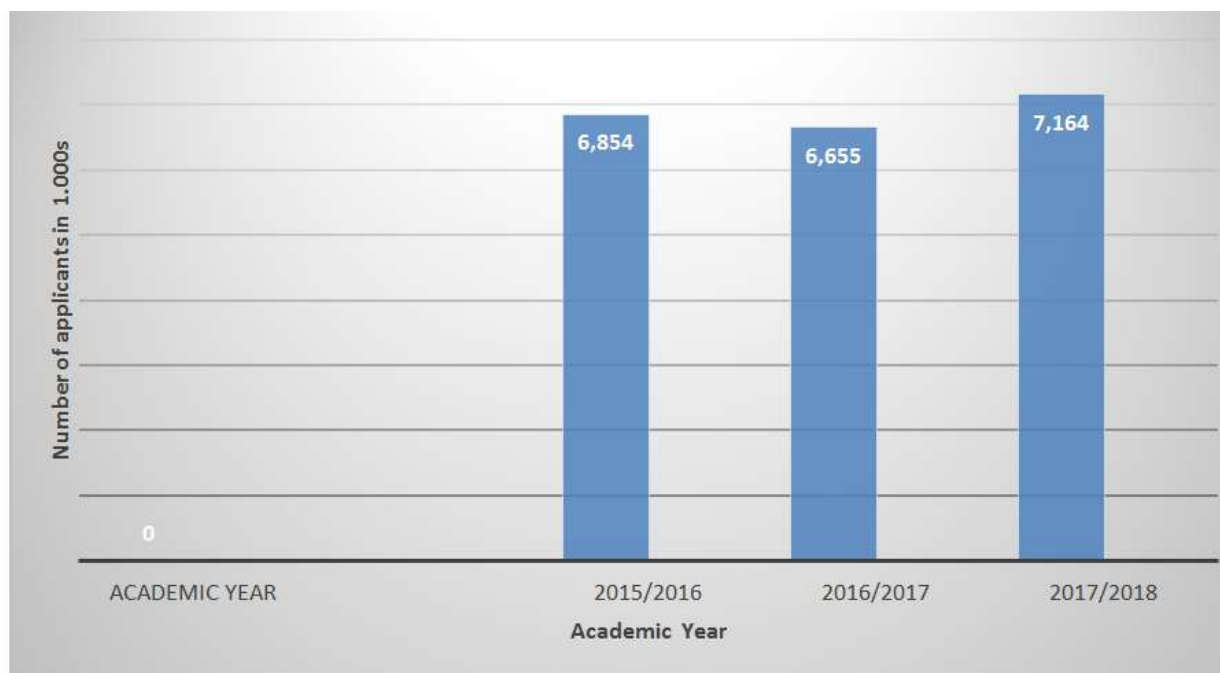


Figure 5: Number of Applicants for Admission to All Programmes (from 2015-2018)

However, applications to the existing programmes such as Bachelor of Business Administration, BSc. Accounting, BSc Banking & Finance, and BSc Marketing continued to decline over the three year period as shown in Table 2.

Table 4: Number of Applicants for Admission to Existing Programmes (from 2015-2018)

| Academic Year/ Existing Programmes | 2015/2016 | 2016/2017 | 2017/2018 |
|--|----------------|----------------|----------------|
| Bachelor of Business Administration | 2,478 | 1,981 | 1,647 |
| BSc. Accounting | 1,541 | 1,303 | 1,273 |
| BSc. Banking and Finance | 740 | 529 | 452 |
| BSc. Marketing | 536 | 402 | 323 |
| Applicants to Existing Programmes as Percentage of Total Applicants | 5,295 77.25 | 4,215 63.34 | 3,695 51.58 |

3.2 Matriculation

With support from the Public Affairs Directorate, the Faculties and Schools, the Directorate successfully organized the 2017/2018 Academic Year matriculation programme. This took place on Friday, October 20, 2017 at the fore court of the Joshua Alabi Library. A total of 4,051 students were matriculated into various programmes. This consists of 3,317 students for undergraduate and 734 for master programmes.

The breakdown of the matriculated Students is presented as follows:

Table 5: Masters Programmes

| Programme | Total Intake |
|--|---------------------|
| MBA (Accounting & Finance Option) | 419 |
| MBA (Petroleum Accounting & Finance Option) | 22 |
| MBA (Auditing Option) | 17 |
| MBA (Corporate Governance Option) | 82 |
| MBA (Internal Audit Option) | 13 |
| MBA (Marketing Option) | 70 |
| MBA (Total Quality Option) | 94 |
| Masters of Science in Leadership | 8 |
| Masters of Philosophy in Leadership | 9 |
| TOTAL | 734 |

Table 6: Undergraduate Programmes

| Programme | Total Intake |
|--|---------------------|
| Bachelor of Laws | 165 |
| Bachelor of Science in Actuarial Science | 32 |
| Bachelor of Science in Accounting | 703 |
| Bachelor of Business Administration | 732 |
| Bachelor of Science in Marketing | 148 |

| | |
|---|-------------|
| Bachelor of Science in Banking & Finance | 267 |
| Bachelor of Arts in Public Relations Management | 108 |
| Bachelor of Science in Information Technology | 85 |
| TOTAL | 2240 |

Table 6: Diploma Programmes

| Programme | Total Intake |
|--|---------------------|
| Diploma in Accounting | 321 |
| Diploma in Information Technology | 132 |
| Diploma in Management | 278 |
| Diploma in Marketing | 159 |
| Diploma in Public Relations Management | 167 |
| TOTAL | 1057 |

Source: OSIS

This year, the matriculation ceremony will witness the symbolic signing of the matricula. This is where one student signs on behalf of the entire programme cohort instead of the traditional way of queueing to sign, which takes hours and sometimes days, where the matriculants are in their thousands.

3.3 Graduation Ceremony

In conjunction with the Public Affairs Directorate and the Pro-Vice Chancellor's Office, the University successfully held its 9th Congregation ceremony on the 12th of August, 2017. The ceremony took place in front of the Joshua Alabi Library. In all, a total of 4000 degree and diploma certificates were awarded after the Board of Examiners had certified the results, which were subsequently approved by the Academic Board. The award came with 41 first-class grades. In addition, 474 Masters Degrees were also awarded to deserving students. The breakdown of the graduates is as presented in the table and figures below: (see appendix B for details)

The details of the graduates are as follows:

Table 8: Masters Awards

| Award | Gender | | Total |
|---------------|--------|--------|-------|
| | Male | Female | |
| Masters Award | 295 | 179 | 474 |

Source: OSIS

Figure 3: A Pie Chart showing the Gender distribution in absolute numbers and Percentages

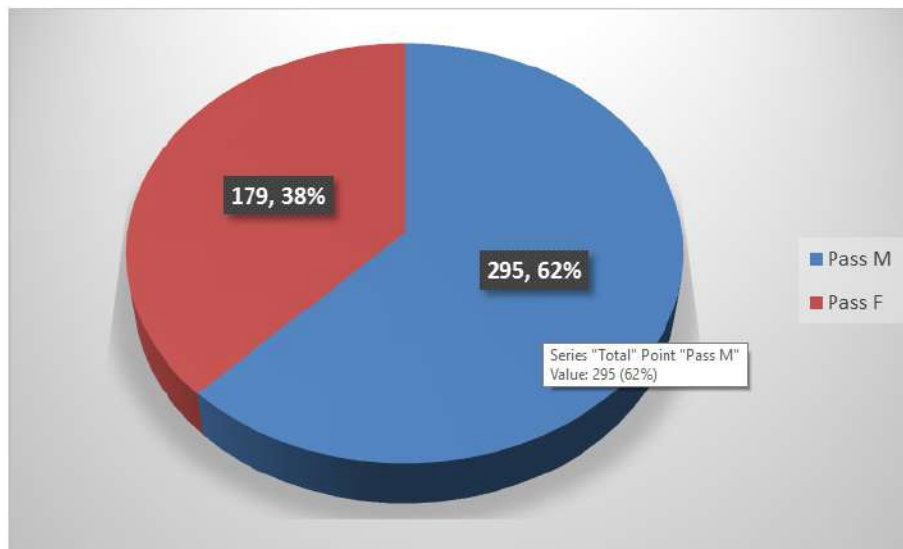


Figure 4: Gender distribution of Class

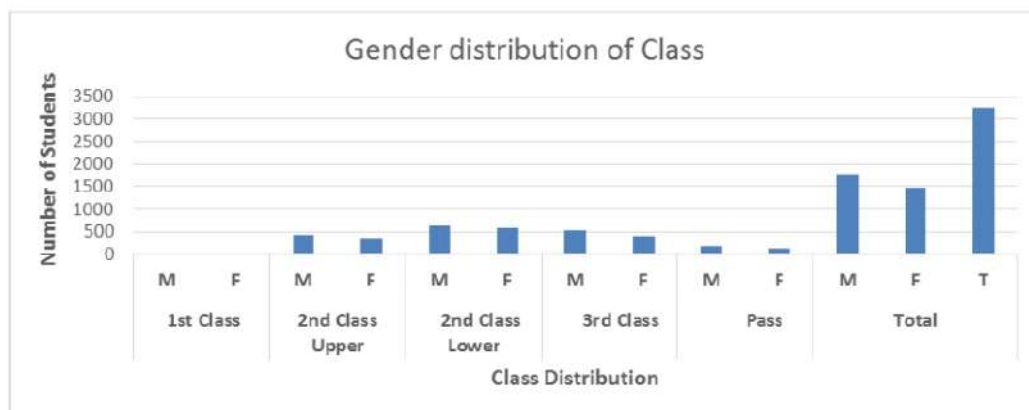
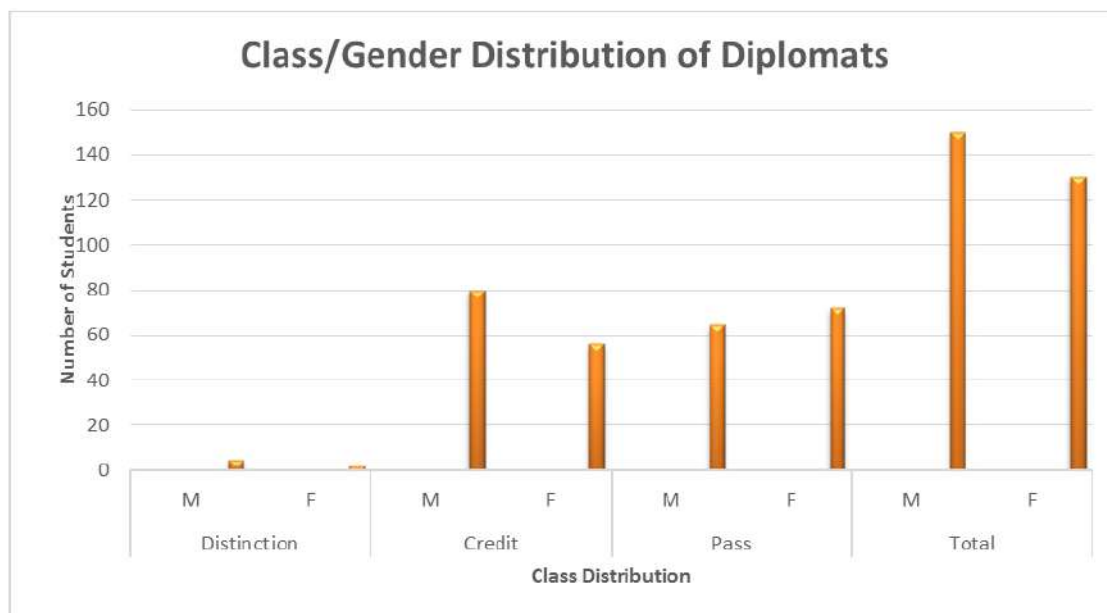


Figure 5: Distribution of Class among diploma graduands for 2016/17 Academic Year



3.4 Honorary Degrees

Three distinguished persons namely; Dr. Nii Kotei Dzani, Hon. Alan Sumana Bagbin and Hon. Osei Kyei-Mensah-Bonsu were honoured with doctoral degrees.

4.0 Orientation for Newly Admitted Students

The newly admitted students (freshmen and women for Regular School, Weekend School, Diploma and Professional students) were taken through orientation programmes to enable them acclimatize to the university system, especially, the rules and regulations governing the university. The orientation lasted for four days. It began on September 4 and ended on September 9, 2017.

4.1 Students' Handbook for 2017/2018/2019 Academic Year

The Directorate is in the process of completing the compilation of inputs for the 2017/2018/2019 academic year students' handbook. Management has decided that the university would no longer print the students' handbook for all students; rather, it would be made available online, on the university website and few print-outs in a form of hard

copies to be placed in the University Library for reference and to fulfil accreditation requirements.

4.2 Scholarship and Loan Scheme

There are two (2) scholarship schemes in operation in this university. These are the Tertiary Education Scholarship (TEST) and Shoprite Bursary Support Scheme (SBSS).

The TEST is in its third year, and the scholarship ranges from 1,700 to 1,800 c e d i s . It supports between eight to 10 students per year. (See Appendix C for students currently benefitting).

The second is SBSS, which was introduced last year. Fifteen (15) students who were selected and interviewed are awaiting the final results. It is believed that the disbursement would start in the second semester of 2017/18 academic year.

4.3 Population of Professional Studies

The total number of professional students is 253. The breakdown is presented in Table 9 below:

Table 9: Total number of Professional Programme

| PROGRAMME | LEVEL | REGULAR | ADD-ON | ACCESS | TOTAL |
|--------------|-------|---------|--------|--------|-------|
| ICAG | I | - | 43 | 8 | 51 |
| | II | - | 23 | - | 23 |
| ACCA | I | - | 18 | 38 | 56 |
| | II | 12 | - | - | 12 |
| CIB | I | - | - | - | - |
| CIM | I | - | - | 60 | 60 |
| | II | 28 | 5 | - | 33 |
| | III | 16 | - | - | 16 |
| ICSA | I | 2 | - | - | 2 |
| TOTAL | | 58 | 89 | 106 | 253 |

Source: IPS

4.3 Deceased students

During the year under review, the university lost four (4) students as listed below:

Table I 10: List of Deceased Students within the 2016/17 Academic Year

| No. | Name | Level | Programme | Deceased Date |
|-----|-----------------------------|---------|-----------------------------|-------------------|
| 1 | Mr. Rudolf Bakara Neinu | 600 | MBA(internal Auditing) | 7th July,2017 |
| 2 | Ms. Mary Ahoefe Azegloe | 200 | BSc in Banking & Finance | 22 February, 2017 |
| 3 | Ms. Abigail Buerkie Buertey | 200 | Bachelor of Business Admin. | 2nd October,2017 |
| 4 | Mr. Robert Kofi Mintah | Part II | CIM-UK | 21st April,2017 |

5.0 Newly approved programmes

The University has received accreditation to mount the following new programmes. These programmes will be running in the 2018/2019 academic year. This brings the total number of programmes run by the university to 36 as shown in Table I 1.

- BSc Accounting and Finance
- BSc Business Economics
- BSc Real Estates Management & Finance
- MPhil in Accounting

Table I 1: Total Number of Programmes

| LEVEL | DIPLOMA | DEGREE | POSTGRADUATE | TOTAL |
|--------------------------|---------|--------|--------------|-----------|
| No. of Programmes | 5 | 11 | 10 | 26 |

6.0 Teaching and Learning Activities

6.1 Lecture Hall

To enhance teaching and learning, some of the large halls at the Justice Aryeetey Building were partitioned to maximize the use of the halls, and to cater for small groups who need to use smaller lecture halls. This partitioning has increased the number of halls/room from 16 to 42 rooms.

6.2 Lift at Justice Aryeetey Hall

After more than 4 years of non-functioning, the Lift at the Justice Aryeetey building is now operational. We are thankful to Management and the Physical Development Unit for impressing upon Otis Company to repair the lift. This will go a long way to enhance teaching and learning activities, especially for the physically challenged students and staff, and older faculty.

6.3 Income generation

The British Council has started using our lecture halls for professional examinations and this is attracting some income to the university. Another public organization, the Immigration Service, has proposed to use our facilities for similar purposes (recruitment aptitude tests.)

6.5 Examinations

As noted earlier on, one of our core mandates is the administration of examinations. The Examination Unit was able to successfully conduct both first and second semester's examinations with fewer examination malpractices.

Cases of examination malpractices are not compromised as it turns to compromise the integrity of our examinations as well as our certificates. Students who were caught in these malpractices were given various punishments.

Last year, a total of 26 students engaged in various exam malpractices ranging from copying from prepared notes, to bringing in a mobile phone into the examination hall. These groups of students received various punishments after the committees found them guilty of the offences (see appendix D for details)

The breakdown is as follows:

Table 2: Nature of Examination Malpractices by Levels

| Nature | Level 100 | Level 200 | Level 300 | Level 400 | Postgra | Total |
|---------------------------------|-----------|-----------|-----------|-----------|---------|-------|
| Copying from prepared materials | | 1 | | | | 1 |
| Possession of foreign materials | 1 | 1 | | | | 3 |
| Possession of Mobile Phones | 1 | 1 | | 1 | | 3 |
| Inscription of calculator | | 7 | | | | 7 |
| Communicating | | 6 | 2 | | | 8 |
| Insubordination | | | | | | - |

| | | | | | | |
|--|--|--|---|---|--|-----------|
| Visited the Washroom and never came back to the hall | | | 1 | 1 | | 2 |
| Sharing/borrowing of items in the Hall | | | | | | - |
| Total | | | | | | 24 |

6.5.1 Cancellation of Papers

Last year, 3 of the examination papers were cancelled as a result of negligence on the part of some faculty members. Two of the papers were for level 400 students and the other was a level 200 paper. The papers were as follows:

Business Policy and Strategy (for level 400).

International Trade and Financing (level 400).

Elements of Marketing (for level 200).

6.5.2 Disciplinary Action

During the period under review, 69 students who were engaged in registration fraud with the help of an IT service person received various sanctions. The sanctions ranged from dismissal to signing a bond of good behaviour. The breakdown is presented as below (see appendix E for details)

Table 12: The breakdown of the disciplinary Action

| NUMBER OF STUDENTS | SANCTIONS |
|--------------------|---|
| 9 | <ul style="list-style-type: none"> These students were made to pay only the late registration fees of ₪400 because the Committee found out that they were unaware of the fraud. They were acquitted. |
| 38 | <ul style="list-style-type: none"> Payment of semester fees Payment of penalty Rusticated for one academic year |
| 15 | <ul style="list-style-type: none"> Payment of semester fee Payment of penalty Annulment of 2016/17 second semester registration and examination Rusticated for two academic years |

| | |
|---|--|
| 3 | <ul style="list-style-type: none"> ● These students were dismissed for playing key roles in the illegal registration. |
| 4 | <ul style="list-style-type: none"> ● These students were tried in absentia ● Payment of semester fee ● Payment of penalty ● Annulment of 2016/17 second semester registration and examination ● Rusticated for two academic years |

7.0 Future Expectations

7.1 Organization of test item for newly recruited lecturers

To avoid examination leakages, newly recruited lecturers will be taken through a series of workshops which will help them practice effective methods of item setting.

7.2 Promotion and Appointment of External Assessors for Faculty

To enhance the promotions of Faculty members, the Vice-Chancellor announced at the last academic board meeting that the University would be seeking a new set of External Assessors who would be prepared to evaluate the work of faculty in not more than a month to avoid anxiety among staff.

7.3 Finance Directorate 'Interpay' Support

The Finance Directorate has agreed to assist fresh students to do their respective INTERPAY disbursement as long as they have been able to fulfil the obligatory payment of the 50% of the academic user fees. This is to ensure smooth registration for students who have fully paid their fees and to avoid any confusion and conflict between registration staff and new students.

7.4 Distance learning programme (DLC)

As would be reported by the Dean of the DLC, we are in the process of commencing a distance learning programme very soon. A memorandum of understanding is being drafted with Christian Service University College, Kumasi for partnership.

7.5 Medical Examination Slot for Fresh Students

To support the Medical Directorate with the medical examinations of newly admitted students, the Directorate, in conjunction with ISTD will design a calendar slot for

students to select days they will like to have their medicals. If a student fails to appear on the day selected, he/she must go back to the calendar to reschedule the date for the medicals. The slot takes a maximum of 90 students a day. However, with the anticipated increase in student intake to 7, 000, we will consult with the Medical centre to find out how many students they would be able to serve within a day.

7.6 Applicant's Index Number

We have taken note of how the online system number (OSN) application is considered as index number for applicants. This practice is creating a lot of gaps in our Index numbering system. Therefore, from next academic year, all applicants would not be given ID until they have completed their medicals. The numbers they carry will be regarded as a processing number until the medicals are completed.

7.7 Interim Assessment/Continuous Assessment

This year, we plan that all IAs should be conducted during the 7th or 8th week as stipulated in the academic calendar. This is to avoid conflict among lecturers because some are in the habit of taken over the lecture periods of other lecturers without prior information or notice.

The Directorate will draw up the plan for the IA and lecturers will be allowed to choose the day and time they desire to conduct the IA. The Directorate will provide the supporting materials including invigilators to make the IA programme a success.

7.8 Proposal for Extra Teaching Week

It is the norm for all level 400 students to defend their respective proposals. This practice takes a week to complete. However, this affects the other levels (levels 100 to 300) as most of the lecture halls as well as the lecturers are occupied during this period. Again, it reduces the number of weeks for teaching and learning by one week. The Directorate would like to propose an additional week to be added to the academic calendar to make up for the shortfall.

7.9 Statistical Office

Due to the discrepancy in published statistics from different sources, the directorate intends to create a statistical office, starting with the 2018/2019 students intake. This will ensure that all data emanating from ISTD will represent the official information for the University. The statistics will then be made available to all officials for reference purposes.

7.10 Educational fair

The Academic Affairs Directorate will embark on aggressive recruitment drive of students to all programmes of the University. This will include organizing a series of outreach programmes, deployment of the traditional media adverts as well as new social media messages/activities. The Directorate has already received approval from Management to participate in the 11th Ghana Higher Education Fair Series. The Fair will take place in six major cities where senior high schools within the various catchment areas will be invited to interact with participating universities. This, we believe, would provide avenue to recruit more WASSCE applicants for the University. The recruitment target set for the year is approximately 7,000 students.

7.11 Technical Support from ISTD

The Academic Affairs Directorate with the technical support of the ISTD will adopt more innovative ways of making the admission process less stressful. The admission portal is being retooled to make it possible for scanned supporting documents to be attached to the on-line admission application system. Again, the Directorate has put modalities in place to have ISTD integrate the University's admission system with WAEC results verification system to help replicate the applicant's results directly on the University admission portal at the point of application. This will help deal with issues of falsification of results right at the point of application.

To help boost students' enrolment for the University, the Directorate hereby proposes the following cuts-offs for the 2018/2019 academic year without compromising on NAB minimum admission requirements:

- (i) Under-subscribed programmes like BSc in Marketing, BSc. in Banking & Finance and BA Public Relations Management programmes should have the minimum cut-off aggregates reviewed as follows:
 - Morning Session: Aggregates 6-26
 - Evening Session: Aggregates 6- 30
 - Weekend and Distance Learning Schools: Aggregates 6-36

- (ii) Over-subscribed programmes like Bachelor of Business Administration and BSc in Accounting should have the minimum cut-offs revised as follows:
 - Morning Session: Aggregates 6-24
 - Evening Session: Aggregate 6-30
 - Weekend and Distance Learning Schools: Aggregates 6-36

- (iii) For programmes such as Bachelor of Laws, BSc in Information Technology Management, BSc. in Actuarial Science and the newly introduced programmes; BSc. Accounting & Finance, BSc. in Business Economics and BSc.in Real Estate Management & Finance, the existing cut-off should be maintained i.e. Morning and Evening Sessions as well as Weekend and Distance Learning Schools should have a cut-off aggregate of 24.

8.0 Initiatives

8.1 Professional Master Class

Last year, the Vice-Chancellor initiated a programme dubbed 'Professional Master Class'-This programme is to allow our final year students to interact with industry to understand basic ethics of the industrial world. This brought many experts in their respective fields to impart technical knowledge to our students. The Academic Directorate was fully represented in the organization and the implementation of the programme to a successful end.

8.2 Affiliation institution

In collaboration with the Centre for International Collaboration and Education (CIEC) the Directorate has been following activities at the Ghana Telecom University College (GTUC) who has adapted our diploma programmes. This affiliation programme is in its third year.

8.3 Industrial Relations Unit

Apart from ensuring the intake of national service persons into the various departments, this Unit liaises with other Tertiary Institutions, Industries and other various bodies for students' internship and monitoring. In the year under review, a total of 3,233 students took part in internships. These students have duly submitted their internship reports for assessment. The practice where the reports were marked by external assessors has been revoked. It has been decided that henceforth, faculty will mark the reports and submit them to the Academic Directorate to enter the final results.

Table 13: Students on Internship

| Programme | Regular | | Weekend | Total |
|---------------|--------------|------------|------------|--------------|
| | Morning | Evening | | |
| Undergraduate | 1,751 | 602 | 348 | 2,701 |
| Diploma | 477 | 55 | - | 532 |
| Total | 2,228 | 657 | 348 | 3,233 |

8.4 Tuition-free Professional Programmes

To enhance the competitiveness of our graduates on the job market, the Vice Chancellor initiated a fee free tuition for our students, to encourage students to enrol on the professional programmes, to at least graduate with double honours which would place them ahead of other degree holders. In collaboration with IPS, the directorate drew up the teaching time table factoring this initiative to attract more students into this programme.

8.5 Partitioning of the lecture Halls

The scheduling of lecture periods to a very large extent hinges on the number of lecturers and halls available. It has been observed that the very large halls of the Justice Aryeetey Building are being underutilised (always only half full) while there was the need for more halls of smaller sizes. A suggestion was therefore made to Management and the Physical Development Unit to have those halls partitioned to create more halls for smaller groups of students. This was accepted and is being implemented.

8.6 Processing of Transcripts

Generally the printing of transcripts is done on a daily basis, but it takes three or more days to be able to deliver on requests if the signatory is available.

The peak period for requests is usually immediately before and after graduation ceremonies. Also, the volume keeps growing so, to effectively contain and manage the expectations of applicants, we now have signature stamp pad. We shall go electronic sooner to shorten the processing time to 24 hours or less.

Last year, the Vice-Chancellor initiated a free two official transcripts for the graduating class. This is to enable the grandaunts to take advantage of the job market opportunities without delays. This has been implemented. Again, to further enhance the transcript service, we have put in a proposal for consideration by Management.

9.0 Challenges

The Academic Affairs Directorate encountered the following challenges during the period under review:

9.1 Evidence of registration for Professional students

Unlike the undergraduate system of students' registration, the professional students do not have access to evidence of registration slip. The situation makes it very difficult to know unregistered students in the lecture room. With support from ISTD we

intend to correct this situation by creating a registration platform for all professionals. This will enable us issue out ID as a means of identification as soon as they register.

9.2 Documentation Centre

To avoid the reoccurrence of missing files and other admissions issues, we suggest that the Documentation Centre be placed under the Academic Affairs Directorate. This will ensure the monitoring and proper management of students' records.

9.3 Mature Applicants 2017/2018 Academic Year

Another challenge we faced as a directorate was the failure to set up a cut-off mark for the mature students' intake. This attracted a query from the NAB Audit Team. We have revised our procedures accordingly and have duly published the 2018/2019 academic year admission advertisement with the mature applicants' cut-off point, in addition to all other procedures pertaining to mature students' intake.

10.0 Conclusion

The directorate encountered various challenges during the year under review. However, with the effort of a resilient team, we were able to resolve some of the challenges. We are optimistic that we will achieve more successes in the ensuing year, as we set into motion the various proposals and initiatives.



FACULTY OF MANAGEMENT STUDIES

Mrs. Fidelis Quansah
Ag. Dean

1.0 INTRODUCTION

Since the establishment of the Faculty of Management Studies, the determinations of our pioneers have been in the creation of new knowledge by way of research, conference, colloquium and seminar presentations. The Faculty intends to steadily strengthen the culture of collaboration as it drives innovative discoveries in areas vital to our world of work with the ultimate goal of improving organization's productivity and staff well-being.

It is our desire to support research-related activities as much as we can. In the months to come, the Faculty research officers have designed a programme to help accelerate research activities by providing support to all members on grant applications, spotting useful workshops, training activities, initiating and forging effective partnerships and collaborations. Together we will also work to carry out innovative research on many of the challenges facing our businesses and to make a profound impact.

1.2 Our Vision

We envision an educational culture grounded actively in service to the university community and our stakeholders: embodying honesty, cooperation, and delight in diversity and self-responsibility.

1.3 Our Mission

The mission of the Faculty 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.

1.4 **Our Credo**

- We are respectful and supportive of each member's dignity.
- We are dedicated in creating an atmosphere of togetherness in the spirit of honesty, love and service.

1.5 **Strategic goals and Objectives of 2017**

- Redefine the business graduate

We start by taking a stand on the cultural principles that are ours. We then change the core, elective, and experiential curriculum to deliver our archetype innovative leader.

- Realize our intellectual future

We are distinguished by deep grounding in the academic disciplines, which attracts the world's top faculty, and by pulling together this disciplinary strength to create leaders of uncommon character and innovative capability.

- Transform our UPSA campus

We will make investment in new facilities that address the past game-changing developments. The first shift is from course instruction to learning beyond the classroom. The second is from simply earning degrees early in one's career to learning that is whole-career.

2.0 **MANAGEMENT TEAM**

| | | |
|-----------------------------|-----|------------------------------|
| Dr. Ampem Darko Aniapam | ... | Vice-Dean |
| Dr. Andrew Akolaa | ... | Ag. HOD Marketing |
| Dr. Emmanuel Selase Asamoah | ... | HOD, Business Administration |

Senior Members Administration

| | | |
|-------------------------------|-----|---------------------------------------|
| Mrs. Beatrice Akosua Adjepong | ... | Faculty Officer, Management Studies |
| Mrs. Harriet Adzowu | ... | Departmental Officer, Business Admin. |
| Mr. Michael Akuoku | ... | Departmental officer, Marketing |

3.0 **PROGRAMME PORTFOLIO**

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

4.0 NEW PROGRAMMES UNDER DEVELOPMENT IN THE FACULTY

The Faculty proposed and developed the following programmes for consideration by NCTE and NAB. The details have been provided below:

Table 4.0: Development of New 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 | Approved by NAB programme is ready for admissions |
| 3 | Business Administration | BSc Logistics and Transport Management | Defended document at NCTE |
| 4 | Business Administration | Bachelor of Public Administration | At NCTE |
| 5 | Marketing | PhD in Marketing | Document is being prepared for accreditation by NAB |
| 6 | Marketing | MPhil in Marketing | Work in progress for submission. |
| 7 | Marketing | MA in Brands and Communication Management | Programme assessed by NAB and awaiting response. |
| 8 | Marketing | Bachelor of Science in Tourism Marketing | Work in progress |

Source: Quality Assurance Directorate, 2017

4.1 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 their current status.

Table 4.1: 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, 2016 | 5 | March, 2021 | Processed and sent to NAB |
| Diploma in Marketing | April, 2016 | 5 | March, 2021 | Processed and sent to NAB |
| Bachelorof Business Administration | September, 2010 | 5 | August, 2020 | Assessed and certificæ received from NAB |
| BScMarketing | August, 2015 | 5 | August, 2020 | Assessed and certificate received from NAB |
| MBA Total Quality Management | September, 2016 | 5 | September, 2021 | Preparation of document for re accreditation |
| MBA Corporate Governance | September, 2012 | 5 | December, 2017 | Submitted to NAB |
| MScLeadership | August, 2012 | 5 | July, 2017 | Submitted to NAB |
| MPhilLeadership | August, 2012 | 5 | July, 2017 | Submitted to NAB |

Source: Quality Assurance Directorate, 2017

5.0 STAFFING

5.1 Staff Strength

The faculty has in total 83 academic and 3 administrative staff. Details are as seen below:

Table 5.1: Staff Strength of Faculty of Management Studies

| AcademicStaff | | | | | | Admin Staff | Total |
|---------------|------------|----------------------|------------------|-----------|----------------|----------------------|-------|
| Gender | Professors | Associate Professors | Senior Lecturers | Lecturers | Ass. Lecturers | Assistant Registrars | |
| Male | | 3 | 2 | 28 | 31 | 1 | 65 |
| Female | 1 | - | 1 | 9 | 8 | 2 | 21 |
| Total | 1 | 3 | 3 | 37 | 39 | 3 | 86 |

Source: Quality Assurance Directorate, 2017

6.0 PROMOTIONS

During the year under review, two lecturers and two administrative staff were promoted to various ranks. The details are as follows:

Table 6.0: List of members promoted during the year under review

| NAME | DEPARTMENT | PREVIOUS RANK | CURRENT RANK |
|-------------------------------|-------------------------|----------------------------|---------------------|
| Mrs. Fidelis Quansah | Marketing | Lecturer | Senior lecturer |
| Mr. Frederick Doe | Business Administration | Lecturer | Senior Lecturer |
| Mrs. Beatrice Akosua Adjapong | Faculty | Junior Assistant Registrar | Assistant Registrar |
| Mrs. Harriet Adzowu | Business Administration | Junior Assistant Registrar | Assistant Registrar |

Source: Human Resource Unit, 2017

7.0 APPOINTMENTS

The following members were also appointed to various offices during the year. The details are as follows:

Table 7.0: List of Lecturers appointed to various offices

| NAME | CURRENT UNITS |
|-----------------------------------|---|
| Prof. Abednego Okoe Feehi Amartey | Vice- Chancellor, UPSA |
| Prof. Albert Puni | Dean, Distance Learning Centre |
| Mrs. Fidelis Quansah | Ag. Dean, Faculty of Management Studies |
| Dr. Ampem Darko Aniapam | Vice -Dean, Faculty of Management Studies |
| Dr. Andrew Adugudaa Akolaa | Ag. HOD, Marketing |
| Mr. Benjamin Baroson Angenu | Coordinator, MBA Marketing programmes |

Source: Human Resource Unit, 2017

8.0 NEW RECRUITMENTS

The Under listed are newly recruited lecturers to the Faculty during the period under review.

Table 8.0: List of Newly Recruited Lecturers

| NAME OF LECTURER | DEPARTMENT | STATUS | EFFECTIVE DATE |
|----------------------------|------------|--------------------|-------------------------------|
| Mr. Stephen O. Adjapong | Marketing | Assistant Lecturer | 1 st January, 2017 |
| Mrs. Kafui Agormeda-Tetteh | Marketing | Lecturer | 1 st April, 2017 |

Source: Human Resource Unit, UPSA 2017

9.0 TRANSFER OF OFFICERS

The under listed staff in the faculty were transferred to other departments. Details are as seen below.

Table 9.0: List of Officers transferred to other Departments/Schools

| NAME OF OFFICER | TRANSFERS |
|------------------------------|--|
| Mrs. Leticia Ayarna Gagakuma | Department of Marketing to Accounting Department |
| Mrs. Belinda Adzomani Diapim | From Faculty to Department of Public Relations |
| Mr. Michael Akuoku | From Academic Affairs to Department of Marketing |

Source: Human Resource Unit, UPSA 2017

10.0 STAFF DEVELOPMENT

The following members of the Faculty were granted study leave with pay. The list is as seen below.

Table 10.0 List of Academic Staff on Study Leave

| NAME OF LECTURERS | PROGRAMME | COUNTRY | STATUS |
|------------------------|---------------------------------|---|----------------------|
| Mr. George Agbemabiese | PhD in Management | Putra Business School, Malaysia | Study leave with pay |
| Mrs. Gifty Ketempe | DBA Quality Systems Management, | The National Graduate School of Quality Management, USA | Study leave with pay |
| Mrs. Akorfa Wuttor | DBA Quality Systems Management, | The National Graduate School of Quality Management, USA | Study leave with pay |
| Mr. Marco Mensah | PhD in Management | University of Macquarie, Australia | Study leave with pay |

| | | | |
|----------------------|---|-----------------------------------|----------------------|
| Mr. Linus Kudo | PhD in Employment Relations and Human Resource Management | University of Griffith, Australia | Study Leave with pay |
| Mr. Anthony Kumassey | PhD in Development Policy | University of Manchester, U.K. | Study Leave with pay |

Source: Human Resource Unit, 2017

11.0 RESIGNATION

The following members of the Faculty resigned from the University during the year under review.

Table 12.0: Resigned Lecturers from the Faculty

| NAME | DEPARTMENT |
|------------------------|-------------------------|
| Dr. Robert Afutu Kotey | Business Administration |
| Mr. Alexander Abada | Business Administration |

Source: Human Resource Unit, 2017

12.0 AWARDS OF DOCTORATE DEGREE

A member of the Faculty, Dr. Haruna Kaliu Rufai successfully completed his PhD programme and was awarded PhD in Development Administration.

13.0 STUDENT POPULATION BY PROGRAMME

13.1 Breakdown of Student Population

The total number of students offering various degrees and diploma programmes in the Faculty was Five thousand one hundred and eighteen (5,118). A breakdown of the student population as captured in tabular forms as follows:

MASTERS PROGRAMMES

The population of students for the Master's programme was Four hundred and fifty seven (457). Below is a distribution by programmes.

Table 13.1 Masters Programme

| PROGRAMME | LEVEL 600 | LEVEL 600 II | TOTAL |
|------------------|-----------|--------------|-------|
| MBA in Marketing | 69 | 49 | 118 |
| MBA in TQM | 85 | 78 | 163 |

| | | | |
|-----------------------------|------------|------------|------------|
| MBA in Corporate Governance | 74 | 54 | 128 |
| MSc. in Leadership | 8 | 13 | 21 |
| MPhil in Leadership | 9 | 18 | 27 |
| Total | 245 | 212 | 457 |

Source: USIS, December, 2017

UNDERGRADUATE PROGRAMMES

Bachelor of Business Administration

The population for Business Administration was three thousand and sixty eight (3,068). Below is a distribution by sessions and gender.

Table 13.2: Student Population for Bachelor of Business Administration

| BACHELOR OF BUSINESS ADMINISTRATION | | | | | | | | | |
|--|-------------|------------|------------|------------|------------|------------|--------------|-------------|-------------|
| Level | Morning | | Evening | | Weekend | | Total/Gender | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 298 | 221 | 13 | 17 | 12 | 15 | 323 | 253 | 576 |
| 200 | 199 | 179 | 41 | 54 | 30 | 38 | 270 | 271 | 541 |
| 300 | 281 | 199 | 121 | 120 | 43 | 56 | 445 | 375 | 820 |
| 400 | 426 | 258 | 180 | 119 | 80 | 68 | 686 | 445 | 1131 |
| GRAND TOTAL | 1204 | 857 | 355 | 310 | 165 | 177 | 1724 | 1344 | 3068 |

USIS, December, 2017

Bachelor of Science in Marketing

The population for BSc Marketing was eight hundred and ninety four (894). Below is a distribution by sessions and gender.

Table 13.3: Student Population for Bachelor of Science Marketing

| BACHELOR OF SCIENCE MARKETING | | | | | | | | | |
|--------------------------------------|---------|----|---------|----|---------|----|--------------|-----|-------|
| Level | Morning | | Evening | | Weekend | | Total/Gender | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 43 | 38 | 3 | 5 | 7 | 4 | 53 | 47 | 100 |
| 200 | 86 | 52 | 12 | 14 | 5 | 5 | 103 | 71 | 174 |
| 300 | 53 | 43 | 50 | 48 | 20 | 15 | 123 | 106 | 229 |

| | | | | | | | | | |
|--------------------|------------|------------|-----------|-----------|-----------|-----------|------------|------------|------------|
| 300 | 53 | 43 | 50 | 48 | 20 | 15 | 123 | 106 | 229 |
| 400 | 149 | 126 | 30 | 31 | 32 | 23 | 211 | 180 | 391 |
| GRAND TOTAL | 331 | 259 | 95 | 98 | 64 | 47 | 490 | 404 | 894 |

USIS, December, 2017

DIPLOMA PROGRAMME

Diploma in Management

The population for Diploma in Management was four hundred and fifty-four (454). Below is a distribution by sessions and gender.

Table 13.4 Student Population for Diploma in Management

| DIPLOMA IN MANAGEMENT | | | | | | | |
|------------------------------|----------------|------------|----------------|-----------|---------------------|------------|--------------|
| LEVEL | MORNING | | EVENING | | Total/Gender | | Total |
| | M | F | M | F | M | F | |
| 100 | 121 | 134 | 7 | 16 | 128 | 150 | 278 |
| 200 | 81 | 71 | 8 | 16 | 89 | 87 | 176 |
| TOTAL | 202 | 205 | 15 | 32 | 217 | 237 | 454 |

USIS, December, 2017

14.0 STUDENT POPULATION FOR THE PAST THREE YEARS

The Faculty studied the enrolment of students for the past three years. The table below represents the statistics:

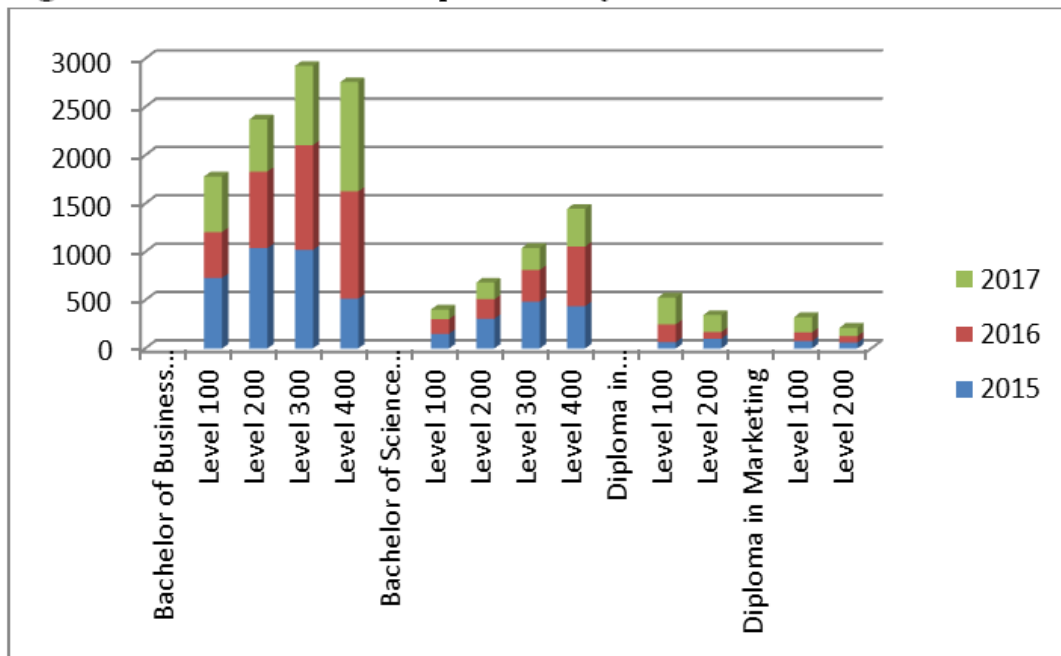
Table 14.0 Population for the Past three Years

| PROGRAMME/YEAR | 2015 | 2016 | 2017 |
|--|-------------|-------------|-------------|
| Bachelor of Business Administration | | | |
| Level 100 | 731 | 474 | 576 |
| Level 200 | 1039 | 792 | 541 |
| Level 300 | 1019 | 1086 | 820 |
| Level 400 | 513 | 1112 | 1131 |
| Bachelor of Science Marketing | | | |
| Level 100 | 152 | 151 | 100 |

| | | | |
|-----------------------------|-------------|-------------|-------------|
| Level 200 | 309 | 200 | 174 |
| Level 300 | 483 | 329 | 229 |
| Level 400 | 438 | 617 | 391 |
| Level 100 | 66 | 183 | 278 |
| Level 200 | 100 | 69 | 176 |
| Diploma in Marketing | | | |
| Level 100 | 75 | 90 | 159 |
| Level 200 | 60 | 68 | 86 |
| GRAND TOTAL | 4985 | 5171 | 4661 |

Source: Faculty of Management Studies, November, 2017

Fig 14.0: Enrolment for the past three years



15.0 GRADUATION STATISTICS

The University held its 9th Congregation on 12th August, 2017 at the forecourt of the Library Complex.

The Faculty presented over one thousand six hundred and twenty- eight students for the degree and Diploma programmes. Atable of the graduate output for the past three years is presented below.

15.1 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.

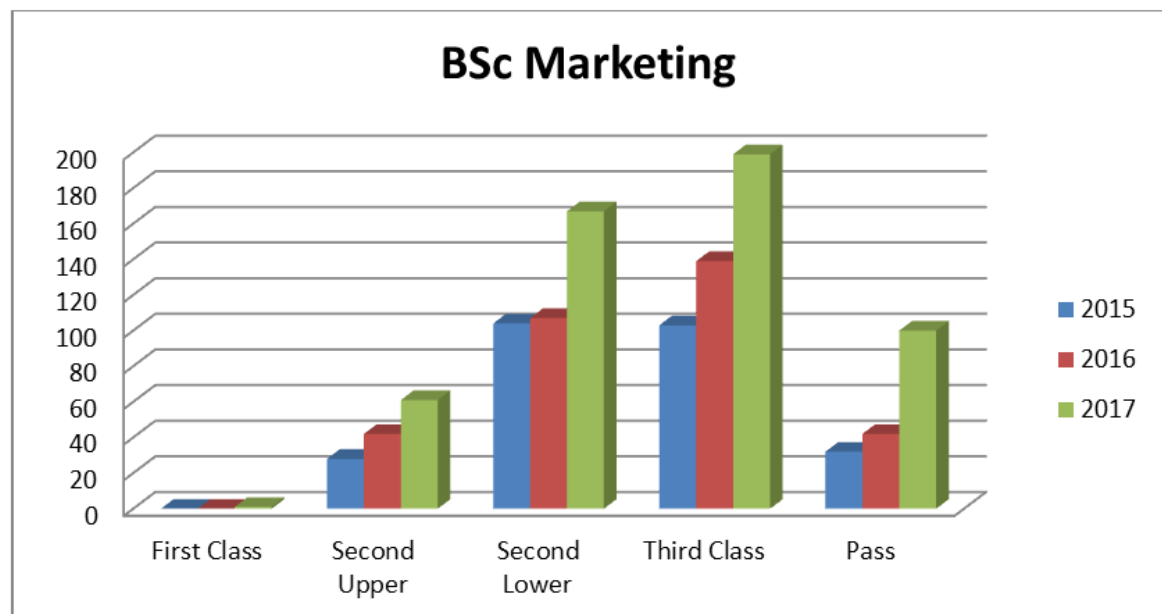
BSc Marketing

Table 15.1 Classification BSc Marketing by class obtained for the past three years

| Year of Completion | 2015 | 2016 | 2017 |
|--------------------|------------|------------|------------|
| First Class | 0 | 0 | 1 |
| Second Upper | 28 | 42 | 61 |
| Second Lower | 104 | 107 | 167 |
| Third Class | 103 | 139 | 199 |
| Pass | 32 | 42 | 100 |
| | 267 | 330 | 528 |

Source: Faculty of Management Studies December, 2017

Fig 15.1: Graph of Classification for BSc Marketing by class obtained for the past three years



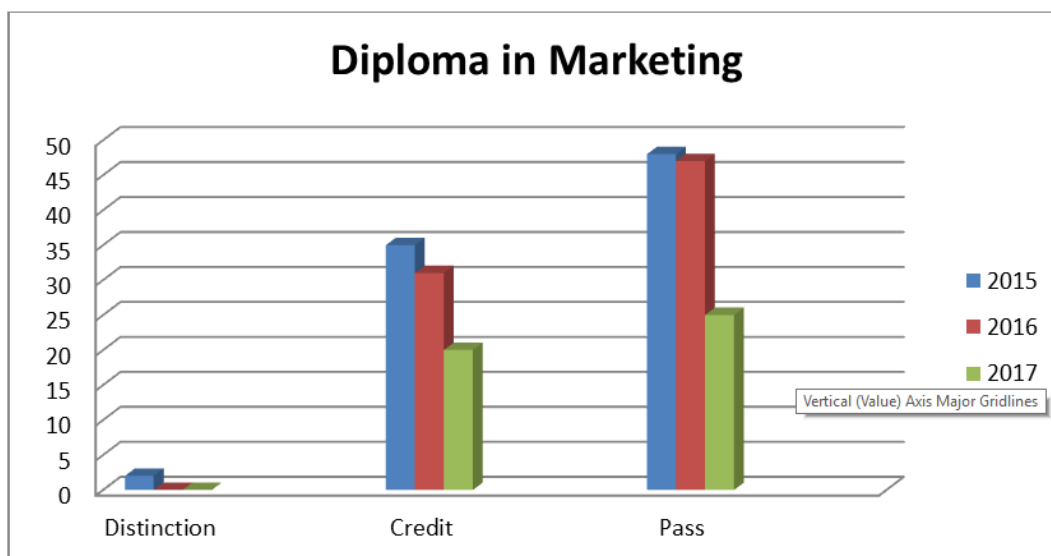
Diploma in Marketing

Table 15.2 Classification by class obtained for the past three years

| Year of Completion | 2015 | 2016 | 2017 |
|--------------------|-----------|-----------|-----------|
| Distinction | 2 | 0 | 0 |
| Credit | 35 | 31 | 20 |
| Pass | 48 | 47 | 25 |
| Total | 85 | 78 | 45 |

Source: Faculty of Management Studies December, 2017

Fig 15.2: Graph of Classification for Diploma in Marketing by class obtained for the past three years



Bachelor of Business Administration

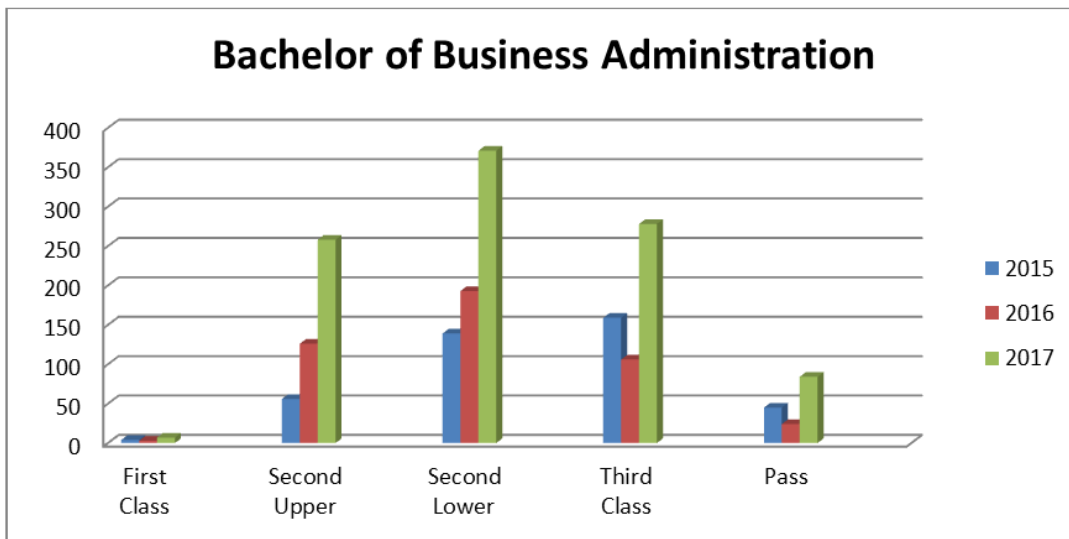
Table 15.3 Classification by class obtained for the past three years

| YEAR OF COMPLETION | 2015 | 2016 | 2017 |
|---------------------|------|------|------|
| First Class | 4 | 3 | 7 |
| Second Upper | 56 | 126 | 258 |
| Second Lower | 139 | 193 | 371 |

| | | | |
|--------------------|------------|------------|------------|
| Third Class | 159 | 106 | 278 |
| Pass | 45 | 24 | 84 |
| | 402 | 452 | 998 |

Source: Faculty of Management Studies December, 2017

Fig 15.3: Graph of Classification for Business Administration by class obtained for the past three years



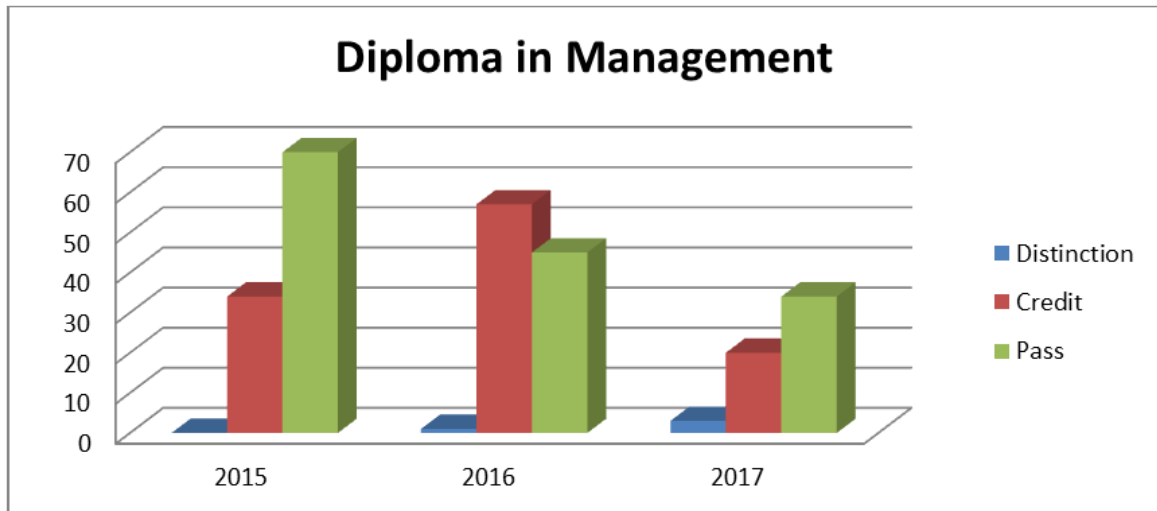
Diploma in Management

Table 15.4 Classification by class obtained for the past three years

| YEAR OF COMPLETION | 2015 | 2016 | 2017 |
|---------------------------|-------------|-------------|-------------|
| Distinction | 0 | 1 | 3 |
| Credit | 34 | 57 | 20 |
| Pass | 70 | 45 | 34 |
| Total | 104 | 103 | 57 |

Source: Faculty of Management Studies December, 2017

Fig 15.4: Graph of Classification for Diploma in Management by class obtained for the past three years



16.0 CLASSIFICATION BY GENDER

The Faculty classified the summary of each course by gender to have a fair view of their performance. The distribution is classified in the tables below:

Fig. 16.0 Summary of 2017 BSc Marketing Graduating Class Classified by gender

| | MALE | FEMALE | TOTAL |
|------------------------|------------|------------|------------|
| 1st Class | | 1 | 1 |
| 2nd Class Upper | 29 | 32 | 61 |
| 2nd Class lower | 85 | 82 | 167 |
| 3rd Class | 99 | 100 | 199 |
| Pass | 56 | 44 | 100 |
| Total | 269 | 259 | 528 |

Source: Faculty of Management Studies December, 2017

Fig 16.0: Graph of Classification for BSc Marketing by gender obtained for the past three years

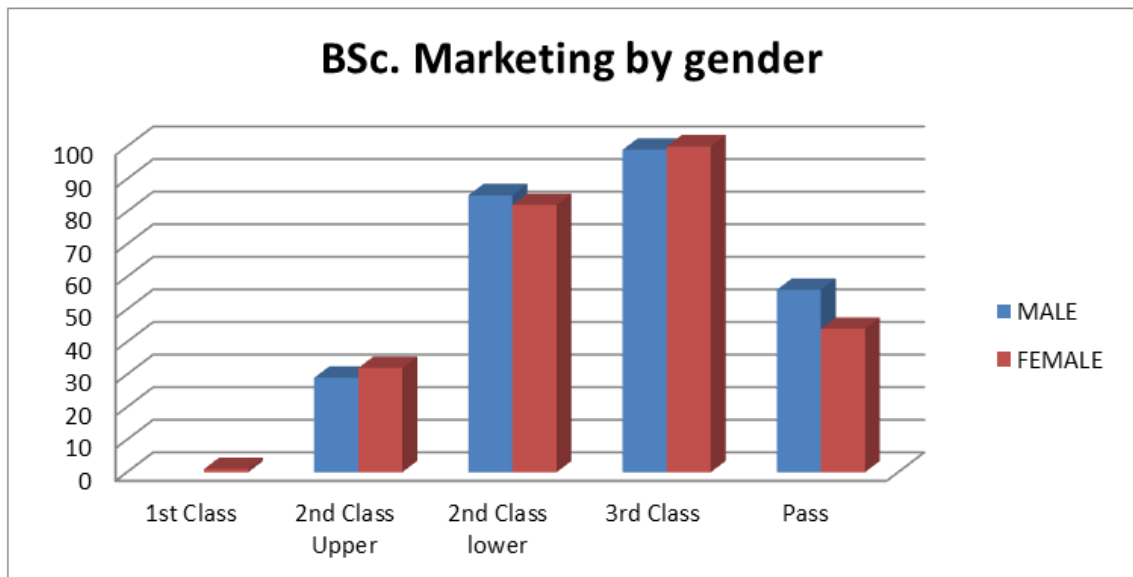


Table 16.1: Summary of 2017 Diploma in Marketing Graduating Class Classified by Gender

| | MALE | FEMALE | TOTAL |
|--------------------|-----------|-----------|-----------|
| Distinction | | | |
| Credit | 11 | 11 | 22 |
| Pass | 9 | 14 | 23 |
| Total | 19 | 25 | 45 |

Source: Faculty of Management Studies December, 2017

Fig 16.1: Graph of Classification for Diploma in Marketing by gender obtained for the past three years

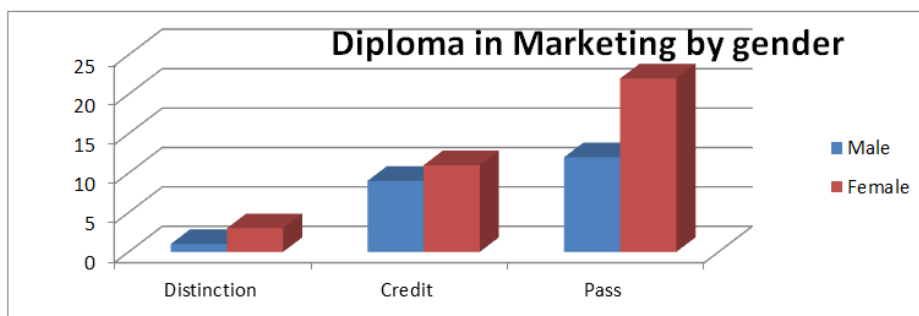


Table 16.2: Summary of 2017 Bachelor of Business Administration Graduating Class Classified by gender

| | MALE | FEMALE | TOTAL |
|------------------------|------------|------------|------------|
| 1st Class | 6 | 1 | 7 |
| 2nd Class Upper | 135 | 123 | 258 |
| 2nd Class lower | 190 | 181 | 371 |
| 3rd Class | 164 | 114 | 278 |
| Pass | 46 | 38 | 84 |
| Total | 541 | 457 | 998 |

Fig 16.2: Graph of Classification for Bachelor of Business Administration by gender obtained for the past three years

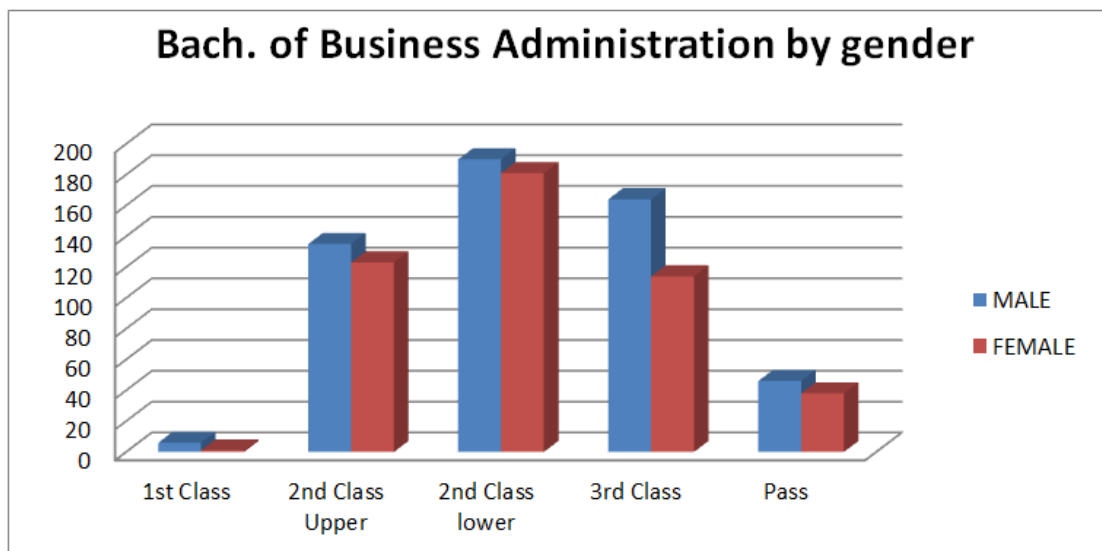
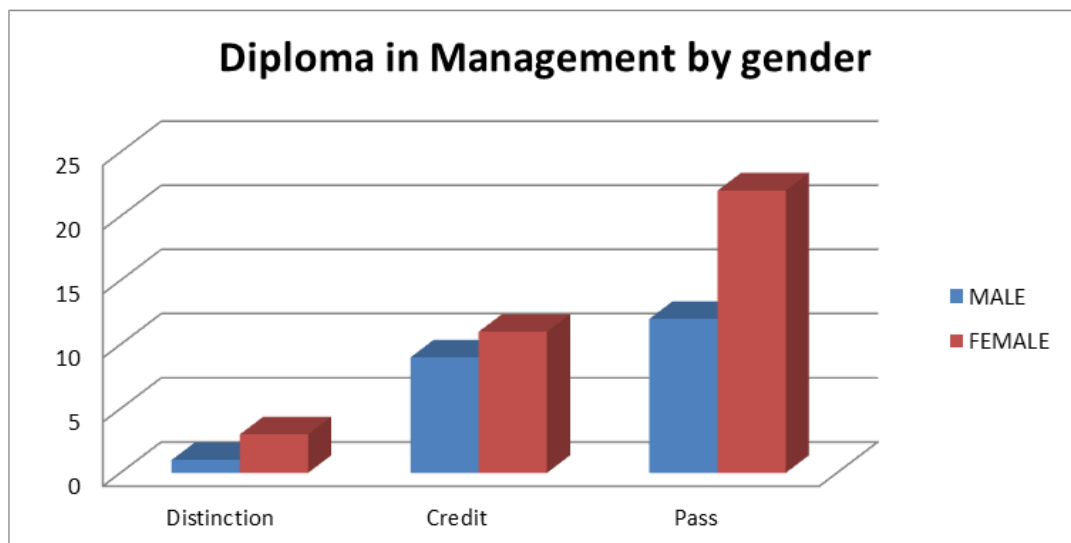


Table 16.3: Summary of 2017 Diploma in Management Graduating Class Classified by Gender

| | MALE | FEMALE | TOTAL |
|--------------------|-----------|-----------|-----------|
| Distinction | 2 | 1 | 3 |
| Credit | 9 | 11 | 20 |
| Pass | 12 | 22 | 34 |
| Total | 23 | 34 | 57 |

Fig 16.3: Graph of Classification for Diploma in Management by gender obtained for the past three years



17.0 AWARD WINNERS FOR ACADEMIC PRIZES FROM THE FACULTY

In all twelve students won various awards for the diploma and degree programmes in the Faculty. The tables below represent winners for Academic for 2017:

Table 17.0: Winners for Academic prizes from the Faculty

| AWARD CATEGORY | NAME | ID NUMBER | FGPA |
|--|--------------------|-----------|------|
| Best Graduating Student (Faculty of Management) | AFOTEY SOLOMON OTU | 10014739 | 3.78 |
| Best Graduating Student (Business Administration) | AFOTEY SOLOMON OTU | 10014739 | 3.78 |
| Best Graduating Student (BSc Marketing) | JAMPOH JANET | 10041715 | 3.73 |
| Best Graduating Student (Diploma in Marketing) | ADAMS JESSICA | 10042704 | 3.41 |
| Best Graduating Student (Diploma in Management) | DWEBENG PAUL | 10041117 | 3.75 |

| AWARD CATEGORY | NAME | ID NUMBER | MARKS |
|---|------------------------|------------------|--------------|
| Best Graduating Student (Corporate Governance) | FOSTER-KOTEY NAA ADEI | 10014606 | 88 |
| Best Graduating Student (Marketing Research) | JAMPOH JANET | 10041715 | 92 |
| Best Graduating Student (Introduction to Total Quality Management) | ADZAH CHRISTIAN | 10014015 | 85 |
| Best Graduating Student (Entrepreneurship Development) | AGYARE OWUSU PRISCILLA | 10011008 | 90 |
| Best Graduating Student (Public Administration) | TETTEH EMMANUEL | 10014761 | 87 |
| Best Graduating Student in Introduction to Environmental Management Courses(Faculty of Management requirement) | KUDADJI DEDO MARIGOLD | 10012661 | 88 |

18.0 FACULTY ACTIVITIES UNDERTAKEN THIS YEAR

18.1 Meeting with Undergraduate Final Year Students for 2016/2017 Academic Year

The Faculty organized interactive forum for final year students where pertinent issues were addressed. The Academic Directorate was invited to answer questions pertaining to the number of electives a student is mandated to choose, the new grading system and the new class categories. The Faculty Officer addressed some questions concerning incomplete results in the system.

18.2 Management and Professional Day Celebration

The Faculty celebrates its Management and Professional day annually; the theme for this year was dubbed “Branding yourself for the corporate world” and this was organized on Friday, March 24, 2017 at the Auditorium from 4:00pm to 8:00pm. This is normally done every year for the final year degree and diploma students to meet the expectations for the world of work. The speakers for the programme included Mrs. Dzibordi Dosoo, CEO of Allure Ghana and Mrs. Agnes Essah, Marketing Manager of Vodafone Ghana.

18.3 Sales Management Seminar

The Department of Marketing organized a sales management seminar for the level 300 students on Friday, 7th April, 2017 at the Auditorium. The facilitator for the Programme

was Mr. Patrick Awotwi a commercial consultant who spoke on the following topics:

- Factors of sales forecasting
- Trends in sales forecasting
- Budget
- Performance management
- Key Performance Indicators (KPI's)
- Strategies in directing the sales force.

18.4 Professional Master Class

The maiden edition of the Professional Master Class began on Monday 27th March, 2017 and ended on Friday 31st March, 2017. The Level 400 and Level 200 Diploma students from the Faculty met each day between 4pm to 6pm for the sessions.

18.5 Inaugural Lecture

The Faculty of Management Studies held its first inaugural lecture by hosting Professor (Mrs.) Goski Alabi on Wednesday 26th April, 2017. The lecture titled Quality of Higher Education in Ghana reflected tireless years of research and analysis as she dissected the problem of high unemployment among university graduates and its relationship to Ghana's inadequate higher education system. High ranking executives present during the ceremony were the Chancellor HRM Drolor Bosso Adamtey I, former Vice-Chancellor, the Vice -Chancellor of the university, Pro-Vice –Chancellor, the Dean (host) of the Faculty. Other dignitaries present were Dr. Nikoi Dzani, The chief of Nungua, and his traditional council among others. Faculty members and other faculties were fully represented.

18.6 Commencement of First Semester 2017/2018 Academic Year

The 2017/2018 Academic year commenced on 14th August, 2017 with the registration of students. The processed proof of registration forms were signed at the department and forwarded to the Documentation and Information Management Centre (DIMC) for filing.

18.7 Orientation for Fresh Students for 2017/2018 Academic Year

The orientation programme for fresh undergraduate and diploma students of the Faculty was held on the dates listed below:

2nd and 3rd of September, 2017 for morning and evening

8th September, 2017 for weekend sessions.
Attendance was quite encouraging.

18.8 Monitoring of Teaching and Learning

Lectures for 1st Semester 2017/2018 began on Monday, 2nd September, 2017 for continuing students and 11th September, 2017 for level 100 students respectively. The Faculty put in place a monitoring system to ensure that departmental officers strictly observed teaching and learning situations of Faculty members and students. Furthermore, the faculty liaised with the Quality Assurance Directorate to ensure that all lecturers teaching workload were provided for them for teaching and learning to be successful.

18.9 Visiting Professor

The Faculty hosted a visiting Professor, Professor Tahiru Liedong, from the University of Bath, UK, who gave a lecture on the theme: "Marketing yourself and your institution through collaboration engagement." This occurred during a seminar on Thursday, 28th September, 2017 at GHI. The Chairman for the occasion was Prof. Albert Puni, Dean of the Faculty of Management Studies.

18.10 Practical Sales Leadership Workshop

The Department of Marketing organized a practical sales leadership training programme for Ten (10) participants from Industry. The training programme started from August 31, 2017 to September 1, 2017.

18.11 Faculty/Departmental Meetings

Two important meetings were held by departments in the Faculty during the year under review. The meetings took place in January and June 2017 respectively. The following issues were addressed at the meetings:

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

19.0 FACULTY RESEARCH ACTIVITIES

The Faculty and Departmental Research Officers met with level 400 students at the LBC complex to discuss issues relating to their final dissertation.

19.1 Departmental /Faculty Research Seminar

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

Table 19.1: List of lecturers who presented during the Departmental/Faculty Seminar

| DATE | PRESENTER | RESEARCH TOPIC | VENUE |
|-------------------------------|-------------------------|---|---------------------|
| 15 th March, 2017 | Ms. Efie Anderson | University Students' perception of Company | GHI Graduate School |
| 15 th March, 2017 | Mr. Neequaye Kotey | Social Protection in Ghana: To what extent are the NHIS and LEAP making a difference in state citizenship of beneficiaries | GHI Graduate School |
| 6 th April, 2017 | Dr. Godwin Ansah | Service Quality and Student Satisfaction : a study of Higher Educational Institutions in Ghana | GHI Graduate School |
| 6 th April, 2017 | Dr. Ampem Darko Aniapam | An assessment of the effects of Tourism on water quality in communities around Wli waterfalls and the Lake Bosomtwi in Ghana: Perception vrs Realities. | GHI Graduate School |
| 3 rd November,2017 | Ms. Esther Attiogbe | Social Media in Education: Exploring the Prospects and Challenges in the Ghanaian Higher Education Landscape. | GHI Graduate School |

| | | | |
|---------------------------------|-----------------------------|---|----------------------|
| 3 rd November, 2017 | Dr. Haruna Rufai Kalii | Shifting Gender Dynamic in Multinational Ghanaian Mine Jobs: Narratives on Organizational and Socio cultural Barriers | Gh I Graduate School |
| 17 th November, 2017 | Mr. Dickson Tumawu | "Extractive gold mining and the social production of environmental change" | GHI Graduate School |
| 17 th November, 2017 | Mr. Robert Amponsah | "Digital Marketing Adoption among Owners of Small and Medium Enterprises in Emerging Markets" | GHI Graduate School |
| 24 th November, 2017 | Mr. Inkumsah Winston Asiedu | "Assessing the determinants of Brand Equity towards Mineral water in Ghana: A study of Voltic Bottle water". | GHI Graduate School |

19.2 Research Proposal Defense

The Research Proposal defense for the Level 400 students commenced on Monday, 23rd October, 2017 to Saturday, 28th October, 2017 at the school of Graduate Studies and the Faculty respectively. The exercise was organized in collaboration with the Research Unit of the University.

A total number of two hundred and sixty-one (261) groups comprising mainstream and weekend students defended their proposals for the Business Administration whilst eighty- eight (88) groups for Marketing during the period under consideration. A group consists of a maximum of four (4) and a minimum of three (3) students.

The table below summarizes the total groups who defended their proposals as follows:

Table 19.2: Number of groups presented for defense by the various departments

| BUSINESS ADMINISTRATION | | |
|-------------------------|--------------|------------|
| S/N | STREAM | NUMBER |
| 1 | REGULAR | 228 |
| 2 | WEEKEND | 33 |
| | TOTAL | 261 |
| MARKETING | | |
| 1 | REGULAR | 65 |
| 2 | WEEKEND | 13 |
| | TOTAL | 88 |

Source: Faculty of Management Studies, 2017

19.3 Seminar for Level 300 Students

The Research Committee of the Faculty of Management Studies organized two separate seminars on project work for Regular and Weekend Level 300 students on 6th and 7th April, 2017 respectively in LBC Room 506

The aim of the seminar was to provide the students with the necessary guidelines they may require to work effectively on their dissertation and also enhance students' research work.

The students were taken through the following topics:

- Research Ethics and Supervision Guidelines
- Project work format and presentation skills
- APA referencing style and Road map

9.4 Meeting with Level 400 students

The research team organized a research seminar for all evening and weekend final year students on Friday, 15th September, 2017 the Lecture Block Complex (LBC) in room 506 to discuss issues relating to their dissertation. The issues discussed by the officers are listed below.

- Business Case for level 400 evening students – Dr. Ernest Mensah Abraham
- Analysis/Results/Discussion/Conclusion – Dr. Alexander Preko
- Referencing, Formatting, Writing Abstract – Mr. Collins Agyemang Badu

20.0 EXAMINATION

Two examinations were held during the year under review. The first was in second semester 2016/2017 academic year and the second was in first semester 2017/2018 academic year. The table below represents the dates and activities that took place during the period.

Table 20.0: Periods Examinations were written and activities during the period.

| Semester | 2nd Semester 2016/2017 Academic Year | 1st Semester 2017/2018 Academic Year | Status |
|-----------------------|--------------------------------------|---|------------|
| Date for Examinations | 22nd May, 2017 - 16th June, 2017 | 27th November, 2017 - 17th December, 2017 | Successful |
| Conference Marking | 29th May, 2017 - 24th June, 2017 | 4th December, 2017- 15th January, 2018 | Successful |
| Script Audit | 26th June, 2017 - 3rd July, 2017 | 3rd January, 2018 - 15th January, 2018 | Done |

Source: Faculty of Management Studies, 2017

20.1 Examination Malpractice during the Second Semester for 2016/2017 Academic year

During the second semester examinations for the 2016/2017 academic year, five (5) students from the Faculty were involved in examination malpractice. Four (4) students were from the Business Administration department and one (1) student from the Marketing department. They were invited for hearing by the Faculty Disciplinary Committee on 10th August, 2017. The sanctions meted out to the students are listed in the table below.

Table 20.1: Examinations Malpractice by Gender – Second Semester 2016/2017 Academic Year

| PROGRAMME | GENDER | | TOTAL NO. OF STUDENTS |
|-------------------------------------|--------|--------|-----------------------|
| | Male | Female | |
| Bachelor of Business Administration | 2 | 2 | 4 |
| Bachelor of Science in Marketing | 1 | | 1 |

Source: Faculty of Management Studies, 2017

Table 20.2: Sanctions for Students involved in Examinations Malpractice.

| | SANCTION | NO OF STUDENTS |
|----|---|----------------|
| 1. | Rustication and cancellation of subject Paper | 1 |
| 2. | Written warning | 4 |

Source: UPSA Academic Affairs Database 2017

21.0 DEATH

The Department of Business Administration lost a level 300 evening student, Ms. Abigail Buerkey Buertey at the Korle-Bu Teaching Hospital due to ill health. The student was buried on Saturday, 28th October, 2017 at Sege in the Greater Accra Region.

22.0 STUDENT ASSOCIATION ACTIVITIES

Student associations in the Faculty namely, Bachelor of Science in Marketing Students Association (BaMSA) and Association of Business Administration Students (ABAS) undertook various activities in the year under review: A summary of the activities is as seen below:

Table 22.0: Student Association activities for the Academic Year were as follows;

| NO. | PROGRAMME | DATE | VENUE |
|------------|---|---|----------------|
| 1. | Association of Business Administration Students (ABAS) Recognition Awards | Wednesday, 3 rd May, 2017 | |
| 2. | BaMSA handing over ceremony | 11 th May, 2017 | LBC Auditorium |
| 3. | Chat the Experts 2017 | Friday, 6 th October, 2017 | LBC Auditorium |
| 4. | Association of Business Administration Students (ABAS) Ladies programme | Friday, 24 th November, 2017 | LBC Auditorium |

23.0 FACULTY OF MANAGEMENT STUDIES BUSINESS CENTER

The Faculty operated its Business center during the year under review. The services provided by the center were as follows;

- Photocopy
- Printing
- Mobile Money Transfer
- On line payment & registration
- Comb binding etc.

The Faculty out of its proceeds spent on photocopies of dummy scripts and provided food to serve as motivation for its members during the second semester 2016/2017 academic year's conference marking. Also, the Faculty sponsored the Management day celebration, awarded deserving Faculty members/students and some welfare issues were also catered for.

24.0 TOTAL NUMBER OF PUBLICATIONS OF LECTURERS AS OF 2017

The table below represents the number of publications of Faculty members for 2017

Table 24.0: Summary of Lecturers' Publications for Lecturers in the Faculty

| No | Name of Lecturer | Publication for 2017 | Total Number of Publications |
|-----------|---------------------------------|-----------------------------|-------------------------------------|
| 1 | Prof. Albert Puni | 1 | 15 |
| 2. | Prof. Abednego Feehi O. Amartey | 5 | 24 |

| | | | |
|-----|-------------------------------|---|----|
| 3 | Prof. Dr. Dr. Goski Alabi | 1 | 25 |
| 4 | Mrs. Fidelis Quansah | 3 | 9 |
| 5 | Dr. Alexander Preko | | 15 |
| 6 | Mr. George Agbemabiese | | 6 |
| 7 | Mr. Mawuli Feglo | | 3 |
| 8 | Mr. Godwin Ansah | | 1 |
| 9 | Dr. Emmanuel Asamoah | 1 | 21 |
| 9 | Dr. Gerald Dapaah Gyamfi | | 13 |
| 10 | Mr. Collins Agyemang Badu | 1 | 16 |
| 11. | Mr. Eric Delle | | 10 |
| 12. | Mr. Anthony Kumasey | | 7 |
| 13. | Mr. Frederick Doe | | 6 |
| 14. | Dr. Mrs. Helen Arkorful | 1 | 5 |
| 15. | Dr. Ernest Abraham | | 5 |
| 16. | Mr. Joshua Ofori Essiam | | 4 |
| 17. | Ms. Hannah Acquah | | 3 |
| 18. | Mr. Gerald Nyanyofio | | 3 |
| 19. | Mr. Haruna Rufai Kiliu | | 2 |
| 20. | Mr. Marco Mensah | | 2 |
| 21. | Mrs. Patience Obeng | | 2 |
| 22. | Dr. Ummu Ibrahim | | 2 |
| 23. | Dr. James Mensah | 2 | 4 |
| 24. | Mr. Linus Kekleli Kudo | | 1 |
| 25. | Mr. Dickson Tumawu | | 1 |
| 26. | Mr. Edward Koomson | | 1 |
| 27. | Ebenezer Arthur Duncan | | 1 |
| 28. | Mr. Abdul Hamid Ibn Kailan | 3 | 4 |
| 29. | Dr. Andrew Adugudaa Akolaa | 2 | 3 |
| 30 | Mr. Mustapha Iddirisu | 1 | 1 |

Source: Curriculum Vitae of staff of the Faculty

25.0 PROJECTIONS FOR 2018

- Continue to support research related activities,
- Spot useful workshops and training activities
- Develop new programmes
- Develop effective partnership and collaborations.
- Improve on our student services
- Search for more course advisors

24.0 CONCLUSION

The year was a successful one. Faculty members worked very hard and supported research related activities and the development of new programmes.



FACULTY OF ACCOUNTING AND FINANCE

**Dr. Raymond K.
Dziwornu**
Dean

1.0 INTRODUCTION

The Faculty of Accounting and Finance (FAF) continues to be a leading Accounting, Banking and Finance, Business Economics and Actuarial Science education provider in Ghana. The Faculty provides purposeful education to produce citizens who are mindful of their individual and social responsibilities. Programmes of the Faculty are tailored to develop needed skills and abilities of students through life-long learning experiences to become ethical professionals. The Faculty recognizes the diversity of its students, and thus pays attention to students needs through the use of inclusive support services and mentorship programmes. The year 2017 witnessed numerous achievements relating to teaching and learning, development of new academic programmes and collaborations. Research areas of faculty members during the year under review include aggregate saving, remittances, technical efficiency, financial services use, public financial management, quality audit, tax compliance, and firm competition. This report presents the various activities undertaken in the Faculty during the past year and the strategic focus for the year 2018.

2.0 Vision, Mission, Credo and Shared values

2.1 Our Vision:

We aspire to be a leader among universities that offer accountancy, banking, finance, management sciences and business economics, and to achieve national and international recognition of these disciplines by providing academic and professional distinction that meets the needs of industry.

2.2 Our Mission

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

How do we achieve our mission?

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

2.3 Our Credo

- Superior quality for a higher purpose.

2.4 Our Shared value

- Continuous improvement and recognition of excellence in teaching, research, and service
- Recognition of the diverse perspective of students, employers, and society as accounting, banking, finance, management science and business economics 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.

3.0 Strategic Objectives and Goals of 2017

The objectives and goals set for 2017 were to:

- Ensure the faculty's curriculum fully meets ACBSP and NAB standards and quality requirements.
- Develop new programmes to add to the existing portfolio.
- Equip students with knowledge and skills that will enhance their opportunities in both the national and global markets.
- Seek opportunities globally to work with professors on special projects in a research, projects or teaching area of interest.

- Create and sustain a culture that supports teaching excellence in the Faculty.
- Continue to grow research capacity in the area of our various portfolios.
- Provide students with tools to enhance their entrepreneurial skills.
- Improve students' turnout rate with minimal Incomplete (IC) cases.
- Further adopt innovative Teaching methods to ultimately improve students' performance.
- Improve Students' research performance
- Disseminate student evaluation report for improved teaching.
- Maintain the statement of our Credo “Superior quality for higher purpose” in the areas of teaching, learning, research and community service.

4.0 Management Team and Staff

The Management of the Faculty is led by the Dean who is the administrative head of the Faculty and assisted by the Vice-Dean and two Heads of Departments. There are three (3) administrative officers who provide administrative support for effective running of the faculty and departments. Below are the names and qualifications of the Management and Administrative staff of the faculty:

| | | |
|-----------------------------------|---|---|
| Dean | - | Dr. Raymond K. Dziwornu (PhD, MPhil, FCE, BA (Hons)) |
| Vice-Dean | - | Dr. Kwadwo Obeng (DBA, MBA, ICAG) |
| Head, Accounting Department | - | Dr. Helena Ahulu (PhD, MA, BSc.) |
| Ag. Head, Banking & Finance Dept. | - | Dr. Edward Attah-Botchwey (PhD, MBA, BSc.) |

Administrative Staff:

| | | |
|-----------------------------------|---|---|
| Faculty Officer | - | Kwasi Offei-Kwafo (MBA, B.Ed., Post Sec. Cert A) |
| Departmental Officer Accounting - | | Leticia Ayarna-Gagakumah (MPhil, B.Ed., Dip.) |

Departmental Officer, Banking and Finance -

Vivian Aku Gbade
(MBA, CMC, ChPA, BBA)

5.0 Programme Portfolio

The Faculty currently has two Departments: Accounting, and Banking and Finance Departments with a total of eight (8) graduate and undergraduate programmes. One (1) Diploma programme, three (3) Undergraduate programmes and four (4) graduate programmes. However, during the year under review one (1) graduate and two (2) new undergraduate programmes have been added to the programmes of the Faculty. These are MPhil Finance, BSc Accounting and Finance and BSc Business Economics programmes. Figures 1 and 2 below show the breakdown by Department:

5.1 Programmes of Accounting Department:

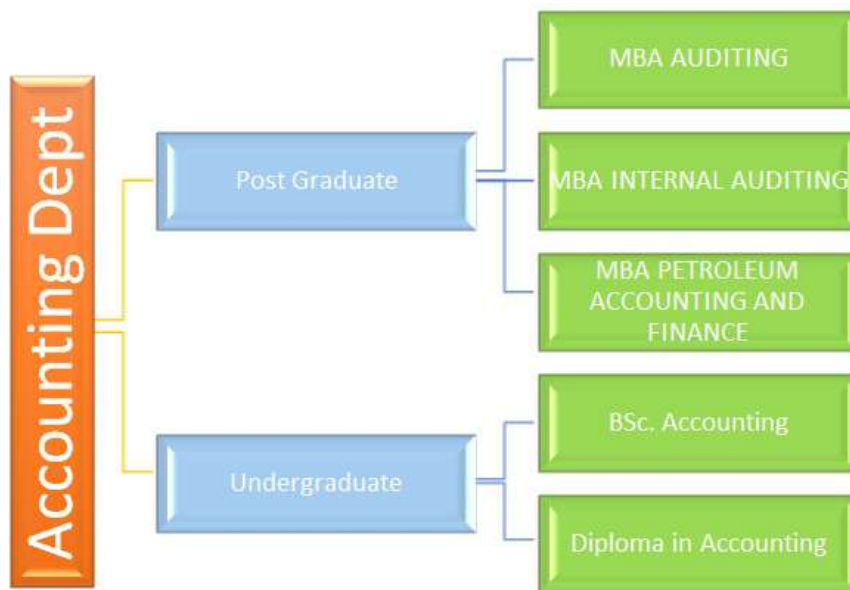


Figure 1: Programmes of the Accounting Department

5.2 Programmes of Banking and Finance Department:

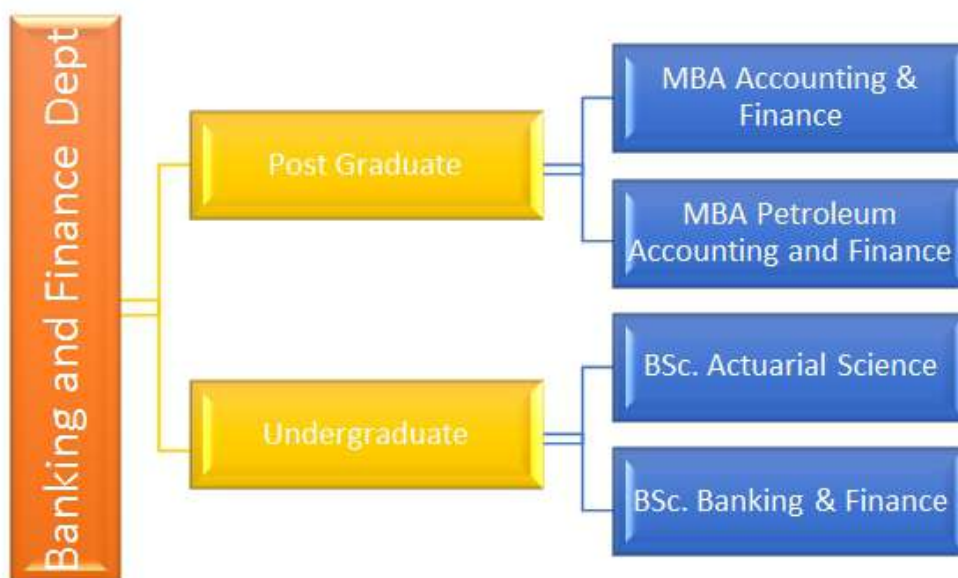


Figure 2: Programmes of the Banking and Finance Department

6.0 Staffing

6.1 Staff Strength

The current Staff strength of the Faculty as at December 2017 stands at eighty-three (83) full time academic staff and three (3) administrative staff as shown in Table I. (See Appendix A for the detail list of Academic and Administrative Staff of the Faculty with their Ranks and Qualifications)

Table I: Statistics of Academic and Non-Academic Staff of the Faculty

| Staff/Rank | Accounting | | Banking and Finance | | Total |
|---------------------|------------|--------|---------------------|--------|-------|
| | Male | Female | Male | Female | |
| Associate Professor | 0 | 0 | 1 | 0 | 1 |
| Senior Lecturer | 3 | 0 | 6 | 2 | 11 |

| | | | | | |
|----------------------|-----------|----------|-----------|-----------|-----------|
| Lecturer | 12 | 1 | 9 | 2 | 24 |
| Assistant Lecturer | 12 | 1 | 27 | 7 | 47 |
| Departmental Officer | 0 | 1 | 0 | 1 | 2 |
| Faculty Officer | | | | | 1 |
| Total | 27 | 3 | 43 | 12 | 86 |

Table 2: Distribution of Doctorate and Non-Doctorate Degree holders in the Faculty

| Lecturer/ Rank | Accounting | | Banking and Finance | | Total |
|-------------------------|------------|----------|---------------------|-----------|-----------|
| | Male | Female | Male | Female | |
| PhD/Doctorate | 5 | 1 | 10 | 1 | 17 |
| No PhD/Doctorate | 22 | 1 | 33 | 10 | 66 |
| Total | 27 | 2 | 43 | 11 | 83 |

6.2 Recruited Lecturers

In the year under review, a lecturer was recruited for the Department of Accounting. Table 4 below shows the new lecturer and his portfolio.

Table 3: Portfolio of new lecturers

| Department of Accounting | | | | |
|--------------------------|--------|--|------------------------|--------------------|
| Name of Staff | Gender | Qualification/Year Obtained and Institution | Area of Specialization | Rank |
| Mr. Paul Muda | Male | MBA Accounting and Finance (2012), UPSA, BSc Accounting (2011), UPSA, ICAG (Part II) | Finance and Accounting | Assistant Lecturer |

6.3 Appointments and Promotions

6.3.1 Appointments

Three (3) senior members of the Faculty were appointed to various positions while four (4) others and one administrator was promoted during the year under review as depicted in Table 4 and 5.

Table 4: Appointments of faculty members to various Administrative Positions

| Name | Department | Designation | Effective Date |
|-----------------------------|-------------------|---------------------------------------|-----------------------|
| Prof. Charles Barnor | Banking & Finance | Pro -Vice-Chancellor | January 2, 2017 |
| Dr. Raymond K. Dziwornu | Banking & Finance | Dean, Faculty of Accounting & Finance | February 1, 2017 |
| Dr. Joseph K. Tuffour | Banking & Finance | Vice Dean, Graduate School | February 1, 2017 |
| Dr. Edward Attah - Botchwey | Banking & Finance | Ag. HOD, Banking and Finance | March 1, 2017 |

6.3.2 Promotions

Table 5: Promotion of Academic and Administrative Staff

| Name | Designation | Date of Promotion | Effective Date |
|----------------------------|---------------------|--------------------------|-----------------------|
| Mrs. Gladys A. A. Nabieu | Senior Lecturer | April 7, 2017 | August, 2017 |
| Dr. Kwadwo Obeng | Senior Lecturer | April 7, 2017 | Sept. 2017 |
| Dr. Philip K. Adom | Lecturer | August, 2017 | August, 2016 |
| Dr. Victoria Nyarkoh - Sam | Lecturer | August 11, 2017 | August, 2017 |
| Madam Vivian Aku Gbade | Assistant Registrar | August, 2017 | August, 2016 |

6.4 Academic Staff on Study Leave and Secondment

A lecturer in the Department of Accounting was granted one year study leave from the current academic year to August, 2018. Another in the Banking and Finance was granted secondment for three years.

Table 6 Academic Staff on Study Leave/Secondment

| Name | Position | Status | Effective Date | Department |
|------------------------|-----------------|---------------|-----------------------|---------------------|
| Mr. Redeemer Yao Krah | Lecturer | Study Leave | September 1, 2017 | Accounting |
| Dr. Samuel K. Frimpong | Lecturer | Secondment | June 2017 | Banking and Finance |

6.5 Resumption of Duty

Two (2) academic staff of the faculty who were granted study leave for three (3) years have successfully completed their respective programmes and resumed duty. The third academic staff in Table 7 was given a year study leave and has also resumed work.

Table 7: Staff from study leave

| Name | Date of Resumption | Period of Study Leave | Designation |
|--------------------------|---------------------------|------------------------------|--------------------|
| Mr. Richard Akoto | October, 2017 | January, 2014-October, 2017 | Lecturer |
| Dr. Victoria N. Sam | February, 2017 | April, 2014-April 2017 | Lecturer |
| Mr. Timothy King Avordeh | January, 2017 | February, 2016-January, 2017 | Research Fellow |

6.6 Doctoral/PhD Degree Awards

During the year 2017, three (3) academic staff of the Faculty successfully completed their terminal degrees, that is, PhD/Doctoral programmes. The Faculty congratulated them on this achievement.

Table 8 Awards of Doctoral/PhD Degrees to Academic Staff

| Name | Year of Award | Area of Specialization | Departmental |
|----------------------------|----------------------|-------------------------------|---------------------|
| Dr. Victoria Nyarkoh - Sam | 2017 | Economics | Banking and Finance |
| Dr. Kwadwo Obeng | 2017 | Finance | Accounting |
| Dr. Stephen Akrobor | 2017 | Finance | Accounting |

6.7 Resignations

During the year under review, two (2) newly recruited lecturers of the Faculty tendered in their resignation from the service of the University with effect from January, 2017. They were:

- Dr. Sam Acquah - Senior Lecturer
- Dr. Alhassan Alolo Mutaka - Lecturer

6.8 Transfers

During the year under review, Mrs. Patience Tackie, the Faculty Officer, and Ms. Dorothy Siaw-Marfo, Departmental Officer of Accounting Department were transferred to the Examination Unit and Institute of Work, Employment and Society (IWES) in September 2017 respectively. The Faculty appreciated them for their services to the faculty, and wished them well.

As a replacement to the two transferred officers, Mr. Kwasi Offei-Kwafo, and Mrs. Leticia Gagakumah were transferred from the Graduate School and Marketing Department to the Faculty as Faculty Officer and Departmental Officer in August, 2017 respectively.

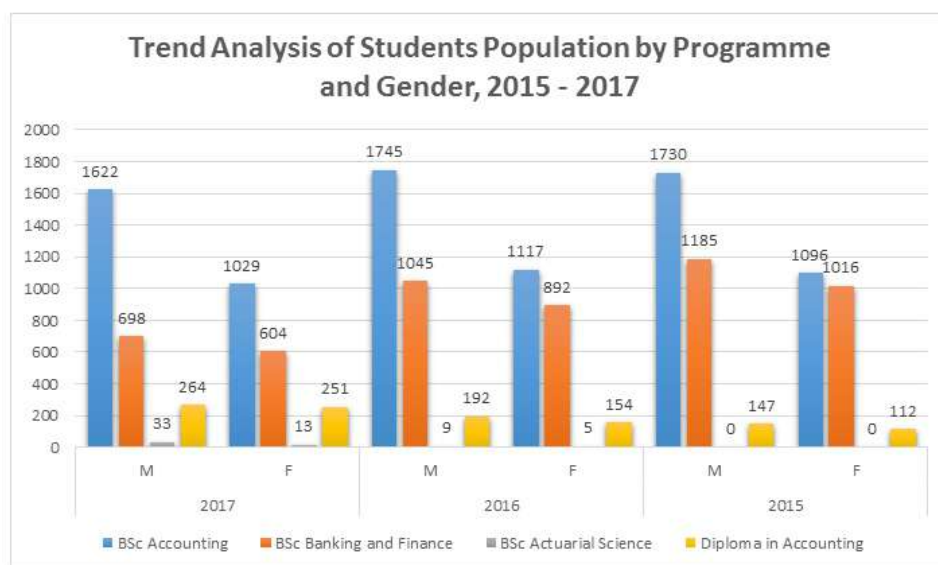
7.0 Students Population Statistics

The total population of undergraduate students in the Faculty as at December, 2017 stands at 4,514. The figure comprises 2,617 males, representing 58 % of the total population and 1,897 females, representing 42%. This figure represents a 12.5% decline of the 2016 population and 14.6% of 2015. The decline is the result of low admissions for the 2017/2018 academic year. The Faculty has planned to embark on educational outreach programmes in 2018 to increase its enrolment rate.

Table 9: Comparison of Students Population by Programme and Gender, 2015 - 2017

| PROGRAMME | 2017 | | | 2016 | | | 2015 | | |
|-------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | M | F | Total | M | F | Total | M | F | Total |
| BSc Accounting | 1622 | 1029 | 2651 | 1745 | 1117 | 2862 | 1730 | 1096 | 2826 |
| BSc Banking and Finance | 698 | 604 | 1302 | 1045 | 892 | 1937 | 1185 | 1016 | 2201 |
| BSc Actuarial Science | 33 | 13 | 46 | 9 | 5 | 14 | - | - | - |
| Diploma in Accounting | 264 | 251 | 515 | 192 | 154 | 346 | 147 | 112 | 259 |
| TOTAL | 2617 | 1897 | 4514 | 2991 | 2168 | 5159 | 3062 | 2224 | 5286 |

Figure 3: Trend analysis of Students Population by Programme and Gender, 2015 - 2017



7.1 Population of Students in the Accounting Department

The Accounting Department currently has a total of 3,166 students undertaking undergraduate and diploma programmes. Out of this number, 2651 (83.73%) are pursuing undergraduate degree in Accounting, while the remaining 515 (16.27%) students are studying Diploma in Accounting. Table 9 shows the population distribution by Session and Gender in the Department.

Table 9: Accounting Department Student Statistics by Gender, Level and Session

| Programme | Level | Morning | | Evening | | Weekend | | Total (Gender) | | Overall Total |
|------------------------------|-------|-------------|------------|------------|------------|------------|------------|----------------|-------------|---------------|
| | | M | F | M | F | M | F | M | F | |
| BSc. Accounting | 100 | 298 | 174 | 16 | 8 | 18 | 7 | 332 | 189 | 521 |
| | 200 | 246 | 156 | 50 | 36 | 21 | 24 | 317 | 216 | 533 |
| | 300 | 268 | 196 | 102 | 71 | 60 | 45 | 430 | 312 | 742 |
| | 400 | 363 | 202 | 107 | 42 | 73 | 68 | 543 | 312 | 855 |
| Sub-Total | | 1175 | 728 | 275 | 157 | 172 | 144 | 1622 | 1029 | 2651 |
| Diploma in Accounting | 100 | 155 | 141 | 9 | 9 | 3 | 4 | 167 | 154 | 321 |
| | 200 | 82 | 88 | 15 | 9 | 0 | 0 | 97 | 97 | 194 |
| Sub-Total | | 237 | 229 | 24 | 18 | 3 | 4 | 264 | 251 | 515 |
| Grand Total | | | | | | | | 1886 | 1280 | 3166 |

Source: UPSA USIS December, 2017

7.2 Population of Students in the Banking and Finance Department

The Department currently has a total population of 1,348 students undertaking the 2 undergraduate programmes in the department. This represents 29.86% of the student population in the Faculty.

Table 10: Banking and Finance Student Statistics by Gender, Level and Session

| Programme | Level | Morning | | Evening | | Weekend | | Total (Gender) | | Overall Total |
|--------------------------------|-------|---------|-----|---------|----|---------|----|----------------|------------|---------------|
| | | M | F | M | F | M | F | M | F | |
| BSc Banking and Finance | 100 | 116 | 112 | 11 | 1 | 3 | 5 | 130 | 118 | 248 |
| | 200 | 118 | 113 | 13 | 11 | 7 | 3 | 138 | 127 | 265 |
| | 300 | 116 | 104 | 55 | 33 | 17 | 7 | 160 | 131 | 291 |
| | 400 | 198 | 174 | 55 | 33 | 17 | 21 | 270 | 228 | 498 |
| Sub-Total | | | | | | | | 698 | 604 | 1302 |
| | | | | | | | | | | |
| BSc Actuarial Science | 100 | 19 | 7 | 0 | 0 | 0 | 0 | 19 | 7 | 26 |
| | 200 | 11 | 5 | 1 | 1 | 2 | 0 | 14 | 6 | 20 |
| | 300 | - | - | - | - | - | - | - | - | - |
| | 400 | - | - | - | - | - | - | - | - | - |
| Sub-Total | | | | | | | | 33 | 13 | 46 |
| Grand Total | | | | | | | | 731 | 617 | 1348 |

Source: UPSA USIS December, 2017

The Actuarial Science programme was first mounted at the beginning of the first semester of the 2016/2017 academic year and currently has students for levels 100 and 200. It is expected that the number of students on the BSc Actuarial Science programme will increase in the near future.

8.0 2017/2018 Admissions

The Faculty offered admission to a total number of two thousand and sixty-four (2,064) students for the 2017/2018 academic year. This is an increase of 18.3% over that of 2016. About fifty-eight (58) percent are male, while 42% are female. Table 14 shows the distribution of the 2017/2018 admissions by programme and gender between 2017 – 2015.

Table 14: Distribution of 2017/2018 Admissions by Programme and Gender, 2015-2017

| PROGRAMME | 2017 | | | 2016 | | | 2015 | | |
|-------------------------|-------------|------------|-------------|------------|------------|-------------|------------|------------|-------------|
| | M | F | Total | M | F | Total | M | F | Total |
| BSc Accounting | 622 | 384 | 1006 | 570 | 399 | 969 | 440 | 285 | 725 |
| BSc Banking and Finance | 227 | 192 | 419 | 228 | 185 | 413 | 154 | 152 | 306 |
| BSc Actuarial Science | 36 | 16 | 52 | 13 | 13 | 26 | - | - | - |
| Diploma in Accounting | 308 | 279 | 587 | 187 | 149 | 336 | 82 | 61 | 143 |
| TOTAL | 1193 | 871 | 2064 | 998 | 746 | 1744 | 676 | 498 | 1174 |

Figure 6: Trend of Admissions by Programme and Gender, 2015-2017

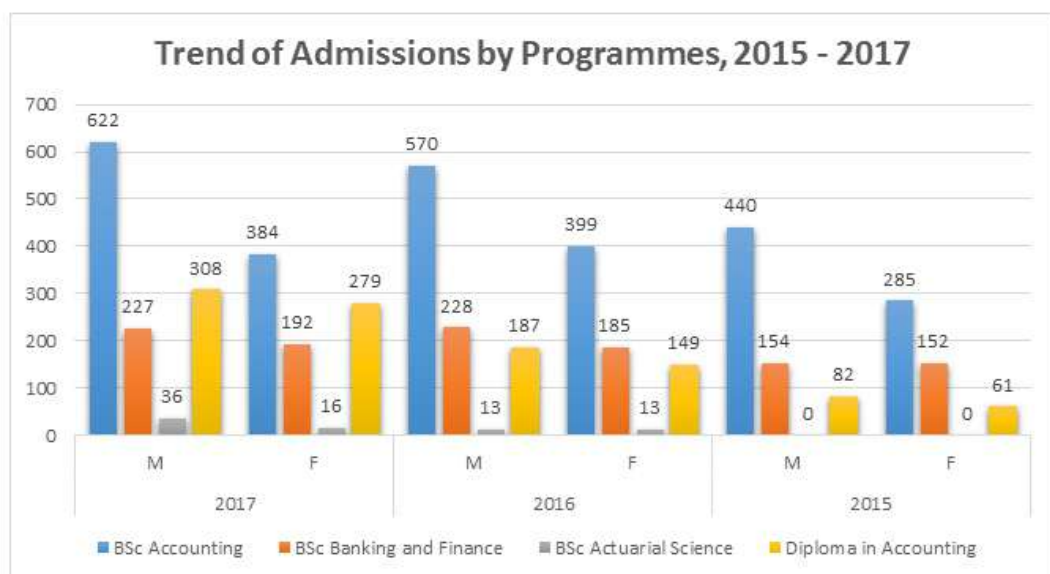


Table 15: Distribution of 2017/2018 Admission by Programmes, Level, Gender and Session

| BSc. Accounting | | | | | | | | | |
|-----------------|---------|-----|---------|----|---------|----|-----|-----|-------|
| Level | Morning | | Evening | | Weekend | | | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 454 | 260 | 25 | 13 | 27 | 11 | 506 | 284 | 790 |
| 200 | 2 | 4 | 32 | 29 | 20 | 27 | 54 | 60 | 114 |
| 300 | 0 | 0 | 35 | 19 | 27 | 21 | 62 | 40 | 102 |

| BSc Banking and Finance | | | | | | | | | |
|-------------------------|---------|-----|---------|---|---------|---|-----|-----|-------|
| Level | Morning | | Evening | | Weekend | | | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 189 | 169 | 14 | 4 | 7 | 8 | 210 | 181 | 391 |
| 200 | 0 | 3 | 6 | 3 | 5 | 2 | 11 | 8 | 19 |
| 300 | 0 | 1 | 4 | 1 | 2 | 1 | 6 | 3 | 9 |

| BSc Actuarial Science | | | | | | | | | |
|-----------------------|---------|----|---------|---|---------|---|----|----|-------|
| Level | Morning | | Evening | | Weekend | | | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 30 | 15 | 0 | 0 | 0 | 0 | 30 | 15 | 45 |
| 200 | 2 | 0 | 1 | 1 | 3 | 0 | 6 | 1 | 7 |

| Diploma in Accounting | | | | | | | | | |
|-----------------------|---------|-----|---------|----|---------|---|-----|-----|-------|
| Level | Morning | | Evening | | Weekend | | | | Total |
| | M | F | M | F | M | F | M | F | |
| 100 | 276 | 253 | 21 | 17 | 11 | 9 | 308 | 279 | 587 |

Source: UPSA USIS, 2017

9.0 2017 Graduation Statistics

The University held its 9th Congregation on Saturday August 12, 2017. A total of 1,949 students graduated from the Faculty of Accounting and finance, with 1,832 and 117 degree and diploma students respectively. Out of this number, 56% were male while 44% were female.

The 2017 graduation saw the Faculty presenting the highest students for the conferment of degrees and diplomas since its establishment. These were the three-year and four-year batches of Senior High School students admitted in 2014. The performance of students the faculty graduated in 2017 compared to 2016 and 2015 shows a remarkable improvement. The number of first class students more than tripled over that of 2016.

Table I I shows the class distribution of students of various programmes who graduated in the Faculty of Accounting and Finance.

Table I I: Class Distribution of 2017 graduation of students in the Faculty

| Year | Programme | Classification by Class Obtained | | | | | |
|------|--------------------------|----------------------------------|------------------------------|------------------------------|------------------------------|---------------------------|------------------------------|
| | | 1 ST Class | 2 ND Class Upper | 2 ND Class Lower | 3 RD Class | Pass | Total |
| 2017 | BSc. Accounting | 26 M-17 F-9 | 253 M-150 F-103 | 313 M-168 F-145 | 188 M-116 F-72 | 54 M-33 F-21 | 834 M-484 F-350 |
| | BSc Banking and Finance | 7 M-4 F-3 | 192 M-96 F-96 | 330 M-167 F-163 | 235 M-132 F-103 | 70 M-39 F-31 | 834 M-438 F-396 |
| | TOTAL | 33 | 445 | 643 | 423 | 124 | 1668 |
| 2016 | BSc. Accounting | 8 M-5 F-3 | 162 M-86 F-76 | 169 M-100 F-69 | 122 M-71 F-51 | 33 M-21 F-12 | 494 |
| | BSc. Banking and Finance | 2 M-1 F-1 | 113 M-57 F-56 | 202 M-106 F-96 | 123 M-63 F-60 | 44 M-30 F-14 | 484 |
| | TOTAL | 10 | 275 | 371 | 245 | 77 | 978 |
| 2015 | BSc. Accounting | 8 M-7 F-1 | 94 M-56 F-38 | 139 M-98 F-41 | 157 M-59 F-98 | 51 M-40 F-11 | 575 |
| | BSc. Banking and Finance | 1 M-1 F-0 | 37 M-25 F-12 | 98 M-55 F-43 | 91 M-50 F-41 | 20 M-8 F-12 | 341 |
| | TOTAL | 9 | 131 | 237 | 248 | 71 | 916 |

Source: 9th Congregation Brochure, Academic Affairs, 2017

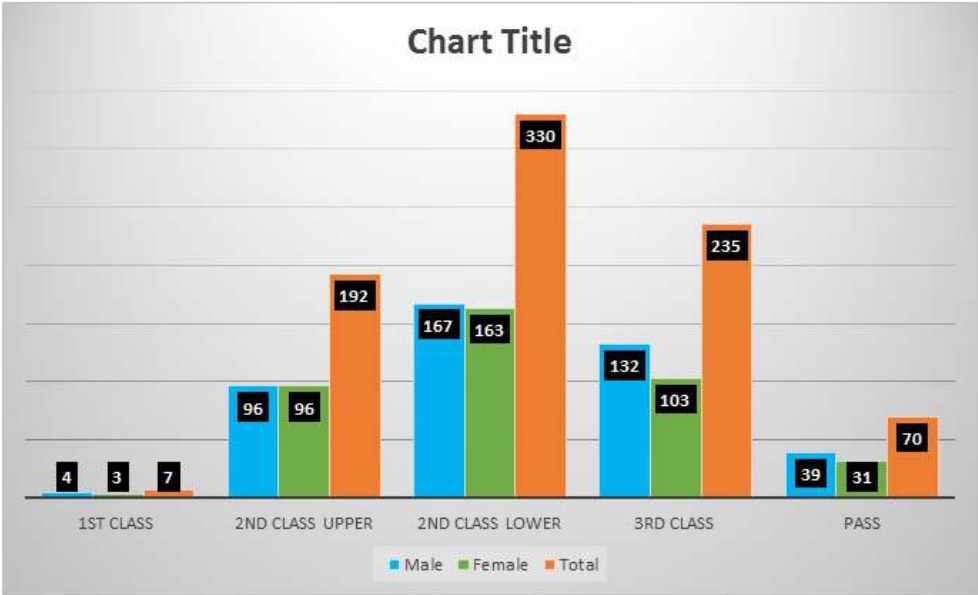
9.1 Graduation Performance of Students

Figure 3: Graduating Class (Degree) -BSc. Accounting



Source: FAF, 2017

Figure 4: Graduating Class (Degree) -BSc. Banking and Finance



Source FAF, 2017

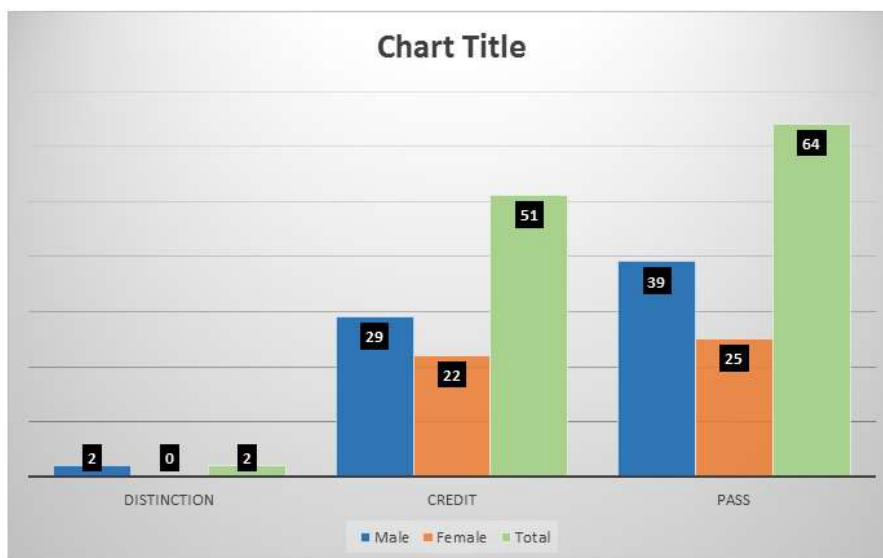
9.2 Graduation Performance - Diploma in Accounting

Table 12: Faculty Graduation Statistics-Diploma in Accounting

| Year | Class Classification | | | | | | | | | Total |
|------|----------------------|---|-------|--------|----|-------|------|----|-------|-------|
| | Distinction | | | Credit | | | Pass | | | |
| | M | F | Total | M | F | Total | M | F | Total | |
| 2017 | 2 | 0 | 2 | 29 | 22 | 51 | 39 | 25 | 64 | 117 |
| 2016 | 6 | 1 | 7 | 26 | 36 | 62 | 24 | 25 | 49 | 118 |
| 2015 | 1 | 0 | 1 | 36 | 25 | 61 | 37 | 26 | 63 | 125 |

Source: 9th Congregation Brochure

Figure 5: Gender performance of Graduated Diploma in Accounting Students



Source: FAFA, 2017

9.3 2017 Graduation Awards

The following students received different categories of awards for excellent academic performance during the 9th congregation ceremony held in August, 2017. The Faculty of Accounting and Finance was privileged to produce the overall best graduating student.

Table 13: Graduation Awards, 2017

| Award | Student Index Number | Name of Student | Total Exams Score/FGPA |
|--|-----------------------------|------------------------|-------------------------------|
| Overall Best Graduating Student in Faculty of Accounting and Finance | 10013292 | Awadey Gabriel Cobby | 3.88 |
| Best Graduating Student in Department of Banking and Finance | 10043452 | Tenkorang Francis | 3.8 |
| Best Graduating Student in Department of Accounting | 10013292 | Awadey Gabriel Cobby | 3.88 |
| Best Graduating Student in Introduction to Total Quality Management Course (Institutional Requirement) | 10014015 | Adzah Christian | 85 |
| Best Graduating Student in Introduction to Environmental Management Course (Faculty of Accounting and Finance Requirement) | 10014163 | Dafliso Liberty | 88 |
| Best Graduating Student in Computerised Accounting and Information Systems | 10013292 | Awadey Gabriel Cobby | 89 |

| | | | |
|---|----------|--------------------|------|
| Best Graduating Student in Management Accounting (Department of Accounting Requirement) | 10013249 | Otto Gifty Araba | 3.87 |
| Best Graduating Student in Banking and Investment Analysis Course (Department of Banking and Finance Requirement) | 10015960 | Honu Derrick Elorm | 94.5 |
| Best Graduating Student in | 10020835 | Ocansey Theophilus | |

10.0 Faculty Activities

The Faculty undertook a number of activities during the year under review. The events included academic and research activities.

10.1 Orientation for Freshmen

The 2017/2018 orientation for freshmen and women in the Faculty took place on Friday September 8, 2017.. Present at the orientation were the Dean, Heads of Departments, Alumni, students' association executives, representatives of professional bodies – Institute of Chartered Accountants, Ghana (ICAG), Association of Certified Chartered Accountants (ACCA), Chartered Institute of Bankers (CIB), Ghana; and the Faculty and Departmental Officers.

Students were informed of the structure and philosophy of the Faculty, the support services available to them, the professional courses, and academic issues. Orientation for the BSc Actuarial Science students was done later because of the late admission of students.

10.2 Matriculation of 2017/2018 Freshmen

All freshmen admitted in the academic year to various levels in the University took part in the matriculation ceremony on Friday October 20, 2017. The matriculation register was successfully signed by all fresh students in the faculty.

10.3 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 23rd – Saturday 28th, October 2017.

10.4 Final Undergraduate Dissertation Defence

The final defence of the undergraduate dissertation was held from Monday April 24, 2017 to Friday April 29, 2017 in the Lecture Block Complex from 9:00 a.m. to 2:30 p.m. 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 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 15 groups and a minimum of 8 groups defended their dissertation. The defence presentations were successful.

10.5 Examinations

The 1st Semester 2017-2018 examinations started on November 27, 2017 and ended on December 17, 2017. The conduct of the examinations was generally successful. Marking of examination scripts was done in a conference marking setting with the provision of lunch.

10.5.1 Examination Malpractice – Second Semester 2016/2017

There were five (5) cases of alleged students' involvement in examination malpractices in the year under review. The table below shows the statistics according to programme, gender and sanction.

Table 16. Examination Malpractice – Second Semester 2016/2017

| Programme | Gender | | Total Number of Students |
|--------------------------|----------|----------|--------------------------|
| | Male | Female | |
| BSc. Accounting | 2 | 0 | 2 |
| BSc. Banking and Finance | 2 | 1 | 3 |
| Diploma in Accounting | 0 | 0 | 0 |
| TOTAL | 4 | 1 | 5 |

Source: Faculty of Accounting and Finance, July 2017

Table 17: Examination Malpractice Sanctions – Second Semester 2016/2017

| Sanction | BSc. Accounting | Diploma in Accounting | BSc. Banking and Finance | Total |
|---|------------------------|------------------------------|---------------------------------|--------------|
| Discharge | 2 | - | - | 2 |
| Dismissal | - | - | - | - |
| Rustication | - | - | - | - |
| Cancellation of Examination Paper | - | - | - | - |
| Cancellation of Examination Paper and Bond | - | - | - | - |
| Cancellation of Examination Paper and Rustication | - | - | - | - |
| Warning | - | - | 3 | 3 |
| Bonding | - | - | - | - |
| Did not Attend | - | - | - | - |

Source: Faculty of Accounting and Finance, July 2017

Table 18: Sanction by Department: Accounting Department - Second Semester 2016/2017

| No | Name of Candidate | Index No. | Level | Course Code / Title | Sanctions |
|-----------|--------------------------|------------------|--------------|---------------------------------|------------------|
| 1 | Padi Michael Tetteh | 10026266 | 300 | PBAC306 Management Accounting | Written Warning |
| 2 | Mohammed Hashim | 10015516 | 400 | PBAC404 Financial Accounting IV | Written Warning |

| <i>Department of Banking and Finance- Second Semester 2015/2016</i> | | | | | |
|---|--------------------------|----------|-----|----------------------------------|------------------------------------|
| 1 | Darko, Lucy Wendy | 10048665 | 200 | BCPC208 Quantitative Methods | Discharged for lack of evidence |
| 2 | Gyimah, Bernard Agyei | 10048563 | 200 | BCPC208 Quantitative Methods | Discharged for lack of evidence |
| 3 | Koranteng Samuel | 10048554 | 200 | BCPC 208 Quantitative Methods | Discharged for lack of evidence |

10.5.2 External Assessors

In line with NAB and UPSA Quality Assurance requirements, the Faculty hosted four (4) external assessors, two for each of the Departments under the Faculty. They were

1. Prof. Joseph Onwe - National Open University of Nigeria, Lagos
2. Dr. Wada Atta Ademu - University of Jos, Nigeria;
3. Prof Edward Marfo Yiadom - University of Cape Coast, Ghana
4. Dr. Anokye M. Adam - University of Cape Coast, Ghana

They assessed the examination scripts of final year students of the Faculty and presented their reports to Faculty Management for appropriate steps. The recommendations of the assessors have accordingly been considered and actions taken. The assessment was generally successful.

10.6 Assessment of 2017 Internship Report

Within the period under review, the Faculty took delivery of One thousand four hundred and thirteen (1,413) internship reports of final year students in the Departments of Accounting, and Banking and Finance from the Industrial Relations Office for assessment. The results of the report have been submitted for entering into USIS. The breakdown of the reports submitted is as follows:

| | | | |
|----|-------------------------|---|-------------|
| 1. | BSc Accounting | - | 806 |
| 2. | BSc Banking and Finance | - | 426 |
| 3. | Diploma in Accounting | - | 181 |
| | Total | - | 1413 |

10.7 The Professional Master Class Programme

The maiden edition of the Professional Master Class programme for final year students, an initiative of the Vice-Chancellor, came off from March 27 - 31, 2017. A number of practitioners were invited to speak to final year students on topical issues to prepare them for the job market. The Faculty received and distributed certificates of participation to the students. Below are the topics presented during the weeklong programme and their respective speakers:

Table 19: Resource Persons of Accounting Department

| Topics | Resource Person |
|---|---|
| What It Takes To Succeed In The Work Environment. | Mr. Joseph Dorh (Managing Director, Prime Insurance) |
| Issues Relating To Auditing In The Business Environment. Career Accountant At An Audit Firm: Prospects And Challenges | Mr. Ebenezer Anderson, (Financial Controller: Zenith Bank) |
| Thinking To Win: Empowering Yourself Through Positive Thinking | Mr. Isaac Djamgba (Regional Sales Manager, Nestle) |
| Personal and Professional Grooming and Etiquette | Mr. Daniel Opoku Frimpong (Management Financial Accounting Superintendent, African Mining Company) |
| Starting Your Own Business: What You Should Expect | Mr. Kofi O. Boafo, (B.K. Farms) Mr. Ernest Gavor, (+ 233 Apps Ltd) Mr. Joshua Tettey, (Akoshie) Mr. Erasung Hadijah, (Isshad Plus Ltd) Mrs. Akua Obenewa Donkor (Chocolates Gh.) Mr. Myles Awuku, (Nkansah Clothing) |

Table 20: Resource Persons of Banking and Finance Department

| Topics | Resource Person |
|---|---|
| Issues Relating To Auditing In The Business Environment. Career Accountant At An Audit Firm: Prospects And Challenges | Mr. Frank Adotey Addo (Zenith Bank, Business Development Manager.) |
| What It Takes To Succeed In The Work Environment. | Mrs. Ernestine Emefa Nyavo-Foli (Investment Analyst, International Finance Corporation, Ghana) |
| Personal and Professional Grooming and Etiquette | John Maxwell Addo Jnr. (HR Director, Fidelity Bank, Ghana) and Mr. Edward Opere Donkor, (Chief Operating Officer, Fidelity Bank). |

| | |
|---|--|
| Positioning Yourself for the Competitive Financial Industry: What does it take? | Mr. Kwaku Akubour-Debrah (Engagement Manager for McKinsey Africa) |
| Starting Your Own Business: What You Should Expect | Mr. Kofi O. Boafo (B.K. Farms) Mr. Ernest Gavor (+233 Apps Ltd) Mr. Joshua Tettey, (Akoshie) Mr. Erasung Hadijah (Isshad Plus Ltd) Mrs. Akua Obenewa Donkor, (Chocolates Gh.) Mr. Myles Awuku, (Nkansah Clothing) |

10.8 Faculty and Departmental Research Seminars

A number of research seminars were held in the Faculty during the period under review. The seminar was attended by senior members and students from the University community. Table 21 shows the papers and presenters at the seminars. Also included are pictures of selected seminars.

Table 21: Presentation of papers by faculty members in the Faculty

| S/R | Presenter | Date | Venue | Title of paper presented |
|--|--|-------------------------------------|---------------------|---|
| Department of Banking and Finance | | | | |
| 1. | Mr. Richard Agbanyo, Assistant Lecturer | Tuesday, February 21, 2017 | UPSA, Auditorium | The End of Multiparty Democratic Game Problem: An Insight from Ghana and the United States of America |
| 2 | Mr. Kofi Osei - Adu Assistant Lecturer | | | Technical Efficiency in Ghana's Cocoa Production: Evidence from Twifo Hemang Lower Denkyira Area |
| 3 | Mr. Kofi Osei–Adu, Assistant Lecturer | Wednesday, September 20, 2017 | UPSA, Auditorium | Correlates of Tax Registration Compliance Among Self-Employed in Upper Denkyira East Municipal and Upper Denkyira West District in Ghana” |
| 4 | Mr. Abdallah Abdul-Mumuni, Lecturer | | | ‘Effect of Remittances on Child Health Protection in Ghana” |

| Department of Accounting | | | | |
|---------------------------------|---|--|------------------|--|
| 5 | Mr. Babonyire Adafula, Assistant Lecturer | Wednesday, March 08, 2017 | Auditorium UPSA. | Perception of Audit Quality: Examining view from Ghana. |
| 6 | Mr. Lazarus Lamptey and Mr. Peter Ackah Assistant Lecturers | | | Corporate Social Responsibility Reporting in Banking Industry of a Developing Economy. |
| 7 | Mr. John Kwaku Amoh & Mr. Babonyire Adafula Assistant Lecturers | Wednesday 27 th September, 2017 | Auditorium UPSA. | 'An estimation of the underground economy and Tax evasion of an emerging economy: The case of Ghana' |
| 8 | Mr. Lexis Alexander Tetteh | | | 'Adoption and Use of Public Financial Management Information System (PFMIS): The Implication of Power and Opportunism' |
| 9 | Mr. Emmanuel Mensah | | | The State of Governmental and Not-for-Profit Accounting Education in Ghanaian Collegiate Business Schools |
| Faculty Seminar | | | | |
| 10 | Mr Albert Opoku Frimpong | Wednesday November 8, 2017 | Auditorium UPSA | Effect of Longevity on aggregate saving in Sub-Saharan Africa |
| 11 | Dr. Joseph Quarshie and Mr. Godwin Musah | | | An Empirical Investigation of Competition among Microfinance Institution in Ghana |

Source: Faculty of Accounting and Finance, 2017

11.0 Student Activities

11.1 National Accounting Quiz Competition

The Department of Accounting in Partnership with the Young Professional Accountants Network, Ghana, organized and hosted a National Quiz Competition from Tuesday 3rd to Thursday October, 2017. The aim of the programme was to create an excellent opportunity for students to enhance knowledge in the accounting field and the accountancy profession.

The Department of Accounting emerged as the overall winner of the maiden Quiz competition which was contested by eight Institutions. Mary Naa Adai Sey of the Accounting team of UPSA was adjudged the overall best contestant of the competition. Members of the Team that participated were:

Table 22: Contestants of the 2017 National Accountancy Competition

| S/R | Name | Level |
|-----|------------------------|-------|
| 1 | Mary Naa Adai Sey | 400 |
| 2 | Prince Nyamekye | 400 |
| 3 | Hilder Akosua Akuoko | 400 |
| 4 | Cyprian Mawuli Ametame | 300 |
| 5 | Olivia Oforiwa Ofosu | 400 |
| 6 | Eva Asiedu | 400 |

The UPSA team was mentored by Mr. Desmond Aboagy and Mr. Yahaya Abdulai.

11.2 Start-Right Seminar

The Department of Accounting Students Association (DASA) hosted the 2017 edition of the Start-Right Seminar on September 29, 2017 at the LBC Auditorium.

11.3 The 2017 Royal Banking and Finance Challenge

The Banking and Finance Students Association participated in the 2017 Royal Banking and Finance Challenge Programme that took place at the Auditorium of the Chartered Institute of Bankers. The association was represented by the following students, who reached the semi-finals stage of the competition:

- Mr. Sebastian Anaam - Level 400 Evening
- Ms. Helena Andor - Level 400 Morning

The UPSA team was mentored by three Faculty members: Mrs. Philomena Dadzie, Mrs. Christine Avortri and Mrs. Kathryn Asefuah.

11.4 Bereavement

The Department of Banking and Finance lost a level 300 student Ms. Mary Azeglo with ID No. 10011560), whose sudden death occurred on February 22, 2017. The final funeral rites and burial was held on April 1, 2017 at Aflao in the Volta Region.

12.0 Staff Development

By way of staff development, some Faculty members attended conferences, seminars and workshops over the period under review. In collaboration with the Research Centre a training seminar was organised for academic staff on Structural Equation Modelling as well as publishing in rank journal. The attendance of faculty members was very encouraging.

12.1 Conferences, Seminars and Workshops

Lecturers from the faculty attended various conferences, workshops and have had some publications to their credit during the year under review as indicated in Table 23:

Table 23: Attendance at Conferences by faculty members

| Name | Position | Programme | Dates of Commencement and Completion | Sponsorship | Venue |
|--------------------------|--------------------|---|--------------------------------------|---|---|
| Dr. Victoria Nyarkoh-Sam | Lecturer | Evidence to Action Conference | 25 -26 July 2017 | The International Center for Evaluation and Development (ICED) | ISSER, Legon-Accra |
| Mrs. Gladys A. A. Nabieu | Snr. Lecturer | Structural Equation Modelling using Smart PLS. | July 25 to 27, 2017 | University of Professional Studies, Accra (UPSA) | UPSA |
| Mr. Abdulrahman Nuhu | Assistant Lecturer | Stochastic Optimal Control and Applications in Mathematical Finance | 14-17 August 2017 | Corporate Sponsorship by Alexander Von Humboldt Stiftung/Foundation and Federal Ministry of Education and Research: Germany | African Institute of Mathematical Sciences Campus, Biriwa, Cape Coast |

| | | | | | |
|--------------------------|--------------------------------|---|--|--|--|
| Mrs. Gladys A. A. Nabieu | Snr. Lecturer | Academic writing and Publication | August 18, 2017 | University of Ghana Institute of Statistical, Social and Economic Research (ISSER) | Self-Sponsorship |
| Mr. Abdullah Mumuni | Lecturer | UNU-WIDER Development Conference jointly organized with African Research Universities Alliance | 5 th and 6 th October 2017 | | ISSER, Legon |
| Mrs. Gladys A. A. Nabieu | Senior Lecturer | Emerging issues in the Ghanaian Banking Industry | October 11, 2017 | University of Ghana Business School (UGBS) | University of Ghana Business School (UGBS) |
| Dr. Raymond Dziwornu | Dean of Faculty and Accounting | Decomposition of Dynamic total factor productivity of insurance companies in Ghana | October 18 – 20, 2017 | UPSA/Self-Sponsored | Cape Town, South Africa |
| Mr. Godwin Musah | Assistant Lecturer | SMEs Use of Informal Credit in Ghana: Do business size and sector matter? <i>African Review of Economics & Finance Conference,</i> | August 29-30, 2017 | Self-Sponsored | GIMPA Business School |

The Departmental Officer of Banking and Finance was also nominated to attend a two-day training program designed to equip Frontline Senior Members of the University. The training program took place at the Graduate School between 9:00am to 4:00pm (see Table 24).

Table 24: Training by Administrative Staff

| Attendee | Date / Duration | Theme / Topic | Venue | Sponsor & Organization |
|--|------------------------|-------------------------------------|--------------|-----------------------------------|
| Ms. Vivian Aku Gbade, Departmental Officer | March 7 to 8, 2017 | Excellent delivery customer service | UPSA | UPSA |

13.0 Major Achievements

The Faculty was successful in a number of things during the year under review. Some new academic programmes were developed while collaborations were negotiated with a number of organizations.

13.1 FAF Professional Week Celebration

The Faculty successfully held its maiden Professional Day Celebration in March 2017 on the theme 'Building The Entrepreneurial Skills of The Young Accountant and Finance Student.' The week-long celebration witnessed renowned entrepreneurs speaking to the students on the theme.

13.2 Approval of New Academic Programmes

The Faculty, during the year under review successfully gained accreditation from the National Accreditation Board (NAB) to run the following programmes effective 2018/2019 academic year:

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

The programmes have been advertised for the 2018/2019 admission.

We extend our deep appreciation to all committee members who worked on the various programmes.

13.3 NCTE Clearance for New Academic Programmes

The Faculty has completed, reviewed and submitted four (4) new programmes to the National Council for Tertiary Education (NCTE) for clearance. These are:

- **MSc. Insurance Risk Management**
- **MSc. Procurement and Finance**
- **BSc. Accounting and Entrepreneurship**
- **BSc. Accounting and IT**

It is the expectation of the Faculty that these new programmes will be approved for running in the 2018/2019 academic year.

13.4 Other Academic programmes being developed

The following new programmes are being developed for submission. These are:

- MSc Pensions and Investment
- BSc Development Finance
- BSc Audit and Assurance

13.5 Collaborations

The Faculty has initiated the process for a number of collaborations with some institutions and organizations that are interested in the Faculty's portfolio. Among these institutions are:

- Ghana Insurance College (GIC) to support MSc Insurance Risk Management dev.
- Public Procurement Authority (PPA) to support MSc Procurement and Finance dev.
- Securities and Exchange Commission to support MSc Pensions and Investment dev.
- Chartered Institute of Procurement and Supply to support Procurement programme.
- Central Securities Depository Ghana Ltd. organized seminar on Capital Market
- Deon and Neod to provide training programmes for students and lecturers
- German International Cooperation (GIZ) to support the Faculty with resources
- Association of Chartered Certified Accountants (ACCA) to accredit BSc Accounting
- Sponsors for Educational Opportunities (SEO)Africa organised meeting with students

13.6 The BEIGE Foundation Awards

The Youth Excellence League of The BEIGE Foundation awarded Four (4) Level 400 students from the Faculty for Excellence between 3rd -7th April, 2017. Each awardee received an amount of GHS 3,000.00 and a Citation. The awardees were excited and very grateful for the kind and generous gesture and called for several of such awards in subsequent years. (See Table 27)

Table 27: Awardees of the BEIGE Foundation Excellence award

| Index No. | Name of Students | Gender | Programme | Level | CGPA |
|------------------|-------------------------|---------------|-------------------------|--------------|-------------|
| 10043452 | Tenkorang Francis | Male | BSc Banking and Finance | 400 | 3.93 |
| 10013249 | Otoo Araba Gifty | Female | BSc Accounting | 400 | 3.86 |
| 10013292 | Awadey Kobby Gabriel | Male | BSc Accounting | 400 | 3.85 |
| 10014033 | Bibi Yayra Israel | Male | BSc Accounting | 400 | 3.84 |

13.7 Seminar on Capital Market

In collaboration with the Central Securities Depository (CSD) Ghana, Limited, the Faculty organised a seminar for final year students taking the Investment and Portfolio Management course on Friday October 20, 2017. The aim of the seminar was to introduce students to the work of CSD and also educate them on practices of the capital market Ghana. The programme was well attended by some lecturers and over 250 students.

13.8 Purchase of Assets

During the period under review, the Faculty procured a number of items to aid admission process, teaching and learning as well as administrative work in the Faculty. The items include:

- One Vodafone handset
- Two EPSON Projectors
- One Dell Laptop

- Set of Home used Personal Computers
- 35 pieces of faculty branded 16GB Pen Drives
- One Surfline Modem
- 30 Arc files
- Extension cable

14.0 Challenges

Some of the challenges faced by the faculty during the period under review include:

- The number of existing accounting lecturers is not adequate for the available courses. Most of the lecturers teach between 18 – 21 credit hours per week, thus burdening lecturers.
- The gradual decentralization of some academic activities to the faculty and departments has increased the work load of the Administrators in the faculty.
- The volume of existing documentation, and high number of students' presence in the departmental office on daily basis resulted in congestion in the office. This reduced the available office space for the two Department Officers for any effective work to be carried out in the office.

15.0 Focus for 2018

The projections for 2018 are centred on the broad vision of the Faculty in driving a sustainable academic excellence, impact research and community service. The projections for 2018 are to:

- Complete four (4) new programmes to increase the Faculty's programme portfolio.
- Increase faculty's research output by at least 50 publications by the end of 2018.
- Interact and receive weekly feedback/report from course representatives of the faculty on lecturers' attendance in class, teaching and learning, challenges for redress etc.
- Complete faculty-industry collaboration processes started for internships, faculty development etc.
- Reduce the number of assistant lecturers by 50% to increase those in lecturership rank
- Search for partnerships with foreign universities for student and faculty exchange programmes.
- Embark on awareness campaign for lecturers to embed and deliver key employability skills and competencies of students to enhance their employability in the job market.

- Organise the second edition of the Professional Master Class programme
- Organise the second edition of the Faculty Professional Week Celebration in March
- Organise two seminars for small businesses in UPSA's catchment area as the Faculty's CSR.
- Collaborate with industry to organize seminars for students to prepare them for the job market.

16.0 Recommendations

The following recommendations are made for management consideration:

- Recruitment of additional accounting and banking lecturers to augment existing staff.
- Recruitment of administrative assistants to support the Departments and Faculty.
- Provision of bigger office space for the departmental officers in the faculty
- Creation of a new department – Department of Economics and Management Science -- to effectively manage Actuarial Science and Business Economics programmes

17.0 Acknowledgement

We thank God for his wisdom, strength and direction in bringing the Faculty of Accounting and Finance this far. The Faculty also expresses its appreciation to the Vice-Chancellor, Management, Faculty Management, Lecturers, Administrative Staff, National Service Personnel and Students for their continuous support to the growth of the Faculty. God richly bless you all!

18.0 Conclusion

The year under review has seen the faculty deliver on its mandate of quality teaching and learning. This has been as a result of the combined effort of management, staff and students. The Faculty hopes to continue providing excellent teaching and learning experiences to ensure that the University becomes nationally entrenched, regionally relevant and globally recognized.



**FACULTY OF
INFORMATION
TECHNOLOGY &
COMMUNICATION
STUDIES**

Mr. Godwin Adagewine
Dean

1.0 INTRODUCTION

The Faculty of Information Technology and Communications Studies, is distinctive in the Ghanaian tertiary education landscape and is widely recognized as a faculty of excellence in producing communication and IT scholars and professionals of the highest competence. The Faculty of Information Technology and Communications Studies has two main departments offering four distinct academic programmes. The Bachelor of Science degree in Information Technology Management and Bachelor of Arts degree in Public Relations Management have trained and continue to train outstanding graduates who are excelling in various industries in the country and elsewhere in the world.

The Diploma programme of the Public Relations Management and Information Technology Management provides solid technical training to make our graduates competitive in the rapidly changing world of work. In the near future, the faculty hopes to introduce more undergraduate and postgraduate programmes in the areas of Advertising, Journalism, Corporate Communications, IT Education, Health Informatics and Cyber Security.

Pursuing a programme at our Faculty is more than just the attainment of an academic qualification but a process of personal growth and development since the Faculty promotes critical thinking and creativity.

2.0 Vision, Mission, Credo and Shared Values

2.1 Our vision

To be a distinguished Faculty known for providing unique and excellent education and training in Communications and Information Technology Management.

2.2 Our mission

Our mission is to provide excellence in communication and Information Technology education through quality teaching, research and community service.

2.2.1 How we achieve our mission

- Nurturing independent intellectual curiosity, creativity and academic excellence;
- Research by our academics is meant to improve practice and advance knowledge; and
- Forming close ties and collaboration with the professional community for social progress.

2.3 Our credo

Efficient communication and IT for professionalism.

2.4 Our shared values

- People: Listen to, respect, and care for faculty, staff, students, one another both professionally and personally; Communalism and collaboration with stakeholders including students, parents and alumni; Knowledge generation and sharing.
- Innovation: Encourage creative and critical thinking.
- Continuous Improvement: Strive for excellence and professionalism.

3.0 Strategic Objective and Goals of 2017

The overarching objective of the Faculty is fostering exceptional education, research, and outreach initiatives that sustain human well-being and improve the quality of human life.

4.0 Management Team and staff

4.1 Faculty Management Team

The Management members of the Faculty of Information Technology and Communication Studies are:

| | | |
|-------------|---|---------------------------|
| Dean | - | Mr. Godwin Adagewine |
| Vice – Dean | - | Mr. James Tetteh Ami-Narh |

| | | |
|-------------------------|---|---|
| Faculty Officer | - | Mr. Bob Nakuku Baduon |
| Faculty Records Officer | - | Mr. Denis L. C. Attuquayefio (transferred in October, 2017). |

4.2 Departmental Management Teams

The Department of Information Technology Studies has the following officers managing the affairs of the Department.

| | | |
|----------------------|---|---------------------------|
| Head of Department | - | Dr. John Bosco K. Damnyag |
| Departmental Officer | - | Hajia Sadia Mahama |

Officers for the Department of Public Relations Management:

| | | |
|----------------------|---|------------------------------|
| Head of Department | - | Dr. Kweku Rockson |
| Departmental Officer | - | Mrs. Belinda Adzomani-Diapim |

5. Programme Portfolio

During the period under consideration the following undergraduate programmes were offered in the Faculty by the Departments of Information Technology Studies and Public Relations Management for the morning and evening streams.

5.1 Department of Information Technology Studies

Undergraduate Programmes:

- Bachelor of Science in Information Technology Management

Diploma Programmes:

- Diploma in Information Technology Management

5.2 Department of Public Relations Management

Undergraduate Programmes:

- Bachelor of Arts in Public Relations Management

Diploma Programme:

- Diploma in Public Relations Management

6. Staffing:

6.1 Staff Strength

Current total number of staff in the Faculty is seventy (70) and the breakdown can be found in table One below. This includes part-time lecturers since they contribute to the teaching and learning in the Faculty.

Table 1: Categorical breakdown of staff strength of the Faculty

| Gender | Senior Members | | | Total |
|--------------|-----------------------|-----------------------|--------------|-----------|
| | Teaching (Full -Time) | Teaching (Part -Time) | Non-Teaching | |
| Male | 34 | 12 | 1 | 47 |
| Female | 19 | 2 | 2 | 23 |
| Total | 53 | 14 | 3 | 70 |

Out of the seventy members of staff indicated above, fourteen (14) were part-time lecturers engaged to augment the existing full-time teaching staff. This is an indication that, the Faculty was in deficit of fourteen teaching staff, in the year 2017.

The teaching staff of the Faculty in the two departments are presented in tables 2 and 3 respectively.

6.2 Recruitment

During the year under review, Mr. Selasie Aformaley Brown, an Information Technology lecturer was appointed to augment the number of full-time academic staff of the Department of Information Technology Studies.

6.3 Appointments and Promotions

6.3.1 Appointments

The Vice-Dean of the Faculty, Mr. James Tetteh Ami-Narh was appointed to the position of Acting Director of Information Services and Technology.

6.3.2 Promotions

Three Administrative staff, as presented in table 4 were promoted in the period under consideration.

Table 4: List of Promoted Staff

| S/N | Name | Designation | Date of Promotion | Effective Date |
|-----|---------------------------------|---------------------|-------------------|----------------|
| 1. | Hajia Sadia Mahama | Assistant Registrar | July 2017 | July 2016 |
| 2. | Mrs. Belinda Adzormani - Diapim | Assistant Registrar | August 2017 | April 2017 |
| 3. | Mr. Bob Nakuku Baduon | Assistant Registrar | July 2017 | October, 2015 |

6.3.3 Confirmation of Lecturers

The under-listed Lecturers in table 5 recruited in 2016, completed the one-year probation period and were due for confirmation. They were assessed by their respective Heads of Department and the Vice-Dean, respectively. The Human Resource Directorate would process the assessment reports for further action.

Table 5: List of Lecturers of Faculty of Information Technology and Communication Studies due for confirmation.

| Lecturers of Department of Public Relations Management | | |
|---|-----------------------------------|--------------------|
| No. | Name | Rank |
| 1 | Mr. Andrew Quao | Lecturer |
| 2 | Mrs. Ivy Jones Mensah | Lecturer |
| 3 | Mrs. Shirley Banini | Lecturer |
| 4 | Mr. Martins Segtub | Lecturer |
| 5 | Mrs. Caroline Akpene Yegblemenawo | Assistant Lecturer |
| 6 | Mr. Joseph Brantuo | Assistant Lecturer |
| 7 | Mr. Charles Nii Ayiku | Assistant Lecturer |
| 8 | Mr. Inusah Awuni | Assistant Lecturer |
| 9 | Mr. Jacob Anderson | Assistant Lecturer |
| 10 | Miss Abena Kyeraa Duah | Assistant Lecturer |
| 11 | Mrs. Vera Fordjour | Assistant Lecturer |
| 12 | Mr. Eric Ziem Bibiebome | Assistant Lecturer |
| 13 | Mr. Samuel Darko | Assistant Lecturer |
| 14 | Ms. Diana Sebbie | Assistant Lecturer |
| 15 | Mr. Andreas Awute | Assistant Lecturer |

| Lecturers of Department of Information Technology Studies | | |
|--|--------------------------------|--------------------|
| 16 | Mr. Richard T. K. Lolonu Dayie | Assistant Lecturer |
| 17 | Mrs. Lina Emefa Modidzifa | Assistant Lecturer |
| 18 | Dr. Kofi Koranteng Adu | Lecturer |
| 19 | Mrs. Eleanor Afful | Assistant Lecturer |
| 20 | Mr. Joshua Kwaku Ofoeda | Assistant Lecturer |
| 21 | Mr. David Aboagye - Darko | Assistant Lecturer |
| 22 | Mr. Adnan Odartey Lamptey | Assistant Lecturer |
| 23 | Mr. Akwetey Henry Matey | Assistant Lecturer |
| 24 | Miss Augustina D. Agor | Assistant Lecturer |

6.4 Academic Staff on Study Leave and Secondment

6.4.1 Academic Staff on Study Leave

The following teaching staff of the Faculty embarked on further academic enhancement and were granted time-off, or/and funding to pursue doctorate degrees. The table below illustrates those involved and their areas of study.

Table 6: Academic Staff on further Studies

| No. | Name | Programme | University | Year of completion |
|-----|-------------------------|-----------------------------------|---------------------------------|--------------------|
| 1 | Mr. Isaac Asampana | PhD in Information Systems | Central University of Nicaragua | 2018 |
| 2 | Mr. Lawrence K. Aziale | PhD in Information Systems | Central University of Nicaragua | 2019 |
| 3 | Mr. Albert A. Akanferi | Doctor of Business Administration | Swiss Management Centre | 2018 |
| 4 | Mrs. Harriet O. Lamptey | PhD in Information Systems | University of Ghana | 2018 |
| 5 | Mrs. Maud Ashong Elliot | PhD in ICT | University of Cape Coast | 2018 |
| 6 | Miss Augstina Dede Agor | PhD in Computer Science | KNUST | 2020 |
| 7 | Mr. Joshua Ofoeda | PhD in Computer Science | University of Ghana | 2020 |

| | | | | |
|------|------------------------------|---|---|------|
| 2020 | Miss Abigail Ayiglo | PhD, Teaching English as a Second Language | University of Ghana | 2020 |
| 9 | Mr. Brian Akrong | PhD, English | UNISA, South Africa | 2018 |
| 10 | Mr. Ernest Nkrumah Addo | PhD, English | UNISA, South Africa | 2019 |
| 11 | Mr. Mohammed Sadat | PhD, English Phonology | University of Ghana | 2019 |
| 12 | Mr. Patrick Yin Mahama | PhD in Public Administration and Policy Management | University of Ghana | 2019 |
| 13 | Miss Peace Adzadi | PhD in Management Learning and Leadership | Lancaster University, UK | 2019 |
| 14 | Mrs. Theodora D. Adjintettey | PhD in Communication Science (New Media Technologies) | UNISA, South Africa | 2018 |
| 15 | Mrs. Ivy Jones-Mensah | PhD in Language, Linguistics and Literature | University of South Africa | 2020 |
| 16 | Ms. Gifty Edna Anani | PhD in Language, Linguistics | University of Venda, South Africa, Limpopo Province | 2019 |
| 17 | Ms. Rebecca Baah-Ofori | PhD in Development | University of Ghana | 2019 |

Table 7: Summary of Staff on further Studies and Expected Year of Completion

| Number of Lecturers on PhD Programmes | Expected Year of completion |
|---------------------------------------|-----------------------------|
| 6 | 2018 |
| 7 | 2019 |
| 4 | 2020 |

6.4.2 Academic Staff on Secondment

Mr. Lawrence K. Aziale, an Information Technology Lecturer is on secondment following his appointment as the District Chief Executive of the Jasikan District in March 2017

6.5 Transfers

In the period under review, Miss Dinah Nana Ayensu, then Faculty Officer of FITCS and Mr. Dennis L. C. Attuquaye-Fio, Records Officer were transferred in April 2017 and September 2017 to the Drollor Centre for Strategic Leadership and the Academic Affairs Directorate respectively. The services of the above-mentioned staff were appreciated by the Faculty.

Mr. Bob Nakuku Baduon was transferred from the Distance Learning School to the Faculty as the Faculty Officer in April 2017. Similarly, Mrs. Belinda Adzormani-Diapim was transferred from the Faculty of Management Studies to the Faculty on 28th August, 2017 as the Departmental Officer for the Department of Public Relations Management. The officers were warmly welcomed by the Dean and Vice-Dean of FITCS, and Head of Department of Public Relations Management respectively.

6.6 Appointment to Extra-Curricular Positions

Dr. Kweku Rockson, the Head of Department of Public Relations Management was appointed as a member of the Governing Council of Ghana Institute of Journalism (GIJ) by the Government of Ghana.

Mrs. Theodora Dame Adjin-Tettey was also appointed the Departmental Research Officer for the Department of Public Relations Management, to replace Mr. Albert Quashigah, who is now at the Faculty of Law.

7. Student's Population Statistics

The student population of the Faculty for the year under review was nine hundred and eighteen (918). This number consisted of five hundred and five (505) students of the two Bachelor degree programmes and four hundred and thirteen (413) students for the Diploma programmes, respectively. The tables below provide the breakdown of the population of core students in the Faculty in 2017.

Table 8: Population of Bachelor of Science in Information Technology Management Students

| BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|-----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 40 | 12 | 22 | 0 | 0 | 0 | 62 | 12 | 74 |
| 200 | 35 | 2 | 27 | 2 | 0 | 0 | 62 | 4 | 66 |
| 300 | 32 | 1 | 47 | 4 | 0 | 0 | 79 | 5 | 84 |
| 400 | 25 | 4 | 48 | 7 | 0 | 0 | 73 | 11 | 84 |
| GRAND TOTAL | | | | | | | 276 | 32 | 308 |

Source: USISS, December 2017

Table 9: Population of Diploma in Information Technology Management students

| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|-----------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 100 | 14 | 16 | 2 | 0 | 0 | 116 | 16 | 132 |
| 200 | 47 | 4 | 2 | 1 | 0 | 0 | 49 | 5 | 54 |
| GRAND TOTAL | | | | | | | 165 | 21 | 186 |

Source: USISS, December 2017

Table 10: Population of Bachelor of Arts in Public Relations Management Students

| BACHELOR OF ARTS IN PUBLIC RELATIONS MANAGEMENT | | | | | | | | | |
|--|----------------|----------|----------------|----------|----------------|----------|---------------------|------------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 25 | 44 | 8 | 6 | 0 | 0 | 33 | 50 | 83 |
| 200 | 23 | 19 | 3 | 21 | 0 | 0 | 26 | 40 | 66 |
| 300 | 8 | 7 | 10 | 15 | 0 | 0 | 18 | 22 | 40 |
| 400 | 0 | 0 | 2 | 6 | 0 | 0 | 2 | 6 | 8 |
| GRAND TOTAL | | | | | | | 79 | 118 | 197 |

Source: USISS, December 2017

Table 11: Population of Diploma in Public Relations Management Students

| DIPLOMA IN PUBLIC RELATIONS MANAGEMENT | | | | | | | | | |
|---|----------------|----------|----------------|----------|----------------|----------|---------------------|------------|--------------|
| LEVEL | MORNING | | EVENING | | WEEKEND | | GENDER TOTAL | | TOTAL |
| | M | F | M | F | M | F | M | F | |
| 100 | 52 | 101 | 3 | 11 | 0 | 0 | 55 | 112 | 167 |
| 200 | 15 | 41 | 0 | 4 | 0 | 0 | 15 | 45 | 60 |
| GRAND TOTAL | | | | | | | 70 | 157 | 227 |

Source: USISS, December 2017

7.1 Departmental Gender Population Distribution

Distributing the student population gender-wise according to the two Departments, tables 8 and 9 illustrate the figures thereto.

Table 12: Gender population distribution of the Department of Information Technology Studies

| PROGRAMME | Male | Female | Total |
|------------------|-------------|---------------|--------------|
| BSc. ITM | 276 | 32 | 308 |
| Diploma ITM | 165 | 21 | 186 |
| Total | 441 | 53 | 494 |

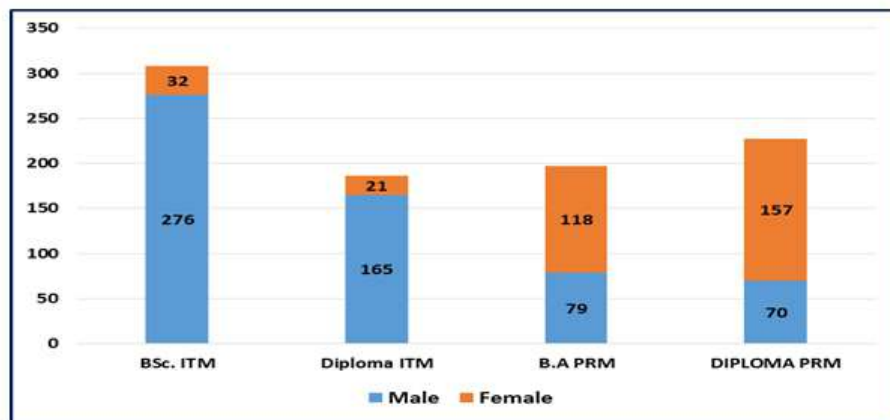
Source: USISS, December 2017

Table 13: Gender Population Distribution of the Department of Public Relations Management

| PROGRAMME | Male | Female | Total |
|------------------|-------------|---------------|--------------|
| B.A PRM | 79 | 118 | 197 |
| DIPLOMA PRM | 70 | 157 | 227 |
| Total | 149 | 275 | 424 |

Source: USISS, December 2017

Gender Population Distribution of the Faculty of IT & Communication Studies



8. 2017/2018 Admissions

Seventy-four (74) applicants were offered admission to the Bachelor of Science in Information Technology Management level 100, eleven (11) to level 200 and ten (10) to level 300. Those also offered admission to study Diploma in Information Technology Management were one hundred and thirty-two (132) for level 100.

The numbers admitted were the applicants that met all requirements to pursue their chosen programmes. The tables below display the statistics.

Table 14: Admission Statistics for the Department of Information Technology Studies

| Programme | Level | Morning | | Evening | | Weekend | | TOTAL |
|--|-------|---------|----|---------|---|---------|---|------------|
| | | M | F | M | F | M | F | |
| BSc. Information Technology Mgt | 100 | 40 | 12 | 22 | 0 | 0 | 0 | 74 |
| | 200 | 4 | 0 | 7 | 0 | 0 | 0 | 11 |
| | 300 | 2 | 1 | 6 | 1 | 0 | 0 | 10 |
| Total | | | | | | | | 95 |
| Diploma in Information Technology Mgt | 100 | 100 | 14 | 16 | 2 | 0 | 0 | 132 |
| Total | | | | | | | | 132 |

Source: UPSSIS, December 2017.

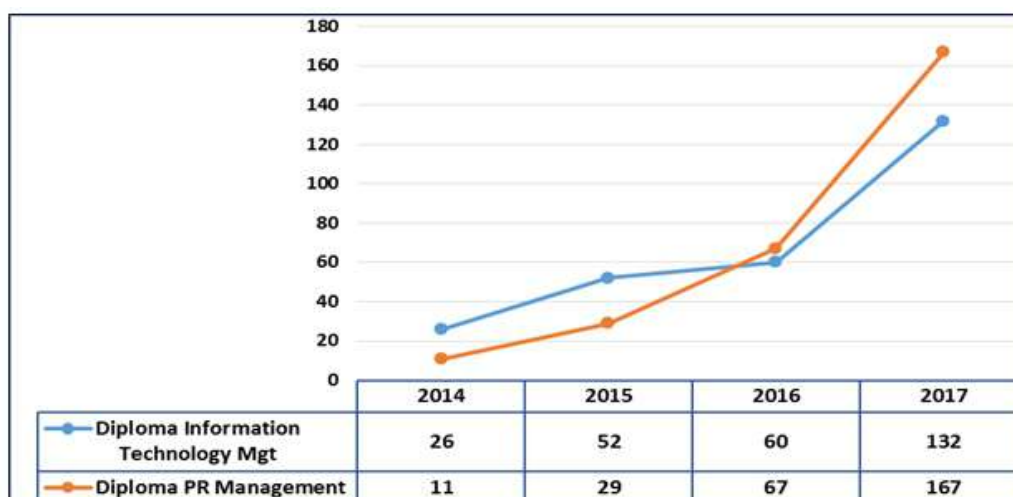
For the Bachelor of Arts in Public Relations Management programme, eighty-three (83) applicants were admitted to level 100, seventeen (17) to level 200 and ten (10) to level 300 respectively. One hundred and sixty-seven (167) applicants were also admitted to level 100 to pursue Diploma in Public Relations Management in 2017.

Table 15: Admission Statistics for the Department of Public Relations Management

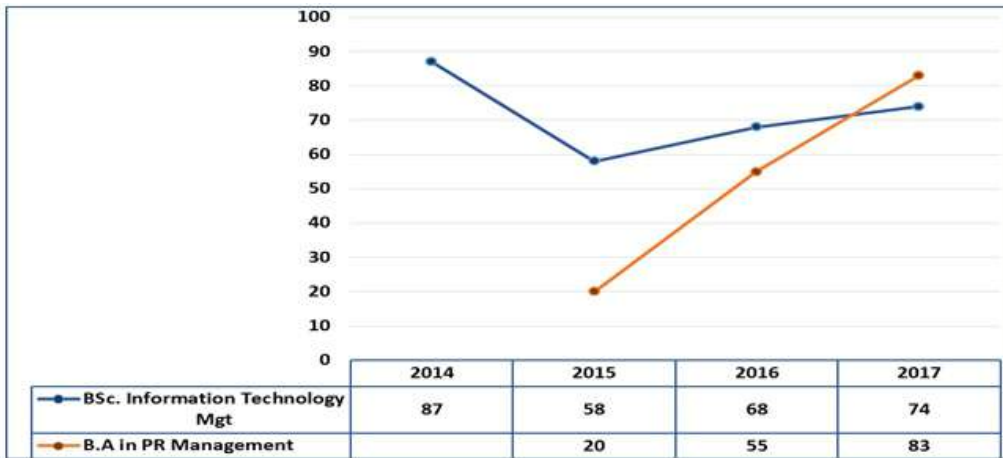
| Programme | Level | Morning | | Evening | | Weekend | | TOTAL |
|--------------------------|------------|---------|-----|---------|----|---------|---|-------|
| | | M | F | M | F | M | F | |
| B.A in PR Management | 100 | 25 | 44 | 8 | 6 | 0 | 0 | 83 |
| | 200 | 1 | 3 | 2 | 11 | 0 | 0 | 17 |
| | 300 | 0 | 4 | 5 | 1 | 0 | 0 | 10 |
| Sub-Total | 110 | | | | | | | |
| Diploma in PR Management | 100 | 52 | 101 | 2 | 10 | 0 | 0 | 167 |
| Sub-Total | 167 | | | | | | | |
| Grand Total | 277 | | | | | | | |

Source: UPSSIS, December 2017.

Level 100 Diploma Admissions from 2014 - 2017



Level 100 Degree Admissions from 2014 - 2017



8.1 Comparative Analysis of Admission Statistics

Admission statistics from 2014 to date revealed that, admissions made in 2017 were higher than the previous years. The Faculty's yearly total admissions of students were:

- 2014 – 130 Students admitted
- 2015 - 178 Students admitted
- 2016 - 283 Students admitted
- 2017 - 504 Students admitted

Comparatively, many qualified students were admitted in 2017 to the Faculty of Information Technology and Communication Studies' programmes than the previous years.

Table 16: Admission statistics for 2016

| Programme | Level | Morning | | Evening | | Weekend | | TOTAL |
|---|-------|---------|----|---------|----|---------|---|-----------|
| | | M | F | M | F | M | F | |
| BSc. Information Technology Management | 100 | 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 | 49 | 4 | 6 | 1 | 0 | 0 | 60 |
| Total | | | | | | | | 60 |
| B.A in PR Management | 100 | 25 | 16 | 2 | 12 | 0 | 0 | 55 |
| | 200 | 1 | 1 | 3 | 5 | 0 | 0 | 11 |
| | 300 | 0 | 0 | 1 | 2 | 0 | 0 | 3 |

| | | | | | | | | |
|---------------------------------|-----|----|----|---|---|---|---|-----------|
| Total | | | | | | | | 69 |
| Diploma in PR Management | 100 | 18 | 49 | 0 | 0 | 0 | 0 | 67 |
| Total | | | | | | | | 67 |

Source: 2016 Annual Reports

Table 17: Admission statistics for 2015

| Programme | Level | Morning | | Evening | | Weekend | | Total |
|--|-------|---------|----|---------|---|---------|---|-----------|
| | | M | F | M | F | M | F | |
| BSc. Information Technology Mgt | 100 | 26 | 1 | 31 | 0 | 0 | 0 | 58 |
| | 200 | 1 | 0 | 10 | 1 | 0 | 0 | 12 |
| | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Sub-Total | | | | | | | | 70 |
| Diploma in Information Technology Mgt | 100 | 36 | 5 | 10 | 1 | 0 | 0 | 52 |
| Total | | | | | | | | 52 |
| B.A in PR Management | 100 | 6 | 3 | 4 | 7 | 0 | 0 | 20 |
| | 200 | 0 | 0 | 1 | 6 | 0 | 0 | 7 |
| | 300 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Total | | | | | | | | 27 |
| Diploma in PR Management | 100 | 5 | 18 | 2 | 4 | 0 | 0 | 29 |
| Total | | | | | | | | 29 |

Source: 2015 Annual Reports

Table 18: Admission statistics for 2014

| Programme | Level | Morning | | Evening | | Total |
|--|-------|---------|---|---------|---|-----------|
| | | M | F | M | F | |
| BSc. Information Technology Mgt | 100 | 32 | 4 | 48 | 3 | 87 |
| | 200 | 1 | 0 | 4 | 1 | 6 |
| | 300 | 0 | 0 | 0 | 0 | 0 |
| Sub-Total | | | | | | 93 |
| Diploma in Information Technology Mgt | 100 | 25 | 1 | 0 | 0 | 26 |
| Total | | | | | | 26 |
| Diploma in PR Management | 100 | 2 | 9 | 0 | 0 | 11 |
| Total | | | | | | 11 |

Source: 2014 Annual Reports

9. Graduation Statistics

9.1 Department of Information Technology Studies

The Department of Information Technology Studies graduated ninety-six (96) students consisting sixty-one (61) Bachelor of Science in Information Technology Management, and thirty-five (35) Diploma in Information Technology Management students during the 9th Congregation, held on 12th August, 2017. Table 19 below, depicts the numbers of the various categories.

Table 19: Statistics for Graduation

| PROGRAMME | CLASS | MALE | FEMALE | TOTAL |
|--|-----------------------------------|-------------|---------------|--------------|
| Diploma, Information Technology Management | DISTINCTION | 1 | 0 | 1 |
| | CREDIT | 18 | 3 | 21 |
| | PASS | 12 | 1 | 13 |
| SUB TOTAL | | 31 | 4 | 35 |
| BSc. Information Technology Management | 2nd Class Upper | 12 | 7 | 19 |
| | 2nd Class Lower | 17 | 6 | 23 |
| | 3rd Class | 11 | 5 | 16 |
| | Pass | 2 | 1 | 3 |
| SUB TOTAL | | 42 | 19 | 61 |
| OVERALL TOTAL | | 73 | 23 | 96 |

Source: 9th Congregation Brochure.

9.2 The Department of PRM

The Faculty also graduated twenty five (25) Diploma in Public Relations Management students during the 9th Congregation held on 12th August, 2017. The various classifications of Distinction, Credit and Pass are contained in table 16.

Table 20: Statistics for Graduation

| PROGRAMME | CLASS | MALE | FEMALE | TOTAL |
|--|--------------------|-------------|---------------|--------------|
| Diploma in Public Relations Management | DISTINCTION | 0 | 1 | 1 |
| | CREDIT | 2 | 6 | 8 |
| | PASS | 13 | 3 | 16 |
| SUB TOTAL | | 15 | 10 | 25 |

Source: 9th Congregation Brochure.

Table 21: Graduation awards, 2017

| S/N | Award | Student ID Number | Name of Student | Total Examinations Score/CGPA |
|------------|---|--------------------------|------------------------|--------------------------------------|
| 1 | Overall Best graduating Student in Diploma in Information Technology Management | 10056177 | Emmanuel Inkoom Dadzi | 3.62 |
| 2 | Overall Best graduating Student in Diploma in Public Relations Management | 10026194 | Magdalene Fordjour | 3.5 |
| 3 | Overall Best graduating Student in Bachelor of Science in Information Technology Management | 10013654 | David Kwabena Appiah | 3.49 |

Source: 9th Congregation Brochure.

10. Faculty Activities:

10.1 Orientation for Fresh Students

The 2017/2018 fresh students' orientation was held on 13th October, 2017 at the Auditorium of Justice Aryeetey Building. Mr. James Ami-Narh, Vice-Dean of FITCS presented to the students the vision, mission and core values of the Faculty. They were also taken through the rules and regulations of UPSA and advised to be of good behaviour so as to excel academically. Scoring in examination and grade points required to attain the various classes at the degree and diploma levels, 2017 matriculation date, dress code and activities during and after the matriculation ceremony were all discussed with the students.

Present at the orientation were the Vice-Dean, Faculty Officer, HoDs of Departments of Information Technology Studies and Public Relations Management, Departmental Officers and other Lecturers of the Faculty.

10.2 Matriculation of 2017/2018 Fresh students

Fresh students of the Faculty participated in the 2017/2018 academic year matriculation ceremony on 20th October, 2017 and consequently signed the matriculation register.

10.3 Final Undergraduate Dissertation Defence

Final year Level 400 students of Bachelor of Science in Information Technology Management defended their completed project dissertation on 24th – 28th April, 2017 at the Computer Laboratories of the Faculty.

10.4 Undergraduate Dissertation Proposal Defence

Final year students of the Departments of Information Technology Studies and Public Relations Management successfully defended their project proposals between 23th and 27th October, 2017. The students were made to effect all necessary corrections/recommendations before commencing the actual dissertation. Completing the project work on schedule would enable them to meet that requirement to graduate in 2018.

10.5 Involvement in Academic Affairs Directorate activities

In the year under review, the Faculty of Information Technology and Communication Studies was actively involved in carrying out some activities of the Academic Affairs Directorate. Activities such as student registration, broadsheet cleaning and supervision of examinations were implemented by the Faculty to some extent, thus promoting effective teamwork.

10.3 Registration

As part of the decentralization process of the work of the Academic Affairs Directorate, part of the students' registration was also relinquished to the Faculty. Unlike previous years, students were required to submit copies of their proof of registration to their respective Departments for filing.

10.4 Broadsheet Cleaning

The broadsheet of the final year students of both Degree and Diploma were cleaned by the Departmental and Faculty Officers of the Faculty with the assistance of staff of Information Services and Technology Directorate (ISTD) and Academic Affairs Directorate, which enabled a large number of students to graduate in 2017.

10.5 Examinations

University-wide examinations in 2017 went on well without any major hitch. Departmental meetings were appropriately held to consider and approve results of the Departments for the second semester of 2015/2016 and first semester of

presented in the table below.

Table 23: Topics and Resource Persons for the Master Class Programme

| S/N | Topics | Resource Person |
|-----|--|--|
| 1 | IT Hardware and Software Development in Ghana and Ethical Adherent | Mr. Papa Yaw Mireku – Odei (System/Software Developer AAU) |
| 2 | IT Entrepreneurship Development and the linkage with IT Professional Associations/Bodies | Dr. Edward Danso (Private IT Specialist) |
| 3 | Adding value to yourself beyond the classroom: What do employers (Private & Public sectors) require of a Graduate? | Mr. Jerry Bansah Apps and Mobiles |
| 4 | ICT and Cyber Securities Susceptibility of Businesses in Ghana | Mr. Eric Akumiah (E-Government Specialist) |
| 5 | Personal and Professional Grooming and Etiquette. Adding value to yourself beyond the classroom: What do employers (Private & Public sectors) require of a Graduate? | Mr. Thomas Bonzi Public Procurement Authority |

10.9 Faculty and Departmental Research Seminars

The Faculty complied with the University's schedule for research seminars drawn by the Research and Consultancy Centre, and presented the under-listed papers in 2017 at both Departmental and Faculty levels:

1. Language and Nationhood: The impact of a National Language on our Socio-Political and Economic Development in Ghana by Mr. Andreas Awute
2. A Conceptual Model for E-Teens' Appropriation, Uses and Gratifications of New Media Technologies (The E-Teen Model) by Mrs. Theodora Dame Adjin-Tettey
3. The Effects of Inter textuality on Advertising Genres by Mrs. Ivy Jones-Mensah and Mr. Eric Ziem Bibiebome
4. Stylistic Analysis of Language Usage among Operators of Commercial Vehicles in Ghana's Capital: A Case Study of Lapaz – Madina Drivers by Mr. Jacob Anderson.
5. Predicting UPSA students' performance using data mining algorithms by Mr. Joshua Ofoeda.
6. Mobile learning in developing countries by Mrs. Harriet Lamptey.
7. Evaluating Academic Information Systems for developing countries using simulation by Mr. Selasi Brown.

2016/2017 academic years. Consequently, the results of the two semesters were released on schedule to the UPSA Examinations Committee.

10.6 External Assessors

In conformity with the National Accreditation Board (NAB) regulations, the Faculty engaged two external Information Technology course experts to evaluate examinations answer scripts and dissertations of final year (Level 400) BSc Information Technology Management students, on 10th – 16th July, 2017. The two external assessors were:

- Dr. George Kwamina Aggrey - University of Cape Coast (UCC)
- Dr. Mohammed Ibrahim Daabo - University of Development Studies (UDS)

The reports emanating from the assessment were thoroughly discussed and recommendations duly implemented.

Similarly, the Level 400 students' examinations questions for the first semester of 2017/2018 academic year were also moderated by the two assessors in November, 2017.

10.7 Assessment of 2017 Internship Report.

In November 2017, the Faculty received a quantity of internship reports of final year students from the Public Affairs Directorate for assessment. The breakdown of the quantity of the reports assessed according to programmes are depicted in Table 22.

Table 22: Quantity of Internship report assessed

| S/N | Programme | Quantity |
|--------------|--|------------|
| 1 | Bachelor of Science in Information Technology Management | 92 |
| 2 | Diploma in Information Technology Management | 34 |
| 3 | Bachelor of Arts in Public Relations Management | 6 |
| 4 | Diploma in Public Relations Management | 52 |
| Total | | 184 |

10.8 The Professional Master Class Programme

Final year students of the Faculty were given the opportunity to participate in the maiden edition of the Professional Master Class programme initiated by the Vice-Chancellor of the University, on 27th – 31st March, 2017. The topics treated are

8. An analysis of the acceptance of the e-payslip deployed in the public sector of Ghana by Messrs. Isaac Asampana, Albert Akanferi & James Ami-Narh.
9. The effect of mobile money transfer services on traditional banking behaviour by Messrs. Albert Akanferi, James Ami-Narh and Isaac Asampana.
10. "Internet of Everything (IOE) and its influence on business with Virtual teams – The case of West Africa" by Mrs. Eleanor Afful.
11. "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" by Mr. Ben Ocra.
12. 3rd International Research Conference-College of Humanities of the University of Ghana, Legon. Paper Presented: Local Reception of Global Media Texts: Telenovela as site of Cultural Mixture in Ghana by Charles Nii Ayiku Ayiku.
13. Monetizing online news - Prospects and Challenges. The Case of Online Editors Ghana.
14. The Kulungugu Bomb Incident: A Watershed in Kwame Nkrumah's Political Administration by Inusah Awuni.
15. Monetizing online news - Prospects and Challenges. The Case of Online Editors Ghana by Charles Nii Ayiku Ayiku.
16. Challenges and barriers of cloud computing adoption: evidence from Ghana by James Ami-Narh and Ben Ocra

10.10 First Semester Broad Sheet Generation and Cleaning

The Faculty initiated cleaning of final year broadsheets of the four programmes being run to eliminate issues of results that prevent students from graduating. Thence, the broad sheets for the final year students (level 400 and Diploma level 200) of Bachelor of Science in Information Technology Management, Bachelor of Arts in Public Relations Management, Diploma in Information Technology Management and Diploma in Public Relations Management who are due to complete in 2018, were printed for cleaning by way of identifying students' results issues such as failed courses, incomplete results (IC), absenteeism at examinations (X) and etc.

11. Students' Activities

These were the extra-curricular activities undertaken by the students of the Faculty in 2017.

Table 24: Students' programmes carried out in 2017

| Activities | Month | Venue |
|---|--|--|
| Seminar (2 nd Edition) | February 2017 | UPSA, Accra |
| Sports Day out (involving other Departments) | March 2017 | UPSA field |
| Faculty week celebration | March 2017 | UPSA, Accra |
| IT Trip to Kwadwo Katanka Company | March 2017 | Accra |
| Inter- tertiary IT competition quiz (8 IT universities) | April 2017 | Host: UPSA, Accra |
| ITSA Elections | April 2017 | UPSA |
| Seminar (3 rd Edition) | April 2017 | Outside campus |
| Grace 360 (Worship and Thanksgiving night) | April 2017 | LBC Auditorium |
| Handing Over and certificate night | May 2017 | UPSA main auditorium |
| Orientation for fresher's | 15 th September, 2017 | LBC 306 |
| Public Relations Management Students Association (PREMSA) | 5 th October, 2017 | UPSA main auditorium |
| ITSA workshop on assisting students having problems with their machines, installation, etc. to be solved. | November 2017 | In front of SRC office or IT laboratory (NB block) |
| Information Technology Students Association Seminar (1 st Edition) | 9 th November, 2017 | UPSA main auditorium |
| Students of IT Management participated in AAU Executive Educational Technology Advice Forum (Facilitated by Mrs, Maud Ashong Elliot, IT Lecturer) | 21 st – 24 th November, 2017 | AAU Secretariat, Legon |
| Executives Day out | 20 th December, 2017 | On campus |

12. Major Achievements in 2017

2017 was full of opportunities and achievements. Our students, faculty and staff, demonstrated in myriad ways the talents and commitment that make UPSA a unique environment for learning, research and active citizenship. The under listed were some of the achievements of the Faculty in the year being reviewed:

- Increased in admission of students from two hundred and eighty-three (283) in 2016 to five hundred and four (504) in 2017 for both degree and diploma for the

- first time;
- A member of the Faculty, Mr. Charles Nii Ayiku Ayiku and others were the main developers and content managers of the UPSA website;
- Mr. Charles Nii Ayiku Ayiku successfully piloted “This Week” information dissemination concept using email and social media;
- Successful departmental implementation of the first edition of Professional Master Class;
- The Departments audited examination scripts in order to eliminate discrepancies;
- Significant reduction of incomplete results (ICs) recorded;
- Improved students' attendance to lectures due to effective monitoring and introduction of the policy of assigning marks for attendance; and
- Mr. Sylvanus Bedzrah, a level 400 student of Public Relations Department won a prestigious national award, “40 Under 40 Awards”, aimed at acknowledging 40 young Ghanaian achievers under the age of 40, held at the Kempinski Hotel, Accra.

13. Challenges

Below are some of the challenges faced by the Faculty during the period under review:

- Inadequate projectors for teaching and learning
- Inadequate office space for lecturers
- Inadequate lecturers to handle level 100 courses, especially in the first semester
- The large number of Public Relations and Information Technology courses mounted in the first semester coupled with the large intake of fresh students, compelled the Faculty to recruit fourteen (14) adjunct lecturers to augment the existing number of lecturers to take the excess work-load in the areas of Logic and Communication, Philosophy and Logic, Communication Skills, Business Communication, French Language and Information Technology
- Difficulty in locking the lecture halls because some of the door and window locks do not function properly.
- Frequent water leakages at LBC Block washrooms.

14. Focus for 2018

To make the Faculty more viable and innovative, it is envisioned that new projects and measures should be carried out to stimulate and realise the potentials of the Faculty.

15.0 Planned Activities

The underlisted activities are earmarked for implementation in 2018.

- a) Increase scholarly productivity through research and publications.
- b) Encourage and support faculty members to aspire for promotion.
- c) Embark on community service activities to promote and maintain interconnectivity between UPSA and the communities around
- d) Embark on income generating activities
- e) Collaborate with ISTD to start Cisco Academy.
- f) To add at least two new programmes to the existing programme portfolio of the Faculty.

15.1 New Academic Programmes

New academic programmes are being developed to complement and widen the scope of available programmes to cover other industries. The new programmes according to the respective Departments are:

- Department of Information Technology Studies
 - Bachelors of Science in Information Technology Resource Administration;
 - Post-Graduate Diploma in Information Technology; and
 - Master of Business Administration in Information Systems.
- Department of Public Relations Management
 - Bachelor of Arts in Advertising;
 - Bachelor of Arts in Online and Print Journalism;
 - Bachelor of Arts in Broadcast Journalism;
 - Master of Business Administration in Corporate Communication.

15.2 Establishment of Language Centre of excellence

An operational Language Centre is to be established to provide general linguistic teaching and learning programmes to students of the University. The Language Centre has been identified to be a good catalyst to the promotion of teaching and learning of languages throughout the University, and improve learning and communication in foreign languages.

The Centre will run academic language degree programmes and as well organise short courses in the languages. It will also provide:

- Opportunities for students to pursue undergraduate and graduate degrees in Teaching English as Second Language (TESL) and second language acquisition; Collaboration with foreign intuitions in exchange programmes for the mutual benefit of UPSA students and lecturers.

16. Recommendations

- More projectors should be provided and installed overhead, to minimize moving them about thus protecting them from damage;
- Additional lecturers should be recruited to handle the core courses of the Faculty; and
- Office space should be allocated to lecturers to enable them prepare well for lectures.

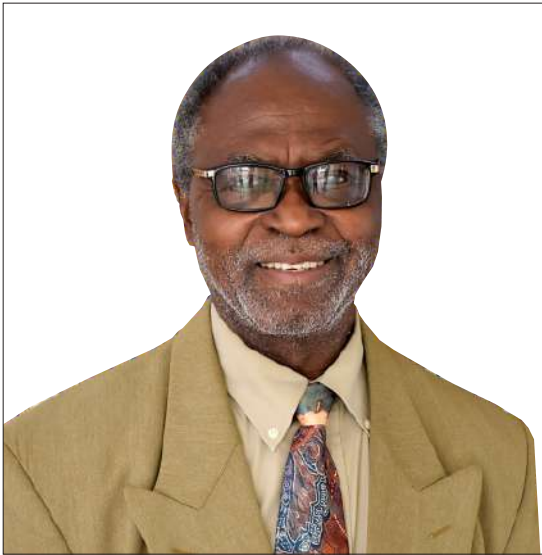
17. Acknowledgement

Management of the Faculty of Information Technology and Communication Studies wishes to commend both teaching and non-teaching staff for working industriously in implementing activities of the Faculty in 2017.

Worth mentioning is the cooperation enjoyed from Management of UPSA, Deans, Heads of Department/Units of the University and other staff members.

18. Conclusion

Management of the Faculty of Information Technology and Communication Studies is hopeful that, 2018 and the years beyond would witness tremendous achievements in terms of performance of staff members, student population, admissions, etc., so long as it enjoys the continuous support of the University's Management.



FAULTY OF LAW

Prof Kwame Frimpong
Dean

DEAN'S MESSAGE

The Year 2017 witnessed a series of activities that have catapulted the Faculty of Law Into both the national and international spotlight. Even though we are relatively a young Faculty, we are making steady progress in the pursuit of our main objective of producing well-trained legal scholars for the nation and beyond. In the pursuit of this goal we have introduced a course, Law and Accountable Institutions, which seeks to inculcate in our students a sense of accountability and transparency within our institutions to ensure that the rule of law takes deeper roots in the country. Furthermore, as part of the celebration of the 60th Anniversary of Ghana's independence, the Faculty organized an international conference from 9th to 10th December, 2017. The Opening address was read on behalf of the President of the nation, His Excellency, Nana Addo Dankwa Akufo-Addo by the Minister of Education, Hon Dr. Matthew Opoku Prempeh.

1.0 INTRODUCTION

This is a report on the activities of the Faculty of Law for the year 2017. Established in 2016, the Faculty is the youngest and the smallest Faculty in the University and was the only Law Faculty in the country to have organised a conference to commemorate the sixtieth independence anniversary of Ghana in the year 2017.

The philosophy of the Bachelor of Laws 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:

- I. Equip students with sound theoretical foundation that builds their conceptual capacities
- II. 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.
- III. Equip students with knowledge and skills of multidisciplinary research methodologies and orientation.
- IV. 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.
- V. Equip graduates to continue to develop their professional skills through their careers.
- VI. Enable graduates of the programme to plan, integrate and direct the application of their skills within a strategic legal practice framework.

5.0 STRATEGIC OBJECTIVE GOALS AND OBJECTIVES FOR 2017

- I. To build a new learning environment that puts the student at the centre.
- II. To ensure that the learning environment and resources are of the highest standards.

- III. To enhance legal research enterprise that focuses on providing relevant, practical and innovative solutions to the business and investment community.
- IV. To improve institutional effectiveness.
- V. To be globally competitive.
- VI. To introduce Clinical Legal Education as an integral part of the Law Programme at UPSA to be a model for other Faculties to emulate, and more importantly, to compel the General Legal Council to reconsider its current unprogressive and archaic the professional part of legal education in the country.

6.0 MANAGEMENT TEAM

| | | |
|--------------------------|---|---------------------------|
| Consulting Dean | - | Professor Kwame Frimpong |
| Faculty Officer | - | Mrs. Leticia Akyeampong |
| Faculty Research Officer | - | Dr. Francisca Appiah-Kusi |
| Faculty Records Officer | - | Mr. Thomas A. K. Asante |
| Dean's Secretary | - | Mrs. Joyce Sackey |

7.0 PROGRAMMES PORTFOLIO

The Faculty offers the following programmes:

- I. 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.
- II. Three (3) year Post Degree LL.B (Full Time) (Evening) for which the entry requirement is a degree from a recognized University and a pass in a selection test and an interview.

8.0 STAFFING

The total staff strength of the Faculty is sixteen (16), and the breakdown is as follows:

Table I: Staff Strength of the Faculty

| Gender | Senior Members | | Total |
|--------|----------------|--------------|-------|
| | Teaching | Non-Teaching | |
| Male | 9 | 1 | 10 |
| Female | 4 | 2 | 6 |
| Total | 13 | 3 | 16 |

Table 2: Academic Staff Rank

| Professor | Associate Professor | Senior Lecturer | Lecturer | Assistant lecturer | Total |
|-----------|---------------------|-----------------|----------|--------------------|-------|
| 1 | 0 | 1 | 4 | 8 | 13 |

Table 3: Qualification Breakdown

| Professors | PhD | Masters | PhD in progress |
|------------|-----|---------|-----------------|
| 1 | 1 | 11 | 0 |

Table 5: Senior Members Non- Teaching

| No. | Name | Qualification | Rank |
|-----|-------------------------|---|----------------------------|
| 1. | Mrs. Leticia Akyeampong | MPhil, Educational Administration (2010) University of Cape Coast | Assistant Registrar |
| 2. | Mr. Thomas A. K. Asante | MEd Educational Administration and Management (2010). UEW | Assistant Registrar |
| 3. | Mrs. Joyce Sackey | MBA, TQM (2016) University of Professional Studies, Accra | Junior Assistant Registrar |

8.1 Appointments

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

Table 8: New Appointments within the Year

| No. | Name | Position |
|-----|-----------------------------|----------|
| 1. | Mr. Rowland Atta-Kesson | Lecturer |
| 2. | Dr. Francisca Kusi - Appiah | Lecturer |

Source: Human Resource Directorate, 2017

8.2 Appointment of Coordinators

Five (5) Coordinators were appointed by the Faculty during the year under review to harmonize the Law programmes and courses in the University under the supervision of

the Dean. They are as follows:-

Table 9: Coordinators

| No. | Programme | Name of Lecturer |
|-----|--|--|
| 1. | Bachelor of Laws | Mr. Rowland Atta-Kesson & Miss Mavis Kwainoe |
| 2. | Non Bachelor of Laws (Undergraduate) | Mr. Richard Dua-Ansah & Ms. Adwoa Sarpong Osei |
| 3. | Non Bachelor of Laws (Graduate School) | Mr. Albert Quashigah |

Source: Faculty of Law, 2017

8.3 Appointment of Faculty Research Officer

Dr. Francisca Kusi-Appiah was appointed the Faculty Research Officer.

8.4 Promotion

Mrs Leticia Akyeampong and Mr. Thomas Asante were promoted from the rank of Junior Assistant Registrar to the rank of Assistant Registrar. Mrs. Joyce Sackey was also promoted from Senior Administrative Assistant to Junior Assistant Registrar.

8.5 Resignation

- I. Mr. Samuel Aboagye-Amoa-Esa and Dr. Rainer Akumperigya, who were lecturers in the Faculty resigned from the services of the University. It is worth noting that their resignation was not accepted by Management due to their failure to give the mandatory six (6) months prior notice.

8.6 Transfers

The following Lecturers were transferred from the Faculty of Information Technology and Communication Studies to the Faculty of Law of the University during the period under review:

- | | | | |
|------|---------------------------|---|--------------------|
| I. | Ms. Mavis Ekua E. Kwainoe | - | Lecturer |
| ii. | Mr. Paul Mba Yalezaalem | - | Assistant Lecturer |
| iii. | Mr. Albert Quashigah | - | Assistant Lecturer |
| iv. | Mr. Richard Duah | - | Assistant Lecturer |

9.0 STUDENT ENROLMENT

9.1 Applications

During the year under review, a total of four hundred and eighty three (483) applications were tendered in for admissions into the Faculty of Law Programmes. The breakdown is presented in Table I.

Table 10: Applications

| Programme | LEVEL 100 Morning | | LEVEL 200 Evening | | Total |
|------------------|----------------------|----|----------------------|----|-------|
| | M | F | M | F | |
| Bachelor of Laws | | | | | |
| Total | 143 | 94 | 181 | 65 | 483 |

9.2 Admissions

The Faculty received a total of four hundred and eighty three (483) applications for admission into the various programmes. Out of the 483 applications received for the 2017/2018 Academic Year, a total of two hundred and twelve (212) applicants were offered admission.

The breakdown is indicated below.

Table 11: Admissions

| Programme | Morning | | Evening | | Total |
|-------------------------------------|---------|----|---------|----|-------|
| | M | F | M | F | |
| Bachelor of Laws | | | | | |
| Level 100 Four (4) Year LL.B | 52 | 43 | - | - | 95 |
| Level 200 Three (3) Year LL.B | - | - | 71 | 46 | 117 |
| Total | | | | | 212 |

9.3 Registered Students – 2017/18 Academic Year

A total of two hundred and seventy-seven (277) students registered for the First Semester of the 2017/2018 Academic Year. Details are shown in table 3 below.

Table 12: Registration

| Programme | Morning | | Evening | | Total |
|---|---------|----|---------|----|------------|
| | M | F | M | F | |
| Level 100 Four (4) year LL.B | 34 | 40 | 0 | 0 | 74 |
| Level 200 Four (4) year LL.B | 16 | 17 | 0 | 0 | 33 |
| Level 200 Three (3) year LL.B | 0 | 0 | 63 | 35 | 98 |
| Level 300 Three (3) year LL.B | 0 | 0 | 55 | 17 | 72 |
| Total | | | | | 277 |

Source: Academic Affairs

10.0 MAJOR ACTIVITIES UNDERTAKEN IN 2017

FACULTY ACTIVITIES

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

Entrance Examinations and Selection Interviews

A total of three hundred and six (386) applicants seeking admission to the Bachelor of Laws Programme for the 2017/2018 Academic Year wrote an Entrance Examination on Wednesday, June 28, 2017. Applicants who passed the entrance examination were invited for an interview.

Matriculation

The second batch of Law Students and freshmen of the other Faculties admitted in the 2017/2018 Academic Year were matriculated on Friday 20th October, 2017. The Faculty ensured that all registered students had signed the matriculation

register.

Orientation

The Faculty organized an orientation programme for all fresh Law students in September 15, 2017. The objective was to equip the students 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 regular meetings with students of the faculty to discuss and address issues and challenges impeding their academic work.

End of Semester Examinations

The Faculty collaborated with the Examinations Unit and Academic Affairs Directorate to ensure the proper conduct of the First and Second Semester examinations of the 2016/2017 Academic Year. Conference marking directives were strictly enforced.

Ghana @ 60 Conference

The Faculty successfully organised its maiden Conference from 9th – 10th March, 2017 to commemorate the Ghana @ 60 Anniversary celebrations on the theme “GHANA @ 60: Evolution of the Law, Democratic Governance, Human Rights and Future Prospects”. It featured papers as well as poster presentations on various topics related to the theme. The Conference provided a platform for Ghanaian academics, scholars, researchers, human rights activists, practitioners, policy makers, and opinion leaders to discuss issues related to governance and the law within the Ghanaian context.

Resolutions were passed at the end of the Conference to express the outcomes of the deliberations. The resolutions were circulated among all the participants and stakeholders for their assessment, digestion and possible action.

Conference of Law Deans Meeting

The Faculty hosted the Conference of Law Deans meeting held on Friday, August 4, 2017. The meeting deliberated on the direction of Legal Education in the country.

Moot Court Clinic Competition

The Faculty held its first Moot Court Clinic competition on 20th November, 2017 at the LBC Auditorium, UPSA. It was heavily patronized by both students of the Faculty and other Faculties. The event was organized by Ms. Mavis E. Kwainoe, the Coordinator of

UPSA Faculty of Law Moot Court, with support of the Dean of the Faculty.

Launching Of African Human Rights Moot Court Competition

The Faculty participated in the launch of 27th African Human Rights Moot court competition at the Auditorium of the School of Law, University of Ghana, Legon on Tuesday, November 14, 2017. The African Human Rights Moot court competition represents the largest gathering of students and lecturers of Law in Africa. The Dean and Ms. Mavis Kwainoe of the Faculty led a thirty-three student delegation to the launching ceremony. The official launch of the competition also saw the signing of the Memorandum of Understanding (MOU) between the host institution (University of Ghana) and the principal organising University- (University of Pretoria, South Africa).

11.0 STUDENTS ACTIVITIES

Inter-Departmental Debate Competition

The debate team of the Faculty emerged winners of an inter-departmental debate competition organised by the Debaters Club of the University. They were presented with a certificate and a trophy.

Training on Employability Skills

The Students' Representative Council in collaboration with Aspire Plus, an HR Consulting firm, organized a training session on employability skills for students of the University at the University's Auditorium on September 26, 2017. The programme afforded the students the opportunity to learn good interviewing skills and how to prepare/write good CVs, employment contracts and business letters.

Educational Visit to the Nsawam Prisons

Forty (40) Bachelor of Laws students embarked on an educational trip to Nsawam Prisons on Friday, 27th October 2017. The visit, which was a practical aspect of the Criminal Law Class, gave students the opportunity to observe directly events at the prisons and also get most of the questions answered by staff of the Prison.

12.0 STAFF DEVELOPMENT

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

12.2 Training Programmes

Diary 2

Diary 2 was introduced at the beginning of the year to monitor the effectiveness of administrators in the University. The Quality Assurance Directorate organized an orientation for all administrative staff on January 18, 2017 to get them acquainted with the new systems.

Training programme on delivery of service excellence

The Faculty administrators participated in a two-day training programme in customer care organised by Bentil Consulting Limited and Human Resource Unit of UPSA for all frontline staff (Senior Members and Senior Staff) of the University from March 7th -8th and 14th – 15th, 2017 respectively at the School of Graduate Studies. The programme focused on upgrading the knowledge and skills of members of staff who deal directly with students, parents, alumni and other stakeholders to improve the brand, corporate image of the University.

Teaching and learning methods seminar

All newly recruited lecturers in the Faculty attended a Seminar on Teaching and Learning Methods organized by the University at the School of Graduate Studies on Wednesday, February 24, 2017.

Training Workshop on UPSA Moodle Platform and LEAS.

A training workshop on the usage of the Moodle Platform and an online Lecture Attendance Form (LEAS) was organized for Faculty Members on Wednesday, May 3, 2017.

Capacity Development Training in Structural Equation Modelling (SEM)

During the period under review, the RCC, under the auspices of Management, organized a three-day training workshop on 'Structural Equation Modelling' using SmartPLS for faculty members. The workshop was ideal for academics and professionals with interest in using Structural Equation Modelling to undertake social research.

13.0 CHALLENGES

- i. Excessive noise from across the street which obstructs concentration
- ii. Some lecture halls had no public address systems and lecterns. This made teaching difficult.

- iii. Lack of direct telephone line for effective communication.
- iv. Lack of student's notice board at the Faculty.
- v. Lack of Computer for the Records Officer and the Dean's Secretary
- vi. Inadequate lecture halls.
- vii. Visitors to the Faculty find it difficult locating the Faculty because there are no inscriptions on the building and doors.

I 4.0 PROJECTIONS FOR 2018

- 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
- iv. The launching of the Law Faculty Journal and commencement of the Law Faculty Seminar series.
- v. Commencement of construction of the Law Faculty Building

I 5.0 RECOMMENDATIONS TO GROW THE FACULTY.

I. Focus on the Faculty by Law Lecturers

Some of the teaching staff of the Law Faculty are responsible for teaching Business Law courses in other Faculties, which on the whole is good for the University. However, it is recommended that priority should always be given to the Law Faculty. Therefore, it is humbly recommended that all the teaching staff of the Faculty of Law should be scheduled to teach law students first before priority is given to other students from other Faculties. This will also make the teaching staff more attached to the Law Faculty and enhance even distribution of the workload at the Faculty of Law.

II. Teaching of courses within areas of specialization

It is recommended that the Law Faculty in assigning courses should consider the areas of specialization of the teaching staff. This will promote further research in areas of specialization and inure to the benefit of the teaching staff, the students and the Law Faculty. The teaching staff benefits because there are high probabilities of coming out with publications on areas and topics rediscovered in the course of teaching. The students also get their money's worth by receiving comprehensive and enriched tuition. Lastly, the Law Faculty also

the Law Faculty pursue stands to benefit from possible research by teaching staff because of knowledge and passion they have for the area of specialization. The and indeed the University is encouraging most of the teaching staff to PhD programmes, therefore, it is important that the teaching staff teach in areas of their specialization. Although the Faculty is a young one, this recommendation is very important and needs to be implemented even with the few number of teaching staff.

III. Infrastructure

The Law Faculty is a young emerging pacesetter of the University of Professional Studies, Accra and thus, there is the need for physical infrastructure to complement the efforts of both staff and students. It is, therefore, recommended that the physical infrastructure worthy of the Law Faculty be put up. The Law Faculty building will provide space for students to have lectures, professional growth in the area of moot court competition, discussions and other extra curricular activities. It is also recommended that parking space be allotted to the Dean, other teaching and non-teaching staff members to prevent Law Faculty members from struggling with students for parking space.

IV. Faculty Accountant

As noted above, the Faculty is very young but an essential officer, such an Accountant, is needed to enhance the smooth running of the Law Faculty and also enhance the autonomy of the Law Faculty.

16.0 CONCLUSION

The year under review was very successful, as the Faculty recorded tremendous success. We believe that we have laid the right foundation to carry the Faculty to greater heights and would like to thank all our stakeholders for the different roles they have all played within the relatively short period of our existence. Among these are UPSA Management, Staff of the Faculty of Law and our students.



**SCHOOL OF
GRADUATE
STUDIES (SOGS)**

**Dr. Kweku Mensah
Mawutor**

Dean

EXECUTIVE SUMMARY

This report presents an overview of the activities of the School of Graduate Studies (SOGS) for the year 2017. The School has made tremendous progress in attracting qualified students, culminating in increased enrolment for the year 2017. A total of seven hundred and thirty-one (731) students representing 78.5% of qualified applicants registered for the various programmes during the first semester of the 2017/2018 academic year, a marked improvement from the previous year's figure in absolute terms.

Graduation rate of 91.70% of registered students in the year 2017 was also a marked improvement from the previous year's rate of 90.5%. 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 in particular, Management organized a dinner and awards night in their honour.

The School, working in concert with the Academic Audit and Review Committee has thoroughly reviewed documents of its programmes due to expire in the 2016/2017 academic year in line with the ACBSP standards for re-accreditation with the NAB. The School is quite optimistic that it will strive to make tremendous improvements for superior educational value and excellence.

In the ensuing year, the School of Graduate Studies intends to strengthen its growing influence as a leader in leadership innovation and corporate 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.

INTRODUCTION

This is the annual report on the activities of SOGS spanning January 2017 to December 2017. Established in January 2009, the School runs nine (9) flagship academic programmes that are highly patronized by both local and international students. It has recently added another programme namely, Master of Philosophy in Finance to commence in the 2018/2019 academic year. The current student population enrolled on the various programmes as at the end of the first semester of the 2017/2018 academic year stood at One Thousand, Three Hundred and Four (1304). The School has since graduated seven (7) batches with the seventh batch graduating on August 12, 2017.

SCOPE OF THE REPORT

The report dwells on three thematic areas namely; current staffing and general administrative issues, the second looks at academic issues and the final part discusses publications, seminars/conferences and workshops and other activities undertaken by SOGS within the year under consideration.

PART ONE: CURRENT STAFFING AND GENERAL ADMINISTRATIVE ISSUES

1.0 Staff Strength

The staff strength of the School during the period under review stood at seventy-one (71), with the breakdown presented as follows: (Refer to Appendix 'B' for details of the Teaching and Non-Teaching Staff)

Table 1: Staff Strength of SOGS

| Rank | Senior Members | | Non- Teaching | | Total |
|-------------------|----------------|---------|----------------|--------------------|-------|
| | Full-time | Adjunct | Senior Members | Non-Senior Members | |
| Professor | 1 | 4 | | | 5 |
| Assoc. Prof. | 4 | - | | | 4 |
| Senior Lecturer | 7 | 1 | | | 8 |
| Lecturer | 14 | 18 | | | 32 |
| Asst. Lecturer | 1 | - | | | 1 |
| Assist. Registrar | | | 2 | | 2 |

| | | | | | |
|--------------|-----------|-----------|----------|-----------|-----------|
| Senior Staff | | | | 6 | 6 |
| Junior Staff | | | | 13 | 13 |
| Total | 27 | 23 | 2 | 19 | 71 |

Source: SOGS, December, 2017

I.1 Graduate School Management team

The management team of the School is headed by the Dean and assisted by the Vice-Dean and four (4) programme coordinators. The breakdown of the staff of the School is shown below.

Table I.1: Graduate School Management Team (Academic)

| SN | Name | Qualification | Rank/Position |
|----|-------------------------------|--|---|
| 1 | Dr. John Mensah Kwaku Mawutor | PhD, DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA | Senior Lecturer/Dean |
| 2 | Dr. Joseph Kwadwo Tuffour | PhD (Economics), Nigeria | Senior Lecturer/Vice-Dean |
| 3 | Mrs. Gladys Nabieu | PhD Student, MSc, B.Com, ACCA | Senior Lecturer/ Coordinator for MBA Accounting & Finance. |
| 4 | Mr. Gerald Joseph Nyanyofio | PhD Candidate (UG) MPhil Public Administration,(UG) | Lecturer/Coordinator for MBA TQM and MSc/Mphil Leadership. |
| 5 | Mr. Peter Ackah | PhD in (Acct. & Fin) Nicaragua (on-going) MBA/ACCA (Final Level) | Asst. Lecturer/Coordinator for MBA Auditing, MBA Internal Auditing, and MBA Pet. Acct. & Finance. |
| 6 | Mr. Benjamin B. Angenu | Master of Philosophy (Leadership) | Asst. Lecturer/Coordinator for MBA Marketing, & MBA Corporate Governance |

Table I.2: Graduate School Management Team (Administrative)

| No. | Name | Qualification | Rank/Position |
|-----|------------------------|----------------------------|------------------------------------|
| 1 | Ibrahim Monipaak Amadu | MPhil (Dev't Stds), B'Ed | Assistant Registrar/School Officer |
| 2 | Samuel Mensah | MBA Finance | Assistant Registrar/Record Officer |
| 3 | Mr. Charles Darkey | Professional Diploma in IT | Assistant IT Officer |

2.0 Appointments

2.1 Appointments of Vice-Dean/Coordinators

During the period under review, a new Vice-Dean and a Coordinator were appointed to augment the staff strength of the School. The breakdown of the appointments is presented as follows:

Table 2: New Graduate School Appointments

| No. | Name | Position |
|-----|------------------------------|--|
| 1 | Dr. Joseph Kwadwo Tuffour | Vice-Dean, School of Graduate Studies |
| 2 | Mr. Benjamin Baros on Angenu | Coordinator, MBA Marketing & Corporate Governance. |

3.0 Promotions

During the period under review, Mrs. Gladys Nabieu, a lecturer and a coordinator was promoted to the rank of Senior Lecturer effective August 2016.

4.0 Transfer

During the year under consideration, Mr. Kwasi Offei-Kwafo, the Records and Documentation Officer was transferred to the Faculty of Accounting and Finance as the new Faculty Officer while Mr. Samuel Mensah was also transferred from the Examination Unit to the School of Graduate Studies as the new Records and Documentation Officer.

PART TWO: ACADEMIC ISSUES

Introduction

This section looks at the academic issues of the School of Graduate Studies bordering on academic programmes, programme accreditation, admissions, students' population graduation, research conferences, and community service.

5.0 Programmes of the School of Graduate Studies

The School currently runs the underlisted programmes for the 2017/2018 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. Master of Science in Leadership
9. Master of Philosophy in Leadership
10. Master of Philosophy in Finance

6.0 Graduate School Courses

The programmes offered at the School each has distinct courses. 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)

7.0 Re-Accreditation of Existing Programmes

The five-year accreditation for the following Masters programmes expired in 2017:

- | | |
|-----------------------------|------------|
| 1. MBA Corporate Governance | Dec., 2017 |
| 2. MSc Leadership | July, 2017 |
| 3. MPhil Leadership | July, 2017 |

Following from this, the respective Faculties working with the School and the Academic Audit and Review Committee have reviewed all the above programme documents and submitted to National Accreditation Board for re-accreditation.

7.1 Programmes Assessed During 2017

The following programmes have already been assessed by National Accreditation Board and the necessary inputs and corrections incorporated in the final programme document and submitted to NAB.

Table 3: Programmes Assessed in by NAB in 2017

| Programme | State of Programme |
|--------------------------------------|---|
| MBA Accounting and Finance | The programme has been assessed, assessor’s comment received and revised document submitted to NAB |
| MBA Auditing | The programme has been assessed, assessor’s comment yet to be incorporated into the final document. |
| MBA Petroleum Accounting and Finance | Certificates not received |
| MBA Total Quality Management | Certificates not received |

7.2 New Programmes

The School of Graduate Studies has received a three-year accreditation from National Accreditation Board to pursue Master of Philosophy in Finance to commence in the 2017/2018 academic year. Other new programmes are at various stages of consideration by Academic Audit and Review Committee, National Council for Tertiary Education and the National Accreditation Board.

Table 3.1: Proposed New programmes

| No | Programme |
|-----------|--|
| 1 | PhD in Marketing |
| 2 | Global MBA in Impact Entrepreneurship |
| 3 | MA in Brands and Communication |
| 4 | MA in Peace, Security and Intelligence |

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
2. MBA Internal Auditing.
3. MBA Total Quality Management

8.0 Admissions and Enrolment

During the year under review, the School received a total of one thousand and twenty-two (1,022) applications for admissions into the various programmes. Out of the 1,022 applications received for the 2017/2018 academic year, a total of nine hundred and thirty-one (931), representing 91.1 percent of the applicants, were offered admissions

into the various programmes. Seven hundred and thirty-one (731), representing 78.5 percent of admitted applicants registered for the first semester of the 2017/2018 academic year. Of the seven hundred and thirty-one (731) registered students, four hundred and fourteen (414) representing 56.6 percent were males while three hundred and seventeen (317) representing 43.4 percent were females. The break-down of the applications received, admissions offered and registered students by programmes and gender is shown in the table below.

Table 4: Admissions and Registration Statistics for 2017/2018 Academic Year

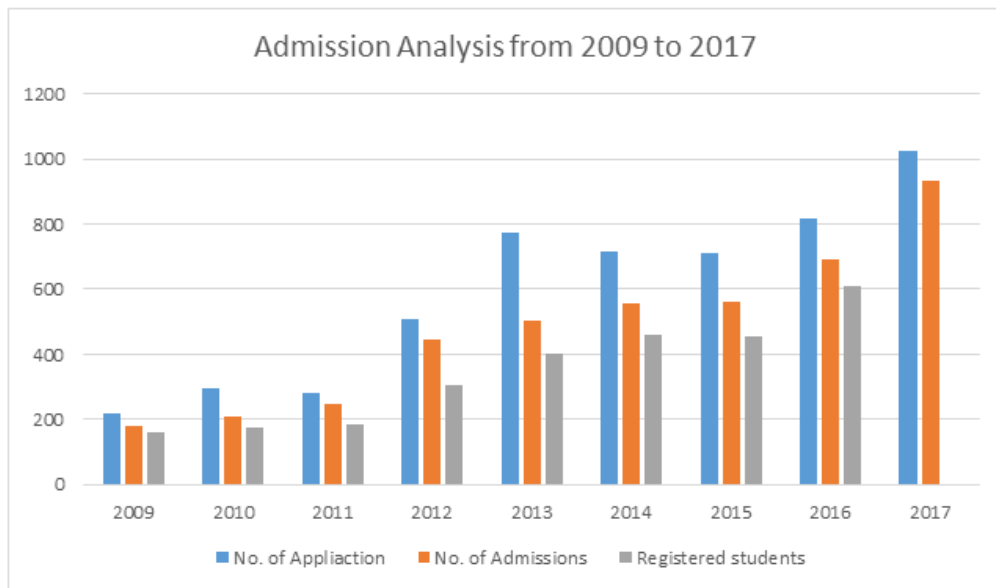
| Programme | Application | | | Admissions | | | Registration | | |
|--------------------|-------------|------------|-------------|------------|------------|------------|--------------|------------|------------|
| | M | F | T | M | F | T | M | F | T |
| MBA A/F | 339 | 203 | 542 | 318 | 190 | 508 | 256 | 161 | 417 |
| MBA Auditing | 11 | 12 | 23 | 8 | 12 | 20 | 7 | 10 | 17 |
| MBA Corp. Gov. | 55 | 54 | 109 | 54 | 49 | 103 | 34 | 46 | 80 |
| MBA TQM | 70 | 63 | 133 | 57 | 61 | 118 | 43 | 51 | 94 |
| MBA PAF | 33 | 9 | 42 | 29 | 7 | 36 | 18 | 5 | 23 |
| MBA Int. Aud. | 16 | 5 | 21 | 12 | 3 | 15 | 10 | 3 | 13 |
| MSc Leadership | 12 | 7 | 19 | 11 | 7 | 18 | 4 | 4 | 8 |
| MPhil Leadership | 20 | 5 | 25 | 15 | 8 | 18 | 6 | 3 | 9 |
| MBA Marketing | 59 | 49 | 108 | 51 | 44 | 95 | 36 | 34 | 70 |
| Grand Total | 615 | 407 | 1022 | 488 | 242 | 931 | 391 | 220 | 731 |

Source: *Icampus December, 2017*

Table 4.1: Admission Analysis from 2009 to 2017

| Year | Applications | Admitted | % | Registered | % |
|------|--------------|----------|-------|------------|-------|
| 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 |
| 2017 | 1022 | 931 | 91.1 | 731 | 78.5 |

Source: *Icampus December, 2017*



9.0 Orientation Programme for newly admitted graduate students

The School 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 at the School. The Vice-Chancellor, , narrated the history of the University since its inception to its current state. He also appealed to the newly admitted students to be worthy ambassadors of UPSA. Other sectional heads/directors took turns to address the students on issues involving their studies and welfare on campus. The Dean, Vice-Dean and the programme Coordinators also spoke to the students about the course contents of their respective programmes.

As a novelty, all freshmen and women were taken through the following courses; Excel application, Scholarly writing, Management communication and Info-graphics and electronic communication as part of the orientation programme aimed at imbuing in them the requisite skills for their respective programmes.

10.0 Matriculation of Fresh Students

The matriculation ceremony for freshmen/women of the School for the 2017/2018 academic year took place on Friday, October 20, 2017 at the forecourt of the Library Block. In all seven hundred and thirty-one (731) freshmen/women were matriculated into the University to pursue various programmes at the School. . The matriculants were made to sign the matricula at the SOGS secretariat.

11.0 Students' Population

11.1 Registered Students for the Second Semester 2016/2017 Academic year

Registration for the second semester of the 2016/2017 academic year commenced on Monday, February 13, 2017. It lasted for three (3) weeks but was extended upon a written request by executives of GRASAG. Thereafter, students were made to pay penalty for late registration. The breakdown of registered students for the second semester of the 2016/2017 academic year is shown in the table 5.

Table 5.1: Registered students for second semester 2016/2017 academic year

| Programme | Level 600I | | | | | | Level 600II | | | | | | Grand Total |
|--------------------|------------|----|-----|---------|-----|-----|-------------|----|-----|---------|-----|-----|-------------|
| | Evening | | | Weekend | | | Evening | | | Weekend | | | |
| Session | M | F | T | M | F | T | M | F | T | M | F | T | Grand Total |
| MBA Acct. & Fin. | 63 | 26 | 89 | 185 | 69 | 254 | 55 | 33 | 88 | 92 | 57 | 149 | 580 |
| MBA Auditing | 1 | 1 | 2 | 9 | 4 | 13 | 2 | 2 | 4 | 11 | 1 | 12 | 31 |
| MBA Corp. Gov. | 8 | 15 | 23 | 13 | 18 | 31 | 5 | 6 | 11 | 8 | 11 | 19 | 84 |
| MBA Marketing | 13 | 10 | 23 | 10 | 17 | 27 | 14 | 7 | 21 | 9 | 12 | 21 | 92 |
| MBA TQM | 13 | 16 | 29 | 28 | 20 | 48 | 13 | 8 | 21 | 32 | 14 | 46 | 144 |
| MBA Int. Auditing | 3 | 1 | 4 | 6 | 2 | 8 | 3 | 0 | 3 | 5 | 2 | 7 | 22 |
| MBA Pet. A&F | 5 | 0 | 5 | 13 | 1 | 14 | 5 | 1 | 6 | 10 | 1 | 11 | 36 |
| MSc Leadership | 2 | 0 | 2 | 6 | 3 | 9 | 1 | 0 | 1 | 0 | 0 | 0 | 12 |
| MPhil Leadership | 6 | 3 | 9 | 7 | 2 | 9 | 8 | 4 | 12 | 10 | 4 | 14 | 44 |
| Grand Total | 114 | 72 | 186 | 277 | 136 | 413 | 106 | 61 | 167 | 177 | 102 | 279 | 1045 |

11.2 Registered Student for First Semester 2017/2018 Academic Year.

The total number of registered students for the first semester of the 2017/2018 academic year for both freshmen/women and continuing students stood at One Thousand and Three Hundred and Four (1304). This is made up of Seven Hundred and Thirty-One (731) freshmen/women and Five Hundred and Seventy-Three (573) continuing students. All the Freshmen/women have successfully completed their registration processes and have been issued with their admission letters. The breakdown of the registered students by programmes and sessions is as follows;

Table 5.2: Registered students for first semester of 2017/2018 academic year

| No. | Programme | Level 600I | | Sub-T | Level 600II | | Sub-T | Grand Total |
|-----|---------------------------|------------|-----|-------|-------------|-----|-------|-------------|
| | | E | W | T | E | W | T | |
| 1 | MBA Acct. and Finance | 104 | 313 | 417 | 82 | 148 | 328 | 745 |
| 2 | MBA Pet. Acct and Finance | 10 | 13 | 23 | 4 | 14 | 18 | 41 |
| 3 | MBA Auditing | 6 | 11 | 17 | 2 | 13 | 15 | 32 |

| | | | | | | | | |
|--------------|--------------------------|-----|-----|-----|-----|-----|-----|------|
| 4 | MBA Corporate Governance | 31 | 49 | 80 | 23 | 30 | 53 | 133 |
| 5 | MBA Marketing | 26 | 44 | 70 | 21 | 25 | 46 | 116 |
| 6 | MBA Total Quality Mgt. | 34 | 60 | 94 | 28 | 47 | 75 | 169 |
| 7 | MBA Internal Auditing | 6 | 7 | 13 | 2 | 8 | 10 | 23 |
| 8 | MSc Leadership | 5 | 3 | 8 | 3 | 9 | 12 | 20 |
| 9 | MPhil Leadership | 3 | 6 | 9 | 9 | 7 | 16 | 25 |
| Total | | 225 | 506 | 731 | 174 | 399 | 573 | 1304 |

Source: Icampus December,2017

12.0 Crash Programme

During the period under review, an important initiative was piloted by the management of the School. Each programme had at least two courses mounted as crash programme during the long vacation, for a maximum period of three weeks. This was undertaken prior to the commencement of the first semester of the 2017/2018 academic year.

The following courses were successfully mounted and taught.

- Financial Management for Leaders
- Business leadership and Ethics
- Managing people and Work Environment in Quality

The feedback obtained from this initiative clearly pointed to the fact that the crash programme eased pressure on both faculty and students during the regular school session. That notwithstanding, a more thorough evaluation mechanism is recommended in order to ascertain the full impact of the crash programme and to explore the needed useful lessons that could be leveraged to make the programme more effective in the near future.

Similarly, some visiting professors arrived in the country at various times for crash programmes. At the end of their sessions, they marked, graded and submitted performance reports to the School of Graduate Studies and on the basis of that their respective payments were affected. Details of the crash courses are as follows;

Table 6: Courses taken under the crash programme

| Course Title | Lecturer(s) |
|---|----------------------------|
| Brands Management | Prof. Nathan Kobina Austin |
| Using quality to improve business performance | Mr. Jonathan Awoo - Adongo |
| Project and Contract Management | |
| Quality management systems models | Mr. Lionel Abbey |

Source: Icampus December, 2017

13.0 End of Semester Examinations

13.1. Second Semester Examination for 2016/2017 Academic Year

The second semester examinations for the 2016/2017 academic year commenced on Friday, May 26, 2017 and ended on Sunday, June 11, 2017. In all, one thousand and forty-five (1045) students registered for the second semester and therefore eligible to sit for the examination. The papers were written on weekends (Friday - Sunday). Some students could not register as at the start of the examination. As a result, management suggested that they be made to sign an undertaken before they write the examination. In all, the examinations were held successfully without any reported cases of examination malpractices.

Also, following recommendations by the Centre for International Education and Collaboration (CIEC) on the need to provide support to francophone students of the School during examinations, a designated classroom was earmarked as the centre for francophone students' examinations. As part of the requirements, dictionaries were provided where possible. Furthermore, course lecturers were invited to explain or clarify some questions to the students where necessary.

14.1 Supplementary re-sit examinations for the second semester 2016/2017 Academic Year

As part of measures to ensure that appreciable number of graduate students graduate within the year under review, the School sought permission from management to organize supplementary re-sit examination for graduate students who had failed in various courses. The supplementary re-sit examinations came off from Tuesday, June 20, 2017 to Friday, June 23, 2017 at the School. In all, Sixty-two (62) students registered to re-sit twenty-two (22) courses during the supplementary re-sit examination.

13.2. Examination Malpractices

During the period under review, two reported incidents of examination malpractices were recorded during the first and second semester examinations. The list of the affected students is shown in Table 7.

Table 7: Students engaged in examinations malpractices

| Semester/ Acad. Yr. | Index No. | Name of Student | Offence | Status/Decision Taken |
|------------------------|-----------|-------------------------|-------------------------------|-----------------------|
| Second 2016/2017 | 10080095 | Halimatu Abdulai Abu | Possession of Mobile Phone | Warning |

| | | | | |
|----------------------------|-----------------|---------------------------------|---|---|
| First 2017/2018 | 10080091 | Prince Ziblim Andani | Copying from a prepared material during the Corporate Finance paper. | Yet to meet the disciplinary committee |
|----------------------------|-----------------|---------------------------------|---|---|

Source: Examination Unit, 2017

13.3. First Semester Examination-2017/2018 Academic Year

The end of the first semester examination for the 2017/2018 academic year started on December 1, 2017 and ended on December 17, 2017. A total of one thousand three hundred and four (1304) students registered for the first semester. This comprised seven hundred and thirty-one (731) first year students and five hundred and seventy-three (573) second year students.

13.4. Conference Marking

The second semester 2016/2017 academic year's conference marking was largely successful while that of the first semester of the 2017/2018 academic year is currently on-going. Lecturers have adequately been reminded of the rules and regulations governing the exercise. This time around, management has approved for refreshment for lecturers taking part in conference marking, on daily basis, throughout the period of the marking. The refreshment given lectures this time around has minimized the complaint expressed last year with regard to leaving the comfort of their homes to mark on campus without food.

14.0 GRADUATION

In all, a total number of five hundred and twenty-two (522) students were presented to the Examiners Board for consideration. Out of that number, four hundred and seventy-nine (479) representing (91.8%) were cleared by the Board to graduate whilst forty-three students representing (8.2%) were not cleared to graduate. Details of the decisions of the Board are shown in Table 8.

Table 8: Summary of the decisions taken by the Board of Examiners

| Programme | No. Presented | No. Graduated | Number not Graduated | Percentage Graduated |
|------------------|----------------------|----------------------|-----------------------------|-----------------------------|
| MBA Acct. & Fin | 257 | 244 | 13 | 94.9% |
| MBA Auditing | 17 | 17 | 0 | 100% |
| MBA Corp. Gov. | 33 | 33 | 0 | 100% |
| MBA TQM | 74 | 67 | 7 | 90.5% |
| MBA Marketing | 43 | 37 | 6 | 86% |
| MBA Int. Aud. | 10 | 10 | 0 | 100% |

| | | | | |
|-----------------------|------------|------------|-----------|--------------|
| MBA Int. Aud. | 10 | 10 | 0 | 100% |
| MBA Pet. Acct. & Fin. | 18 | 18 | 0 | 100% |
| MPhil Leadership | 60 | 45 | 15 | 75.9% |
| MSc Leadership | 7 | 5 | 2 | 71.4% |
| MPhil Global Lead. | 3 | 3 | 0 | 100% |
| Total | 522 | 479 | 43 | 91.7% |

14.1. Academic Prizes to deserving Postgraduate Students for the 2016/2017 academic year

The School of Graduate Studies awarded prizes to deserving students with the highest CGPA in the irrespective programmes during the 2017 graduation ceremony. Details of the awardees are as follows:

Table 8.1: Best Graduating Students for the 2016/2017 Academic Year

| PROGRAMME | ID NUMBER | NAME | CGPA |
|--|-----------|--|------|
| Best Graduating Post-Graduate Students in MBA Accounting & Finance | 10061067 | *Okae Eugene | 3.90 |
| Best Graduating Post-Graduate Students in MBA Auditing | 10061170 | Edziah Emmanuel Sedofia | 3.55 |
| Best Graduating Post-Graduate Students in MBA Internal Auditing | 10060954 | Asare Stephen Nyarko | 3.63 |
| Best Graduating Post-Graduate Students in MBA Petroleum Accounting & Finance | 10061315 | Mohammed Razak | 3.75 |
| Best Graduating Post-Graduate Students in MBA Corporate Governance | 10060806 | Suleman John | 3.86 |
| Best Graduating Post-Graduate Students in MBA Total Quality Management | 10060734 | Okyere Enock | 3.86 |
| Best Graduating Post-Graduate Students in MBA Marketing | 10060825 | Boason Charles | 3.71 |
| Best Graduating Post-Graduate Students in MSc Leadership | 10011841 | De-Souza Lawrence Worlassi Gregorio | 3.38 |

| | | | |
|--|----------|--------------------------|------|
| Best Graduating Post-Graduate Students in Master of Philosophy | 10060508 | Akinleye Dayo Babatunde | 3.90 |
| Overall Best Graduating Post-Graduate Student | 10060508 | *Akinleye Dayo Babatunde | 3.90 |

Source: *icampus, 2017*

**Two students had the same CGPA therefore the raw scores of individuals were used as a determinant to recommend the overall best student*

PART THREE: OTHER ACTIVITIES

15.0 Professional Programme for MBA Students.

During the year under review, Management approved a proposal by the School to run a special program that affords graduates and current students the opportunity to access tuition for professional programmes at subsidized fees. Following this, the School rolled out the maiden programme aimed at preparing students to write qualifying examinations for the Institute of Chartered Accountants, Ghana (ICAG), Chartered Institute of Taxation, Ghana (CITG), Chartered Institute of Marketing (CIM, UK) and Institute of Chartered Secretaries and Administrators (ICSA, UK).

The module provided tuition for five papers spanning four months (July 2017 to October 2017). It officially commenced on the 4th of July 2017 with classes commencing on the 7th of July, 2017, and ended on the 29th of October, 2017. The programme is organised into two sessions; Evening and Weekend. Students were duly processed as candidates for the November 2017 examinations of the institute.

15.1 Student Enrollment

In all a total number of one hundred and eleven (111) students registered for the programme for both sessions. The organizers of the professional programme facilitated the registration of students for the professional examination with respect to processing of candidates' registration, exemptions and examination. The entire programme was successfully ran as scheduled and various targets (student enrollment, revenue and cost) were achieved. The break-down of registered students is as follows:

Table 9: Registered Professional Courses by Sessions

| COURSES | CODE | EVENING | WEEKEND | TOTAL |
|--------------------------------------|-------------|----------------|----------------|--------------|
| Public Sector Accounting and Finance | PSA | 23 | 44 | 67 |
| Advance Audit and Assurance | AUD | 32 | 61 | 93 |
| Advance Financial Management | AFM | 34 | 62 | 96 |
| Taxation & Fiscal Policy | TAX | 29 | 60 | 89 |
| Corporate Reporting | CR | 29 | 60 | 89 |

Registered Students for ICAG Exams

Details of students who registered for the November, 2017 ICAG exams are given below:

| COURSES | CODE | TOTAL |
|--------------------------------------|-------------|--------------|
| Public Sector Accounting and Finance | PSA | 68 |
| Advance Audit and Assurance | AUD | 75 |
| Advance Financial Management | AFM | 76 |
| Taxation & Fiscal Policy | TAX | 72 |
| Corporate Reporting | CR | 71 |

Analysis of Results

UMMARY ICAG RESULTS

| | LEVEL 3 | | | | LEVEL 2 |
|------------------|----------------|------------|------------|------------|----------------|
| | CR | AA | AFM | TFP | PSA |
| PASS (P) | 12 | 42 | 11 | 23 | 37 |
| FAIL (F) | 57 | 32 | 56 | 48 | 28 |
| ABSENT (A) | 2 | 1 | 9 | 1 | 3 |
| TOTAL | 71 | 75 | 76 | 72 | 68 |
| PASS (%) | 17 | 56 | 14 | 32 | 54.4 |
| FAIL (%) | 80 | 43 | 74 | 67 | 41.2 |
| ABSENT (%) | 2.8 | 1.3 | 12 | 1.4 | 4.41 |
| TOTAL (%) | 100 | 100 | 100 | 100 | 100 |

**Out of this number, six (6) students completed the Final level to become qualified/chartered Accountants.*

16.0 Strategic Leadership Examination: Colloquium

First year MPhil/MSc Leadership and MBA Total Quality Management students of the School organized the 2016/2017 edition of the Colloquium on Strategic Leadership on 20th June, 2017.

17.0 Practitioners Forum 2017

This year's programme was opened under the chairmanship of Prof. Abednego Okoe Feehi Amartey, Vice-Chancellor of the University. The Vice-Chancellor praised the organizers of the forum and expressed the confidence that the topics addressed will bring to the fore some valuable lessons that the students may not be able to draw from the classroom. He was full of excitement and charged the students to take full advantage of the opportunity presented them. Similarly, all the dignitaries present took turns to address the participants encouraging them to make the most out of the forum and go out there into the world of work as worthy ambassadors of the University.

17.2. Structure of the Practitioners Forum

In all, four sessions were held. The Forum was held based on the various academic programmes as follows:

- *MBA Corporate Governance, MPhil/MSc Leadership, and MBA Total Quality Management and Accounting and Finance Students;*
- *MBA Accounting and Finance, MBA Petroleum and Finance, MBA Auditing and MBA Internal Auditing.*

The facilitators for the four sessions and the topics they spoke on are as follows;

| | |
|------------------------|-------------------------------|
| Prof. Mrs. Goski Alabi | - Business Etiquettes |
| Mr. Kofi Bentil | - Strategic Positioning |
| Mrs. Pearl Esua-Mensah | - Financial Management Ethics |

17.3. Climax

The whole event was climaxed with a Corporate Dinner held at Coconut Grove Regency Hotel on Saturday, 17th June 2017.

18.0 Leaderless Outdoor Programme

A group of 108 students participated in the 4th Edition of "Leaderless Outdoor Program" for first year MPhil/MSc Leadership and MBA Total Quality Management

Students from 9th -15th April, 2017. With the approval of the Vice-Chancellor, accommodation reservation was made at ASEDA RESORT in Akuse- and other necessary administrative arrangements were dully fulfilled to make the programme a success. A team of lecturers who facilitated the programme comprised; Prof. Ayaz Shafi, Prof. Goski Alabi and Mr. Abdulai Munkaila. The workshop was in partial fulfilment of the requirements for completion of the Strategic Leadership Course at the School of Graduate Studies.

19.0 Allocation of Supervisors to Students.

The School in conjunction with the Research Directorate has assigned project work and thesis supervisors to one hundred and fifty-seven (157) MBA student groups and sixteen (16) MPhil students respectively. The allocation of the supervisors was done earlier than expected to give the students ample time with their supervisors during the long vacation.

20.0 Examination Scripts Audit

In the period under review, the Coordinators submitted all the first semester 2016/2017 academic year marked scripts to the record unit. In order to ensure consistency of the results on the examination answer script and that of the icampus, a script audit was conducted by the Records and Documentation Unit to reconcile the marks. The exercise was successfully conducted and all the anomalies detected were rectified by the appropriate bodies.

21.0 Issuance of Certificates to 2016 Graduating Class

During the period under review, a total of three hundred and fifty-four (354) graduates of the 2016 graduation batch have since collected their certificates. The break-down of the numbers by programme is as follows:

Table 10: Certificates Issued to 2016 graduating students

| SN | Programme | Certificate Issued |
|----|--------------------------------------|--------------------|
| 1 | MBA Accounting and Finance | 186 |
| 2 | MBA Auditing | 13 |
| 3 | MBA Corporate Governance | 30 |
| 4 | MBA Internal Auditing | 8 |
| 5 | MBA Marketing | 17 |
| 6 | MBA Petroleum Accounting and Finance | 14 |
| 7 | MBA Total Quality Management | 49 |
| 8 | MPhil Leadership | 31 |

| | | |
|----|-------------------------|------------|
| 9 | MScLeadershiip | 4 |
| 10 | MPhil Global Leadership | 2 |
| | Total | 354 |

22.0 Seminar for Graduate Students

The Research and Consultancy Centre also organized a seminar for the MPhil/MSc students during the period under review. The purpose was to equip the students with skills and tools to enable them complete their dissertations. Some of the areas covered included: how to develop dissertation topics; transformation of dissertations into a manuscript for publication in a top Journal. The seminar was facilitated by Dr. Iddrisu Awudu and Dr. James Malm, both of the Quinnipiac University in the USA. The programme was very successful to the extent that the students suggested to the organizers to make it an annual affair. Also, students' participation was highly commendable.

23.0 Ghana Accountants in England's Annual Training Programme

The School of Graduate Studies and the Centre for International Education and Collaboration (CIEC in partnership with the Association of Ghanaian Accountants (UK) organized two training workshops in Excel for staff and final year accounting students. The first workshop took place from 12th February to 14th February 2017 and the second started from 20th November to 23rd November, 2017. The facilitator was Mr Samuel Tsipotey of the association from UK.

24.0 Chartered Quality Institute

In collaboration with CIEC, the School is also facilitating UPSA'S institutional accreditation with the Chartered Quality Institute. This will enable UPSA TQM students to charter upon graduation at the masters level. The Chartered Quality Institute (CQI) is a global professional body advancing the practice of quality management in all sectors.

25.0 Petroleum Workshop/Seminar.

The School in collaboration with the Business Development Unit organized a two-week workshop in July 2017. The rationale behind this workshop is to develop capacity for full time lecturers of the university to be able to teach courses in the MBA Petroleum Accounting and Finance programme.

26.0 Public Forum on Petroleum Discovery in Ghana.

A public forum was held on Friday 3rd November, 2017 under the theme; 'A Decade of Petroleum Discovery in Ghana and the Way Forward'

The speakers for the forum included;

1. Mr. Kofi Buah, Deputy Director for Petroleum, Ministry of Energy.
2. Dr. Kwame Jantuah of Public Interest Accountability Committee (PIAC)
3. Mr. Duncan Amoah of Chamber of Petroleum Consumers (COPEC)
4. Mr. Alhassan of National Petroleum Authority (NPA)

27.0 Petroleum Conference

The Ministry of Energy organized a local content Petroleum Conference at Takoradi from 8th November, 2017 to 11th November, 2017. It was attended by the first and second year students of the MBA Petroleum Accounting and Finance programme.

28.0 Arrangement for Collaborations.

A number of collaborative efforts are underway to enrich the quality of MBA Petroleum Accounting and Finance, MBA Auditing and MBA Internal Auditing programmes. Consequently proposals are being developed and talks are underway with some institutions for such collaborations pertaining to the respective MBA Petroleum Accounting and Finance:

28.1 General Electric:

A meeting was held with the General Manager of General Electric on Monday 16th November, 2017 concerning what the organization could offer to the students offering the programme. The Manager mentioned some interventions such as the provision of equipment, donations, scholarship facilities, internship programmes, faculty development and training.

28.2. Chartered Institute of Economics:

A discussion is underway with the Institute for exemption considerations for graduates of the MBA Petroleum programme.

28.3. Internship Programmes with KPMG.

A discussion is ongoing with KPMG for an internship programme for students of the MBA Auditing and MBA Internal Auditing programmes. The necessary documentation is being prepared to formalize the arrangement.

29.0 Leave

The Coordinator for MBA Accounting and Finance, Mrs Gladys Nabieu started her maternity leave in April, 2017. As a result, Mr. Peter Ackah has assumed temporary responsibilities as Coordinator for the programme.

30.0 Bereavement

During the period under review, two adjunct lecturers, Dr. Joseph Asamoah and Mr. Thomas Attuam were seriously taken ill. Unfortunately, Dr. Joseph Asamoah passed on to eternity at Korle Bu Teaching Hospital. Mr. Rudolf Bakara Neinu, a level 600 Master of Business Administration in Internal Auditing also passed on.

31.0 Executives of Graduate Student Association of Ghana (GRASAG)

The University of Professional Studies' chapter of Graduate Students Association of Ghana (GRASAG) elected new executives for the 2017/2018 academic year. The handing-over ceremony has since taken place and the new executives have commenced work. The name and position of the new executives are as follows:

Table II: GRASAG Executives for 2017/2018 Academic year

| SN | Name | Position |
|-----------|----------------------------|---------------------|
| 1 | Dorcas Oye Haywood-Dadzie | President |
| 2 | Abdulai Alhassan Sadiq | Vice- President |
| | Victus Nani Adenyoh | General Secretary |
| 3 | Emmanuel Nketia Adjei | Financial Secretary |
| 4 | Samuel Sam | Organizer |
| 5 | Patience Diseree Monfankye | Women Commissioner |

32.0 Challenges

- Inadequate public address (PA) systems and office furniture to facilitate effective teaching and learning delivery.
- The School requires electronic gadgets such as USB microphones, HP camcorder to improve the efficiency and effectiveness of the WEBEX
- Inadequate desktop computers and lack of a multi-functional printers for staff and to cope with the huge volume of documents printed respectively.
- Most of the air-conditioners in the offices and lecture halls are not functioning

- properly and therefore needs urgent repairs or replacement.
- Most of the louver blades in the lecture halls are broken and needs to be replaced before the commencement the second semester.

33.0 Recommendations

We appeal to Management to urgently consider addressing some of the aforementioned challenges before the commencement of the second semester of the 2017/2018 academic year.

34.0 Projections for the year 2017

- i. The School of Graduate Studies will focus on the following in the ensuing year.
- ii. Take measures to address all forms of student indiscipline
- iii. Help track the performance of our alumni in the job market
- iv. Improve the sanitation of the School to the level of a first class higher educational institution
- v. Increase students' intake by introducing more demand-driven programmes



WEEKEND SCHOOL

**Dr. Gerald Dapaah
Gyamfi**
Dean

1.0 Introduction

The Weekend School was established in 2009 to alleviate the problems and difficulties many workers face in enrolling in the existing morning and evening schools. The Weekend School has since admitted students to various undergraduate programmes and graduated its seventh (7th) batch of students in August, 2017.

1.1 Overview of Faculties/Departments with which the School Collaborates

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

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

1.2 Weekend School Team

Dean of the Weekend School:

Dr. Gerald Dapaah Gyamfi
Ph.D (Phoenix, USA), MSc HRD,
(Manchester UK), FCIS (ICSA
Fellow, UK),

Vice-Dean, Weekend School:

Dr. Ampem Darko Aniapam
Ph.D (UG), M. Phil (UG), BA
(UCC)

School Officer, Weekend School:

James A. Fosu
Mphil (UG), BA (UG)

Senior Members

The Weekend School secretariat was made up of the following full time Senior Members during the period under review:

Table 1: Staff list of Senior Members

| No. | Name | Qualification | Rank /Position |
|-----|--------------------------|----------------|------------------------------|
| 1. | Dr. Gerald Dapaah-Gyamfi | PhD, MSc, FCIS | Senior Lecturer / Dean |
| 2. | Dr. Ampem Darko Aniapam | PhD, MPhil, BA | Lecturer / Vice Dean |
| 3. | Mr. James A. Fosu | MPhil, BA | School Officer/Administrator |

Supporting Staff (Senior Staff and Junior Staff-Administrative)

During the period under review, there was no permanent support staff (senior and junior staff) at the secretariat. There were however National Service Personnel who assisted the Dean, the Vice Dean, and the School Officer at the Weekend School.

Staff Transfer

The Vice-Dean, Dr. Ampem Darko Aniapam was transferred to the Faculty of Management Studies as Vice-Dean. We thank Dr. Ampem Darko Aniapam very much for his long service to the School.

National and International Appointments

The Dean, Dr. Gerald Dapaah Gyamfi, was appointed as member of the National Accreditation Board, representing recognized professional bodies in Ghana. He was also appointed Director of Public Relations and Publicity for Africa. The appointment was made by the International Police Executive Symposium (IPES). IPES works in collaboration with United Nations on security and criminal issues.

International Conference Attended

Dr. Gerald Dapaah Gyamfi, presented a paper on International Terrorism at a conference organized by (IPES). The conference was hosted by John Moores University's Advanced Policing Centre, Liverpool, UK. .

Programmes

During the 2017/2018 academic year, the 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

In addition, the Weekend School successfully introduced the following Diploma Programmes during the 2017/2018 academic year:

1. Diploma in Accounting
2. Diploma in Marketing.

The School hopes to introduce other diploma programmes being run by the mainstream In the next academic year.

Student Enrollment – 2017/2018

Admissions 2017/2018

A total of 303 applicants were admitted for the 2017/2018 academic year as against 282 for the previous year, representing a 7% increase in admissions during the year. The breakdown according to levels and programs is shown in Table 2 below.

Table 2: New Admissions for Weekend School: 2017/2018

| | Programme | Level | Male | Female | Sub-Total | Total |
|----|--|-------|------|--------|-----------|-------|
| 1. | Bachelor of Business Administration | 100 | 18 | 21 | 39 | 102 |
| | | 200 | 11 | 24 | 35 | |
| | | 300 | 12 | 16 | 28 | |
| 2. | Bachelor of Science, Accounting | 100 | 25 | 09 | 34 | 118 |
| | | 200 | 15 | 25 | 40 | |
| | | 300 | 23 | 21 | 44 | |
| 3. | Bachelor of Science, Banking & Finance | 100 | 06 | 05 | 11 | 22 |
| | | 200 | 04 | 04 | 08 | |
| | | 300 | 02 | 01 | 03 | |

| | | | | | | |
|----|--------------------------------|-----|------------|------------|------------|------------|
| 4. | Bachelor of Science, Marketing | 100 | 08 | 06 | 14 | 33 |
| | | 200 | 04 | 03 | 07 | |
| | | 300 | 09 | 03 | 12 | |
| 5. | Diploma in Accounting | 100 | 11 | 09 | 20 | 20 |
| 6. | Diploma in Marketing | 100 | 02 | 06 | 08 | 08 |
| | Total | | 150 | 153 | 303 | 303 |

Table 3: Comparison of 2017/2018 with 2016/17 Admissions

| Academic Year | 2017/2018 | 2016/2017 | % Increase |
|-------------------------|-----------|-----------|------------|
| Total Admissions | 303 | 282 | 7% |

Figure 1: Comparison of 2017/2018 with 2016/2017 Admissions

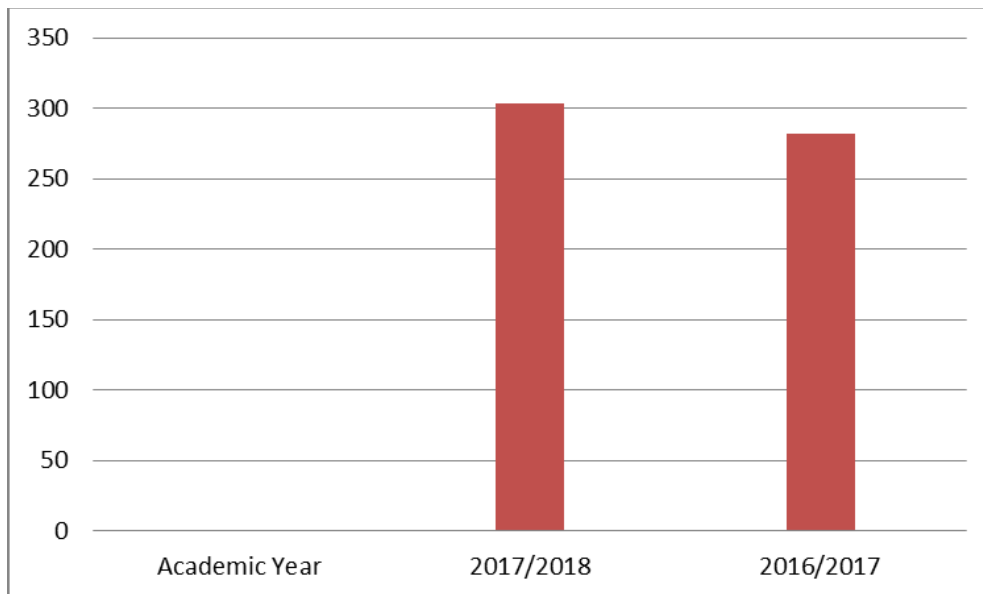


Table 4: Enrolment of Fresh Weekend Students – 2017/2018

| Registered Students | Levels | | | Total |
|-----------------------|-----------|-----------|-----------|------------|
| | 100 | 200 | 300 | |
| BB Administration | 25 | 31 | 30 | 86 |
| BSc Accounting | 25 | 30 | 42 | 97 |
| BSc Banking & Finance | 7 | 4 | 2 | 13 |
| BSc Marketing | 11 | 4 | 8 | 23 |
| Diploma Accounting | 6 | 0 | 0 | 6 |
| Diploma Marketing | 6 | 0 | 0 | 6 |
| Total | 80 | 69 | 82 | 231 |

Out of the 303 qualified students who applied for admission, 231 were admitted but 72 of the admitted students did not enroll.

Total Weekend School Enrollment for 2017/2018 Academic Year

Total student enrolment for 2017/2018 academic year was **850** made up of 437 males and 413 females. The breakdown is shown in Table 5 below.

Table 5: Total Enrollment for 2017/2018 Academic Year

| Programme | Level 100 | | | Level 200 | | | Level 300 | | | Level 400 | | | Sub-Total | | Grand Total |
|---------------------------------------|-----------|----|-------|-----------|----|-------|-----------|-----|-------|-----------|-----|-------|-----------|-----|-------------|
| | M | F | Total | M | F | Total | M | F | Total | M | F | Total | M | F | |
| Bachelor of Business Administration | 12 | 15 | 27 | 30 | 38 | 68 | 43 | 56 | 99 | 80 | 68 | 148 | 165 | 177 | 342 |
| Bachelor of Science Accounting | 18 | 07 | 25 | 21 | 24 | 45 | 60 | 45 | 105 | 73 | 68 | 141 | 172 | 144 | 316 |
| Bachelor of Science Banking & Finance | 03 | 05 | 08 | 07 | 03 | 10 | 06 | 07 | 13 | 17 | 21 | 38 | 33 | 36 | 69 |
| Bachelor of Science Marketing | 07 | 04 | 11 | 05 | 05 | 10 | 20 | 15 | 35 | 32 | 23 | 55 | 64 | 47 | 111 |
| Diploma in Accounting | 03 | 04 | 07 | | | | | | | | | | 03 | 04 | 07 |
| Diploma in Marketing | 00 | 05 | 05 | | | | | | | | | | 00 | 05 | 05 |
| Total | 40 | 43 | 83 | 63 | 70 | 133 | 129 | 123 | 252 | 202 | 180 | 382 | 437 | 413 | 850 |

Activities

- **Matriculation for 2017 Fresh Intake**

The freshmen of the Weekend School for the 2017/2018 academic year were matriculated alongside the mainstream students on Friday, 20th October, 2017.

- **Registration of Fresh and Continuing Students**

Registration for all categories of students (including weekend students) took place from Monday, 14th August to Saturday, 26th August, 2017.

- **Commencement & End of Lectures**

First Semester lectures

First Semester lectures commenced for weekend students on Friday, 1st September, 2017 and ended on Sunday, 19th November, 2017.

- **End of Semester Examinations**

End of first semester (2017/18) examinations started from Friday, 1st December, 2017 to Sunday, 17th December, 2017.

- **Graduation Ceremony**

The School successfully graduated its seventh batch of students on Saturday, 12th, August, 2017. A total of 355 weekend students successfully graduated with various classes of degrees. The classification of grades is shown in Table 6.

- **Class Attendance**

During the period, attendance of both students and lecturers was monitored to ensure that teaching and learning went on smoothly.

- **Professional Master Class**

The semester also saw the successful implementation of the Professional Master Class organized for final year students. Weekend students took part in the Master Class and certificates were awarded to the students.

- **Increase in Students Enrolment**

The School submitted a report to the Vice-Chancellor on strategies to be adopted to increase the weekend students enrolment.

Personal Calling of 2017/2018 Fresh Students

The School Officer went for the list of admitted students and personally called all the admitted students and encouraged them to enroll. The outcome was positive as many of the students did enroll.

Challenges

The following were some of the challenges encountered by the School:

- **Staffing**

Weekend School was understaffed. The School needed at least one administrative assistant to help the Dean and the School Officer at the Weekend School.

- ***Medical Examination for Weekend Students***

It was noted that medical examination was not conducted on weekends for weekend students. This greatly disadvantaged our students who chose the School due to work exigencies.

- ***Discouragement of Potential Weekend Students***

It came to the notice of t some officials of the University discouraged some potential applicants by telling them certain courses were not available on weekends. The weekend school intends to run all courses the mainstream is currently running if the numbers are good. However, we would never get the numbers if the students are being discouraged from registering courses at the School.

- ***Challenges Confronting the Weekend School Secretariat***

The physical environment at the Weekend School secretariat was deplorable and did not enhance the image of the school. The School lacked the fixtures and fittings of a modern office.

Recommendations

In view of the above challenges encountered during the year, we recommend the following:

- Recruitment of at least one senior administrative staff to assist with the management of the Weekend School.
- Conducting of medical examinations for fresh students on weekends since they opted for the weekend school.
- Students who opted for weekend programs regardless of whether the program is currently running or not should be allowed to register instead of persuading them to join evening or regular.
- We propose the re-location of the weekend school secretariat from its obscure corner near the stores to the ground floor of the Rev. Fr. J.J. Martey Building.

Focus for the succeeding year

The management team of the School will continue to render effective and timely services to our students in order to make the Weekend School attractive. We intend to do this by listening to our students, and showing empathy to encourage and motivate them in their academic endeavors. In addition, the school will continue its enrolment drive by personally calling each qualified applicant and encouraging them to enroll. This would go a long way to make the UPSA Weekend School one of the best in Ghana.



EVENING SCHOOL

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

Dean

I.0 INTRODUCTION

The Evening School, created in 2009/2010 academic year, is in its 7th year. Since its inception, many students have graduated who are making their mark in the corporate world. The School's target market has been the workers who desired to acquire tertiary education alongside their work schedules. Currently, there is a shift in the School's target market. In recent times, attention has been given to SHS graduates as its original market has been dwindling with the proliferation of many more universities now closer to their places of work, as well as the introduction of the weekend programmes. During the year under review, the Management of the Evening School also undertook an exit survey of its final year students with the main objective of assessing its performance from the perspective of her final year students. The survey, therefore, sought to examine the views (and perception) of students on their programme of study and also their perception of the University as they exited. The result which is presented in a full report had some interesting and significant findings. For example, the study revealed that majority of the School's population were students with SSSCE/WASSCE background. This confirms the dwindling market of the adult workers. The study also discovered that the media and social media played indirect role in influencing decisions to opt for UPSA as the destination for tertiary education. Family members and friends greatly influenced the choice of university programme. In the ensuing year, the School will work with the Management of UPSA and all stakeholders, to address the findings of the study, and to ensure a remarkable improvement.

2.0 STAFF POSITION

2.1 Senior Members/Support Staff

The School is managed by a core staff of five, three senior members and two national service persons. Table I illustrates the staff position.

Table I: Staff Position

| NO | NAME | QUALIFICATIONS | RANK | STATUS |
|----|----------------------------|---|--------------------|-------------------------|
| 1 | Dr. Mrs. Helen K. Arkorful | DBA (Switzerland), ACIS (UK), EMBA (Legon), CPA (GIMPA) | Dean | Senior Lecturer |
| 2 | Dr. Mrs. Mary Naana Essiaw | PhD Wales, UK, MBA, (Legon); B.Ed (Psychology) (Cape Coast) | Vice-Dean | Senior Lecturer |
| 3 | Mrs. Charity Boateng | MA (English), BA (English and Drama), Diploma in Theatre Arts (Legon) | Coordinator | Lecturer |
| 4 | Mavis Tetteh | BBA (UPSA) | Admin. Assistant | National Service Person |
| 5 | Francis Amos-Derby | BSc Banking and Finance (UPSA) | Research Assistant | National Service Person |

3.0 PROGRAMMES

The Evening School covers all the mainstream undergraduate and diploma programmes. These are:

- i. Bachelor of Science in Marketing
- ii. Bachelor of Science in Accounting
- iii. Bachelor of Science in Banking and Finance
- iv. Bachelor of Science in Information Technology Management
- v. Bachelor of Business Administration
- vi. Diploma in Management
- vii. Diploma in Accounting
- viii. Diploma in Marketing

- ix. Diploma in Public Relations Management
- x. Diploma in Information Technology Management

4.0 POPULATION

The total population of the School stands at One Thousand, Nine Hundred and Ninety-One (1991) students. This is made up of 1799 undergraduates, and 192 diploma students. Tables 2 and 3 give details of the enrollment statistics.

Table 2: Enrolment by Programme and Gender

| PROGRAMME | M | F | TOTAL |
|---|-----------|-----------|--------------|
| BACHELOR OF ART S IN PUBLIC RELATIONS MANAGEMENT | | | |
| Level 100 | 1 | 2 | 3 |
| Level 200 | 2 | 1 | 3 |
| Level 300 | 7 | 14 | 21 |
| Level 400 | 2 | 6 | 8 |
| TOTAL | 12 | 23 | 35 |

| BACHELOR OF BUSINESS ADMINISTRATION | M | F | TOTAL |
|--|------------|------------|--------------|
| Level 100 | 0 | 2 | 2 |
| Level 200 | 31 | 18 | 49 |
| Level 300 | 109 | 104 | 213 |
| Level 400 | 261 | 195 | 456 |
| TOTAL | 401 | 319 | 720 |

| BACHELOR OF SCIENCE IN ACCOUNTING | M | F | TOTAL |
|--|------------|------------|--------------|
| Level 100 | 6 | 2 | 8 |
| Level 200 | 23 | 7 | 30 |
| Level 300 | 74 | 52 | 126 |
| Level 400 | 175 | 101 | 276 |
| TOTAL | 278 | 162 | 440 |

| BACHELOR OF SCIENCE IN BANKING AND FINANCE | M | F | TOTAL |
|---|------------|-----------|--------------|
| Level 100 | 2 | 0 | 2 |
| Level 200 | 10 | 6 | 16 |
| Level 300 | 32 | 21 | 53 |
| Level 400 | 130 | 58 | 188 |
| TOTAL | 174 | 85 | 259 |

| BACHELOR OF SCIENCE IN MARKETING | M | F | TOTAL |
|---|------------|-----------|--------------|
| Level 100 | 1 | 0 | 1 |
| Level 200 | 7 | 9 | 16 |
| Level 300 | 45 | 43 | 88 |
| Level 400 | 48 | 46 | 94 |
| TOTAL | 101 | 98 | 199 |

| BACHELOR OF SCIENCE IN INFORMATION TECHNOLOGY MANAGEMENT | M | F | TOTAL |
|---|-------------|------------|--------------|
| Level 100 | 3 | 0 | 3 |
| Level 200 | 24 | 2 | 26 |
| Level 300 | 38 | 1 | 39 |
| Level 400 | 61 | 17 | 78 |
| TOTAL | 126 | 20 | 146 |
| GRAND TOTAL (UNDERGRAD PROG) | 1092 | 707 | 1,799 |

DIPLOMA

| DIPLOMA IN ACCOUNTING | M | F | TOTAL |
|------------------------------|-----------|-----------|--------------|
| Level 100 | 2 | 1 | 3 |
| Level 200 | 51 | 30 | 81 |
| TOTAL | 53 | 31 | 84 |

| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | M | F | TOTAL |
|---|-----------|----------|--------------|
| Level 100 | 4 | 0 | 4 |
| Level 200 | 11 | 2 | 13 |
| TOTAL | 15 | 2 | 17 |

| DIPLOMA IN MARKETING | M | F | TOTAL |
|-----------------------------|-----------|-----------|--------------|
| Level 100 | 1 | 1 | 2 |
| Level 200 | 22 | 19 | 41 |
| TOTAL | 23 | 20 | 43 |

| DIPLOMA IN MANAGEMENT | M | F | TOTAL |
|------------------------------|-----------|-----------|--------------|
| Level 100 | 1 | 1 | 2 |
| Level 200 | 16 | 26 | 42 |
| TOTAL | 17 | 27 | 44 |

| DIPLOMA IN PUBLIC RELATIONS MANAGEMENT | M | F | TOTAL |
|---|------------|-----------|--------------|
| Level 100 | 0 | 0 | 0 |
| Level 200 | 0 | 4 | 4 |
| TOTAL | 0 | 4 | 4 |
| GRAND TOTAL (DIPLOMA PROGRAMMES) | 108 | 84 | 192 |

Table 3: Summary of Enrolment Statistics by Programmes

| PROGRAMME | M | F | TOTAL |
|--|-------------|------------|--------------|
| Bachelor of Arts in Public Relations Management | 12 | 23 | 35 |
| Bachelor of Business Administration | 401 | 319 | 720 |
| Bachelor of Science in Accounting | 278 | 162 | 440 |
| Bachelor of Science in Banking And Finance | 174 | 85 | 259 |
| Bachelor of Science in Marketing | 101 | 98 | 199 |
| Bachelor of Science in Information Technology Management | 126 | 20 | 146 |
| Diploma in Accounting | 53 | 31 | 84 |
| Diploma in Information Technology Management | 15 | 2 | 17 |
| Diploma in Marketing | 23 | 20 | 43 |
| Diploma in Public Relations Management | 0 | 4 | 4 |
| Diploma in Management | 17 | 27 | 44 |
| GRAND TOTAL FOR ALL PROGRAMMES | 1200 | 791 | 1991 |

5.0 OTHER ACTIVITIES

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

5.1 Registration

The registration process for freshmen and women and continuing students took place in August, 2017.

5.2 Orientation

The orientation programme was successfully organized for both undergraduate and diploma students on the 2nd and 3rd September, 2017.

5.3 Matriculation

Matriculation for freshmen and women of the University took place in October 2017. Both undergraduate and tertiary diploma students of the School had their matriculation ceremony.

5.4 Staff-student-interactions

The School's staff-student-interaction was held on Thursday 28th September, 2017 at LBC 102. To ensure effective interaction, the meeting was limited to only the course representatives who were given prior information to solicit views from their course mates for discussion. The meeting touched on three critical areas which were; academic performance, offer of free professional tuition, and dress code. General challenges such as "ICs", grading problems, complaints about absenteeism of lecturers and audio technicians were also addressed.

5.5 The School's Secretariat Staff Meeting

The Evening School's secretariat held two staff meetings in the course of the academic year to plan and deliberate on pertinent issues. These meetings ensured that challenges such as absenteeism and late arrival of lecturers to classes were addressed promptly. Additionally, environmental cleanliness and sanitation of washrooms were also given the needed attention. High noise levels during lecture hours, that is, between 4:00 pm. and 9:20 pm. due to students' social activities were also addressed.

6.0 CHALLENGES

The School's major challenge continues to be low enrollment, especially at the diploma level. Also, the timetable for the teaching of professional programmes is not favourable to the evening students. As a result, many could not participate in the free tuition, even though they would have wished to do so.

Quite apart from this, lack of office accommodation for the Coordinator hinders her effectiveness.

7.0 RECOMMENDATIONS

The School proposes the following recommendations:

- To reconsider adjusting the timetable for the teaching of the professional programmes to enable more evening students to participate.
- That the University will put in greater effort at attracting more SHS graduates to the evening programmes. This can be achieved by introducing new programmes that will attract the youth. For example, Environmental Management programme could be a strategic starting point.

8.0 PROJECTIONS FOR 2018

8.1 The School will work together with Management and stakeholders in the ensuing year, to address the findings of the exit survey.

8.2 To undertake a trend analysis of enrolments and graduation for the seven years that the School has been operational. This is to provide relevant information for management decision making.

9.0 CONCLUSION

I wish to thank the Vice-Chancellor and Management of UPSA for their support for the Evening School. I am also grateful to my team members who have worked so hard to bring us this far.



INSTITUTE OF PROFESSIONAL STUDIES

**Mr. Stephen Teye
Akrobor**

Director

1.0 INTRODUCTION

Section, 21.0 of the statute of the University of Professional Studies, Accra (UPSA) establishes the Institute of Professional Studies with the mandate to “carry out such continuing professional education, consultancies, and other income generating activities relating or relevant to education and training”. Subsequently, sub-section 21.1(d) of the same statute required the Directorate to present its annual report on its activities to management. In response to these requirements, the Directorate is reporting on all activities which took place during the year, 2017.

2.0 REVIEW OF 2016 ACTIVITIES OF THE INSTITUTE

Last year proved to be one of the most significant years in the life of the Institute since its inception. Due to the continues decline in the enrolment of regular professional students the Directorate focused on the organization of seminars and training, and in the process organized one of the biggest seminars in collaboration with the Ghana Football Association under the theme; “Ghana's Football: Change the Future and Live with It.” This seminar generated a revenue of One Hundred Thousand Ghana cedis (GH¢100,000.00). Subsequently, other seminars and training programmes such as the “Corporate Secretaries: Best Practice in the Boardroom,” and Practical Minute Taking were also organized which generated significant revenue for the University.

2.0 IPS STAFF STRENGTH

Staff of the Institute during the year review include;

- Dr. Stephen Akrobor - Director, Institute of Professional Studies-
- Mr. Frederick Doe - Deputy Director, Professional Programmes
- Mrs. Jeniffer Ackon - Faculty Officer, Professional Programmes
- Mr. Yousiph N. Lanquaye - Junior Assistant Registrar
- Richeal Amarley Addo - Assistant Administrative Staff
- Lawrence Adjei - National Service Persons
- Lilian Franca Agbesi - National Service Persons

3.0 PROGRAMMES OFFERED AT THE INSTITUTE

Currently the Institute is mandated to run the following programmes as stated by the Students' Hand Book, 2013:

- 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 Administrator (ICSA)

4.0 COMMENCEMENT OF 2017/2018 ACADEMIC YEAR

The year under review started with the second semester of 2016 and continued with the first semester of 2017 academic year with the following activities:

- Processing of application forms and admission of students
- Registration of students
- Commencement of lectures and examinations.

4.1 Processing of Application Forms and Admission of Students

Since admissions for professional programmes is all year round, the year under review began with processing of application forms and issuing of admission letters for qualified applicants. A total number of Fifty (50) application forms were received and processed as indicated below;

Table 1: Analysis of Application Forms Received for Professional Programmes

| NO. | PROGRAMME | ACADEMIC YEAR | | TOTAL |
|-----|-----------|------------------------------------|------------------------------------|-------|
| | | 2016/2017 2 ND SEMESTER | 2017/2018 1 ST SEMESTER | |
| I | ICAG | No Application | No Application | - |

| | | | | |
|--------------|------|----------------|----|----|
| 2 | ACCA | 7 | 6 | 13 |
| 3 | CIM | 12 | 23 | 35 |
| 4 | ICSA | Not Applicable | 2 | 2 |
| TOTAL | | | | 50 |

4.2 Provision of Admission Letters and Registration of Students

Admission letters were sent to successful applicants and soon after registration began with some challenges as follows:

1. Difficulty of applicant paying their academic user fees with the bank.
2. Difficulty in obtaining students identification cards

The Institute believes that registration challenge could be reduced by reverting to the manual system, just as the access programme is doing currently. The table below provides a summary of professional students admitted for the period under review;

Table 2: Analysis of Applicants Admitted for the 2017/2018 Academic Year

| PROGRAMME | ACADEMIC YEAR | | | | TOTAL |
|--------------|--------------------------------------|----------|--------------------------------------|----------|-------|
| | (2016/2017) 2 ND SEMESTER | | (2017/2018) 1 ST SEMESTER | | |
| | PART II | PART III | PART II | PART III | |
| ICAG | N/A | N/A | N/A | N/A | |
| ACCA | 12 | N/A | 9 | N/A | 21 |
| CIM | 34 | 5 | 19 | 16 | 64 |
| ICSA | 1 | N/A | 3 | N/A | 4 |
| TOTAL | | | | | 89 |

4.2 Provision of Admission Letters and Registration of Students

Admission letters were sent to successful applicants and soon after registration began with some challenges as follows:

1. Difficulty of applicant paying their academic user fees with the bank.
2. Difficulty in obtaining students identification cards

The Institute believes that registration challenge could be reduced by reverting to the manual system, just as the access programme is doing currently. The table below provides a summary of professional students admitted for the period under review;

Table 4: Analysis of ADD-ON Students for all programmes

| PROGRAMME | REG. STUDENT THIS SEMESTER | REG. EXISTING STUDENTS | TOTAL |
|------------------|-----------------------------------|-------------------------------|--------------|
| ACCA | 18 | - | 18 |
| ICAG | 20 | 46 | 66 |
| CIB | 5 | - | 5 |
| CIM | 11 | - | 11 |
| TOTAL | 54 | 46 | 100 |

6.0 ACCESS PROGRAMME

Access student's admission for the first semester as at 27th October 2017 stands at one hundred and six (106). The details are shown in the diagram below.

Table 5: Summary of Admission of Fresh Students

| COURSE | MALE | FEMALE | TOTAL |
|---------------|-------------|---------------|--------------|
| CIM (I) | 23 | 19 | 42 |
| ACCA (I) | 10 | 17 | 27 |
| ICAG (I) | 5 | 3 | 8 |
| TOTAL | 38 | 39 | 77 |

Table 6: Summary of Status of Continuing Students

| | MALE | FEMALE | TOTAL |
|--------------|-------------|---------------|--------------|
| CIM 2 | 8 | 10 | 18 |
| ACCA 2 | 8 | 3 | 11 |
| TOTAL | 16 | 13 | 29 |

7.0 TOTAL NUMBER OF PROFESSIONAL STUDENTS

The table below depicts the number of professional students including Add-On and Access programme students.

Table 7: Analysis of Add-On and Access programme students

| PROGRAMME | LEVEL | REGULAR | ADD-ON | ACCESS | TOTAL |
|--------------|-------|-----------|-----------|------------|------------|
| ICAG | I | - | 43 | 8 | 51 |
| | II | - | 23 | - | 23 |
| ACCA | I | - | 18 | 38 | 56 |
| | II | 21 | - | - | 21 |
| CIB | I | - | - | - | 5 |
| CIM | I | - | - | 60 | 60 |
| | II | 28 | 5 | - | 33 |
| | III | 16 | - | - | 16 |
| ICSA | I | 2 | - | - | 2 |
| TOTAL | | 58 | 94 | 106 | 267 |

8.0 ACADEMIC PRIZE

During the year under review, five (5) Grandaunds who also chartered simultaneously alongside their academic programmes were acknowledged during the 9th congregation by the Vice- Chancellor. This was done to encourage more students to participate in the programme. The names of the graduands are as follows:

- Eburn Nana Yaw Adjei
- Anthony Arthur
- Isreal Yayra Bibi
- Christian Adzah
- Enya Walker

A total of ten (10) students have so far graduated with both Academic and Professional qualifications since the inception of the Add-On Programme.

9.0 INTERNALLY GENERATED FUNDS

During the year under review the Insitute contributed an amount of Twenty One Thousand Two Hundred Ghana cedis (GHS 21, 200.00) into the IGF of the University. The revenue was realized from our flagship programme; Executive CIM, and Minute Taking Seminars. The table below indicates the revenue generated by each programme, and how much was paid into the IGF;

Table 8: IPS Contribution into the IGF

| PROGRAMME | DATE | REVENUE | CONTRIBUTION TO IGF |
|-------------------------|---|----------------|----------------------------|
| EXECUTIVE CIM | June – December 2017 | 66,000 | 13,200.00 |
| PRACTICAL MINUTE TAKING | 8 th to 12 th May, 2017 | 20800 | 4,160.00 |
| PRACTICAL MINUTE TAKING | 7 th to 11 th March, 2017 | 19200 | 3,840.00 |
| TOTAL | | | 21,200.00 |

10.0 CHALLENGES

The directorate is faced with a number of challenges. These are:

1. The professional programme registration process is not automated to the main platform and this normally resulted in students finding it difficult to pay their fees and getting their ID cards

The registration procedure includes the following after the Directorate had admitted a student, particulars of the said student in a template provided by the ISTD is submitted to the ISTD for them to upload it onto the main platform.

When this done, the student goes to the Bank to pay his/her fees. Often times, when the student gets to the bank his/her name cannot be found on the Bank's system. This makes registration for students very frustrating and in the process some students default payment.

We believe that if the Directorate is allowed to use the manual system it will go a long way to minimize this challenge.

2. Conflicting lecture time-tables due to the expansion of professional programmes
3. Urgent need of Lecturers to teach law-related professional programmes

During the year under review, the Institute did not get lecturers to teach-law related subjects although a number of request ware made to the Faculty of Law.

11.0 RECOMMENDATIONS

- Ensure that enough lecture halls are reserved for the Professional Programmes
- Create awareness creation through vigorous advertising of professional programmes on frequent basis to enhance patronage
- Provide IPS the autonomy to embark on its own registration processes to ensure that the registrations for professional students are done on time. We suggest that

- the directorate should be provided with its own platform to organize its registration which can be monitored by the ISTD.

PLAN FOR 2018

- IPS to develop a comprehensive framework that will persuade and encourage more degree students to take up professional courses in their area of specialty.
- The Institute will embark on a series of outreach programmes, notably, visitation to second cycle schools and explain the professional courses to them.
- Intensify income generation activities, thereby contributing significantly into the IGF.
- IPS to have broad collaboration and consultation with stakeholders and faculties to ensure that the Add-On programme is carried out effectively

CONCLUSION

The Institute witnessed significant developments during the year under review, particularly with the addition of add-on programmes covering all professional courses. Staff of the Institute will continue to work hard to increase the overall student enrolment as well as generate more funds for the University through the introduction of cutting edge short courses and workshops.



STUDENT AFFAIRS

Mr. Mawuli Feglo
Dean of Students

1.0 INTRODUCTION

The year 2017 was one of the eventful and peaceful years in the history of the University. The year also witnessed continued stability in the leadership of the SRC.

During the year under review, our students organized activities which were entertainment, educational and development oriented. These activities were facilitated and supervised/monitored by the Office of the Dean of Students.

The report covers the major activities undertaken by students within the year.

2.0 SPONSORSHIP FROM THE UNIVERSITY

The Dean of Students who is being sponsored by the University on a Doctor of Philosophy in Economics programme 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

The Staff of the Office of the Dean of Students are presented in Table 3.1s support.

Table 3.1: Staff of the Office of the Dean of Students

| NO | NAME | DESIGNATION | QUALIFICATION |
|----|------------------------|-------------------------|----------------|
| 1. | Mr. Mawuli Feglo | Dean | MA, PGD |
| | Mrs. Philomena Dadzie | Vice-Dean | EMBA |
| 2. | Mr. Mac-Donald Adabere | Assistant Registrar | MPhil |
| 3. | Ms. Esther Ansah | National Service Person | BSc. Marketing |
| 4. | Mr. Daniel Adu-Baah | National Service Person | BBA |

4.0 ACTIVITIES OF THE STUDENTS' REPRESENTATIVE COUNCIL

4.1 Motivational Conference

The Students' Representative Council organized a conference for students on 22nd February, 2017 at the Auditorium. The conference was under the theme: "An Army of World Changers." Some of the key resource persons were: Prof. Goski Alabi (Centre for International Education and Collaboration), Dr. Osei Kusi (Osei Kusi Foundation) and Richmond Kwame Frimpong (Beige Pension Trust).

4.2 Seminar on Agribusiness

The Women's Commission of the SRC organized a seminar on agribusiness at the University Auditorium on Thursday, 4th May, 2017 from 2:00 p.m.-4:00 p.m. The resource persons were from Kairos Ladies Network.

4.3 Training for Female Students

The Women's Commission of the SRC organized a training session in Information Communication Technology for female students at the University Auditorium on 25th September, 2017. The resource persons included: Mrs. Enyonam Kumahor (Managing Partner, Global Partners), Mrs. Elizabeth Bintliff (Chief Executive Officer, Junior Achievement Africa) and Mrs. Dorothy Gordon (Former Director- General, Ghana-India Kofi Annan Centre of Excellence in ICT).

4.4 Training on Employability Skills

The Students' Representative Council in collaboration with Aspire Plus, an HR consulting firm organized a training session on employability skills for students of the University at the University's Auditorium on 26th September, 2017. The programme afforded students an opportunity to learn good interviewing skills and how to prepare/write good CVs, employment contracts and business letters.

5.0 ANNIVERSARY LECTURES

Students of the University attended the third Baraka Policy Institute Anniversary Lectures at the Ghana Academy of Arts and Sciences on 23rd February, 2017 from 2:00 p.m.-5:00 p.m. The Former Vice-Chancellor of the University, Prof. Joshua Alabi delivered a lecture on the topic: Ensuring inclusive Equitable Quality Tertiary Education in Ghana: The key issues.

6.0 WEEK CELEBRATIONS AND OTHER EVENTS

The following celebrations were observed by various student groups:

- The SRC Women's Commission Week (26th February - 5th March, 2017): Notable activities during the celebration were: a talk on relationships, seminar on governance and donation to market women at Madina Market,
- Halls Week (6th - 12th March, 2017): Activities such as donation to an orphanage at .Nungua, a seminar, games and artiste night were organized to celebrate the week.
- The Bachelor of Science in Marketing Students' Association and the Association of Business Administration Students Week (12th - 16th March, 2017): Notable activities undertaken to celebrate the week included: a business challenge, a football match, and a talk on relationship.
- Bachelor of Science in Banking and Finance and the Department of Accounting Students Associations Week (20th - 24th March, 2017): Notable activities undertaken to celebrate the week included: seminars, a football match, and a fashion show.
- Information Technology Students and Public Relations Management Students' Association Week (20th - 24th March, 2017): Notable activities to celebrate the week included: Educational fair, food bazar and sports.
- Ghana Muslim Students Association Week (9th - 15th April, 2017): A clean –up exercise at the Madina cemetery and a seminar were some of the activities organized to celebrate the week.

- **Northern Students Union Week (10th - 16th April, 2017):** Activities such as a seminar and durbar were organized to celebrate the week.
- **SRC Week (3rd - 9th April, 2017):** Notable activities organized to celebrate the week included: a seminar, a health screening exercise, an employability fair and an artist night.
- **Council of Halls President Akwaaba Week (4th - 8th October, 2017)**
Notable activities to celebrate the week included: gospel rock show, blood donation exercise, seminar, clean up exercise and games.
- **SRC Akwaaba Week Celebrations (16th - 22nd October, 2017)**
Notable activities to celebrate the week included: a symposium, health talk and screening, National Health Insurance and identification card registration, debate, gospel rock show, inter-hall games, night of comedy, poetry, music and dance and seminar.
- **Three-day NUGS celebration (9th - 11th November, 2017)**
Activities organized during the celebration included: seminar, cultural display by various student groups and fun games.

7.0 ACTIVITIES OF CLUBS AND ASSOCIATIONS

Other clubs and associations organized activities within the period under review. Table 7.1 provides a summary of the activities of these clubs and associations.

Table 7.1: Activities of Clubs and Associations

| NO | CLUB/ASSOCIATION | ACTIVITY |
|-----------|--|------------------------------|
| 1. | National Union of Baptist Students and Campus Christian Family | Worship programme |
| 2. | Campus Crusade for Christ International | Conference on fund raising |
| 3. | Intercessory Network | Praise and worship programme |
| 4. | Northern Students Union | Seminar |

| | | |
|-----|--|--|
| 5. | Royal Bobo Kingdom | Coronation Ceremony |
| 6. | Rotaract Club | Blood donation exercise, seminar and peace forum |
| 7. | Professional Christian Union | Handing over ceremony |
| 8. | Association of Business Administration Students | Handing over ceremony and interactive session |
| 9. | Public Relations Management Students Association | Handing over ceremony |
| 10. | Enactus Club | Seminar |
| 11. | Volta Region Students Association (VORSA) | Handing over ceremony |
| 12. | Banking and Finance Students Association | Inter-level quiz competition |
| 13. | Tertiary Students Confederacy of NPP (TESCON) UPSA Chapter | Handing over ceremony |
| 14. | Information Technology Students Association | Seminar |
| 15. | International Movement of Catholic Students (ICMS)- PAX ROMANA | Annual Spiritual Exercise (Restoration) |

8.0 INTER-DEPARTMENTAL DEBATE COMPETITION

The Debaters Club organized a debate competition among six (6) departments of the University and the Law Faculty on 7th and 10th March, 2017. The theme of the debate was: ***“The role of the Ghanaian Student in Promoting Sustainable Environment For Better Education”***. Four (4) teams qualified for the finals. These included: a team from the Faculty of Law, two teams from the Department of Marketing and a team from the Department of Business Administration. The team from the Faculty of Law won the competition. The winner was presented with a certificate and a trophy.

9.0 FRENCH QUIZ COMPETITION

Students of the University participated in a quiz competition at the Alliance Francaise, Accra on 16th March, 2017. Our students competed against sister institutions including the University of Ghana, Legon, Ghana Institute of Management and Public Administration, Alliance Francaise, Accra Technical University, Zenith University College and Wisconsin International University College. The University was represented by a team of four (4) students (see table 9.1 below for a list of members of the team). The team was mentored by Mr. Awute Andrews, a French lecturer of the University. The UPSA team came second in the competition. The Ghana Institute of Management and Public Administration won the competition.

Table 9.1: Team UPSA

| NO | NAME | DEPARTMENT | LEVEL |
|-----------|-------------------------|-------------------|--------------|
| 1. | Eric Paapa Adjei | Accounting | 400 |
| 2. | Womeno Claude Kakou | Accounting | 200 |
| 3. | Ansah Adwoa Gladys | Accounting | 200 |
| 4. | Stephen Tsat su Tamaklo | Accounting | 100 |

10.0 ELECTIONS BY STUDENT GROUPS

10.1 Departmental Associations elections

The various Departmental Associations organized elections to elect their leaders for the 2017/2018 academic year.

10.2 JCR Elections for the Halls

Elections were organized by the four (4) halls of the University on 29th April, 2017 to elect leaders for the 2017/2018 academic year

10.3 SRC Elections for 2017/2018 Academic Year

The SRC organized elections to elect their leaders for the 2017/2018 academic year on **Friday, 12th May, 2017**. An electronic voting system was employed for the second time in the history of SRC elections. The elections were generally accepted by all candidates. Table 10.3 presents the list of executives of the SRC for the 2017/2018 Academic year.

Table 10. 3: List of Executives of the SRC for the 2017/2018 Academic year

| NO | NAME | POSITION |
|-----------|-----------------|----------------------|
| 1. | Gadugah Justice | President |
| 2. | Oha Evans | Vice-President |
| 3. | Iddi Sherifatu | Secretary |
| 4. | Antwi Solomon | Financial Controller |

| | | |
|-----|-----------------------|----------------------------|
| 5. | Kondi Darius | Treasurer |
| 6. | Adongo Daniel Akuriba | External Affairs President |
| 7. | Kwawukumey Winston | Public Relations Officer |
| 8. | Tokoh Stanley | Auditor |
| 9. | Deku Fafali Mavis | Women's Commissioner |
| 10. | Danso Felix Sunday | Electoral Commissioner |

10.4 GRASSAG Elections

GRASAG organized elections on 28th and 29th April, 2017 to elect their leaders for the 2017/2018 Academic year. Table 10.4 presents the list of executives of GRASAG for the 2017/2018 Academic year.

Table 10. 4: List of Executives of GRASAG for the 2016/2017 Academic year

| NO | NAME | POSITION |
|----|------------------------------|----------------------|
| 1. | Dorcas Oye Haywood Dadzie | President |
| 2. | Nani Victus Adenyoh | General Secretary |
| 3. | Emmanuel Adjei Nketia | Financial Secretary |
| 4. | Samuel Sam | Organizing Secretary |
| 5. | Monfankye Patience Desiree | Women's Commissioner |

11.0 SRC AND GRASAG HANDING OVER CEREMONIES

SRC and GRASAG organized separate handing over ceremonies to bring into office their respective leaders for the 2017/2018 academic year. These ceremonies were attended by the Pro-Vice-Chancellor, Registrar, Dean of Students, Dean of Graduate Studies and other senior members.

12.0 SPORTS

12.1 Mini GUSA Games

UPSA participated in the 7th Mini GUSA games at the University of Cape Coast from 3rd -13th January, 2017. The team competed in the following disciplines: basketball, table tennis, badminton, soccer, tennis and athletics. Other public universities who participated in the games included: University of Cape Coast, University of Ghana, University of Mines and Technology, University of Development Studies, University of Environment and Natural Resources, Kwame Nkrumah University of Science and Technology, University of Education, Winneba.

12.2 Pentagonal Games

A team of sportsmen and women from UPSA participated in the Pentagonal games hosted by the University on 25th March, 2017. Other competing institutions included Accra College of Education, Wisconsin International University College, Ghana Telecom University College, Ghana Institute of Managements and Public Administration. Team UPSA placed second in the games.

12.3 Universities, Polytechnics and Colleges Championship (UPAC) games

The University placed second in the UPAC basketball competition organized at the University of Ghana on 31st March, 2017. University of Ghana, Ho Technical University and Bluecrest College were other institutions which participated in the games.

12.4 Local Cross Country Race

The sports unit organized a cross country race among the halls of the University on 21st October, 2017. The race was won by Yaa Asantewaa Hall. The aim of the race was to enable the sports unit select athletes for the GUSA cross country competition.

12.5 GUSA Cross Country

The University participated in the GUSA cross country race at the University of Mines and Technology, Tarkwa from 2nd - 5th November 2017. The UPSA male and female contingent placed eighth out of nine universities and sixth out of six universities respectively.

12.6 Inter-Hostel League

The inter-hostel league was organized from 18th September - 11th November 2017. Eight (8) hostels including UPSA hostel competed in the following sporting disciplines: soccer, basketball, netball, handball and volleyball. UPSA hostel placed fifth.

12.7 Inter-Hall Athletics Competition

The sports unit organized an inter-hall track and field athletics competition for the four (4) halls of the University from 16th -17th November, 2017. Opoku Ampomah Hall emerged winners.

13.0 ZONAL COMPETITION (NCCE)

The Civic Education Club, UPSA, participated in a quiz competition organized by the National Commission for Civic Education on 12th October, 2017 at the Francis Kofi Drah Conference Centre, University of Ghana. The delegation from the University comprised the Assistant Registrar of the Office of the Dean of Students and fifteen (15) students (ten contestants and five supporters). The zonal competition saw the University of Professional Studies, Accra compete against Ghana Institute of Management and Public Administration (GIMPA) and Ashesi University. At the end of the competition, GIMPA came first, UPSA, second and Ashesi third.

14.0 AGILE CONFERENCE

Agile in Africa organized a conference for students of the University at the Lecture Block Complex (LBC) on 25th October, 2017. The conference was under the theme "Agile as a strategic accelerator for public & private organizations in this Digital age - Africa keeps rising like the cheetah". The conference exposed students to ways of implementing the transition to the Agile system given the peculiar context in which the system operates. Speakers at the conference included; Nana Bambara-Abban (Deputy Chairman: Agile in Africa/CEO: Akaditi.com). The participants were encouraged to have a mind-set that drives accelerated development and exponential growth.

15.0 NUGS CONGRESS

Twenty-Five (25) students including executives of the SRC attended the NUGS Congress at the Offices of the Vice-Chancellors Ghana on 22nd November, 2017. At the Congress, Mr. Emmanuel Dogbatsey, a Master of Business Administration (Corporate Governance) student of the University was elected as the Financial Controller of NUGS.

16.0 BEREAVEMENTS

Within the period under review, the University lost four (4) students. These students have been buried and delegations from the University attended the funerals to commiserate with the bereaved families. May their souls rest in perfect peace. Table 16.1 indicates the names of the deceased students.

Table 16.1: List of Students who died within the period

| NO | NAME | LEVEL | PROGRAMME |
|-----------|----------------------------|--------------|---|
| 1. | Mrs. Mary Ahoefe Azeglo | 200 | Bachelor of Science in Banking and Finance |
| 2. | Robert Kofi Mintah | Part Two | Chartered Institute of Marketing |
| 3. | Rudolf Bakara Neinu | 600 | Master of Business Administration (internal Auditing) |
| 4. | Ms. Abigail Buerki Buertey | 200 | Bachelor of Business Administration |
| 5 | Kpiinzie Emmanuel | 400 | Bachelor of Business Administration |

16.0 CONCLUSION

The Office of the Dean of students enjoyed tremendous cooperation from Management, colleagues, staff and students during the period under review.



LIBRARY

Mr. Elijah Mensah
Librarian

OVERVIEW

The year under review was quite successful in spite of some challenges. The Library continues to provide efficient library service and addressed the problem of space which was a major issue confronting the graduate and under-graduate libraries.

Among the challenges include, inadequate staff to manage keys sectors of the Library.

The Joshua Alabi Library Complex served the entire student population, faculty and and the entire community during the year under review. The library currently has the following sections / units: lending library, bindery, cataloguing, reference library, discussion area, discussion hall, UN corner, security section, professional corner, Law library, syndicate rooms, learning common, research common, lecturers corner, graduate library, executive learning centre, offices for staff and professors.

STAFFING POSITION:

| Senior Members | No. | Senior Staff | No. | Junior Staff | No. |
|---------------------|-----|------------------------------------|-----|----------------------------|-----|
| Librarian | 1 | Senior Library Asst. | 1 | Library Assistants | 2 |
| Assistant Librarian | 1 | Senior Administrative Assistants | 2 | Library Security | 6 |
| Assistant Registrar | 1 | Principal Administrative Assistant | 1 | National Service Personnel | 12 |

| | | | | | |
|----------------------------|---|-----------------------------|---|--|-----------|
| Junior Assistant Registrar | 2 | Principal Library Assistant | 1 | | |
| | | | | | 30 |

RETIREMENT

Benjamin Kwahi, Principal Library Assistant retired from the University.

LIBRARY FACILITIES

| SERVICES | QUANTITY | AVAILABLE | ACCESSIBLE |
|----------------------------|-----------------|------------------|-------------------|
| BOOKS ADDED TO STOCK(210) | 152 | 152 | 152 |
| MAGAZINES SUBSCRIBED | 19 | 19 | 19 |
| JOURNALS SUBSCRIBED | 12 | 12 | 12 |
| ONLINE JOURNALS SUBSCRIBED | 45 | 45 | 45 |
| ONLINE DATABASES AVAILABLE | 46 | 46 | 46 |
| PHOTOCOPIER | 1 | 1 | 1 |
| SCANNER | 2 | 2 | 2 |

TOUR AND ORIENTATION FOR FRESHMEN AND UPSA STAFF

Staff of the Library took new academic staff to tour the Library Complex. Freshmen and women were also taken through a library orientation exercise to inform them on how to make the most expeditious use of the library's resources.

Three (3) level 300 students on attachment underwent training on the administrative functions of the library. The training offered the students made their work experience at the Library worthwhile.

CONTRACT AWARDED

- Greenwich Magazines were awarded contract to supply the following periodicals to the Library - World Soccer, Harvard Business Review, Accountancy, Reader's Digest, The African Report, World Soccer, Management Today, Time Magazine, The Economist and Good House Keeping.
- Elohim Books and Stationery were also awarded contract to supply the following academic journals – Journal of Business to Business Marketing, Human Resources Development International, Journal of Social Entrepreneurship, Accounting and Business Research and Journal of Business and Economic Statistics.

DONATIONS

1. The Bible Society of Ghana donated 26 copies of the Bible in the following languages – Ewe, AkuapemTwi, Asante Twi, Dagbani, Ga, Fante, Dangme, Dagaare and Komba.
2. Dr. Rufai Haruna Kilu, a staff of the Research and Consultancy Centre donated three books to the Library. These are two (2) copies “Promoting Sustainable Change – A Toolkit for Integrating Gender Equality and Diversity in Research and Innovation Systems” and “Shifting Gender Dynamic in Multinational Ghanaian Mine Jobs – Narratives on Organizational and Sociocultural Barriers”.
3. The United Nations Information Centre donated assorted UN materials to UN Corner at the Library
4. University of Ghana donated ten (10) copies of its Research Report to UPSA of which six (6) were sent to the Library.
5. OXFAM donated newsletters, annual report and other brochures to the letter.

LIBRARY ORIENTATION/VISITATION

- Some students from Osudoku Senior High School paid a visit at the Learning Commons during the year under review on the 20th of February, 2017. They were briefed on the institutional databases. There was an open forum for questions and answers.
- Students from St. Aquinas Senior High School also visited the Library on the 4th of April, 2017.
- Fresh students were given guidance on the use of library resources and the use of institutional repository during the year under review.

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 |
|--------------------------------|--------------------------------------|--|-----------------|
| 07/12/17 | Elijah A. Mensah/ Rosemary Okai | Ghana Library Association | Legon, Accra |
| 06/05/-03/06/17 | Sebastian Ofoe | Professional Development Programme for the Next Generation African Library and Information Professionals | Pretoria, S. A. |
| 19-25/09/2017 | Elijah A. Mensah | IFLA Conference | Wroclaw, Poland |
| 01/05 - 30 / 06/ 2017(8 weeks) | Ganiyatu Tihamiyu, Sebastian Ofoe | Monitoring and Evaluation of Electronic Resource Use -MEERU | Online Course` |

ACCREDITATION

The Library received assessors from the National Accreditation Board (NAB), to assess books, currency and relevance, and reprographic equipment on the following programmes:

- MBA Total Quality Management
- MPhil Finance
- BSc. Business Economics
- BSc. Real Estate Management
- BSc. Accounting and Finance
- MA. Brands and Communication Management
- MBA. Auditing
- Diploma in Business Accounting.

EXHIBITION

The Library hosted the scholarly works of Professor (Mrs.) Goski Alabi, Dean, Centre for International Education and Collaboration. This formed part of the activities preceding her professorial inaugural lecture which was held during the year under review.

TRAINING WORKSHOPS

The Otumfuo Centre for Traditional Leadership organized a workshop for chiefs and staff of traditional councils, regional and national house of chiefs from May 8 – 12, 2017.

ACCESS CONTROL

- An access control device has been installed at the Library. Currently the tagging of books and other library materials are being processed.

MAJOR ACHIEVEMENTS

Quick Response (QR Codes)

- The year under review also saw the creation of a new QR Codes to facilitate access to electronic information resources by patrons of the library. The encoded QR Codes of such resources include past questions, E-learning platform, library services, and list of journals.
- **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.

Fresh and continuing students were also trained on the use of the Moodle. The Library also engaged some students in Information Literacy.

CHALLENGES

• **INADEQUATE PERSONNEL FOR THE LIBRARY DURING PEAK PERIODS**

There is a short fall of personnel at the Library during examination period when patronage is high. The high patronage of library services, especially during peak periods pose a lot of security challenges including maintaining proper order in the library.

• **LIBRARY CCTV**

Many sensitive areas of the Library appear on the blind side of the cameras thereby making the device appear to be quite undependable.

• **UNINTERRUPTIBLE POWER SUPPLY (UPS)**

Currently, all the three centralized UPS on the first floor are not functioning. The officer responsible for the repairs promised a replacement but this has not been done. Hence, they are running on by-pass power, which means all sockets on the UPS go off whenever there is power outage and this affects the computers and internet connectivity.

- **WEEKEND CLEANING**

The Library is not cleaned on weekends posing serious health risk for students and staff. Management of the Library would like to appeal to UPSA Management to engage the cleaning company to add Saturdays to their cleaning schedules.

- **EMERGENCIES**

Two students, one in each semester collapsed in the Library during the examination week. They were rushed to the UPSA Clinic for medical attention.

RECOMMENDATIONS

- Engage students during peak periods
- Extend cleaning services to weekends
- Increase the number of CCTV cameras to cover sensitive areas

FOCUS FOR THE SUCCEEDING YEAR

- **Information Literacy**

The library will continue to train users especially freshmen and women in information literacy to equip them with critical skills in information management in order to become independent lifelong learners.

CONCLUSION

We thank the UPSA Management for their support and co-operation during the period under review. We also commend members of staff for their hard work and exceptional commitment.



INFORMATION SERVICES & TECHNOLOGY DIRECTORATE (ISTD)

**Bismarck
Dzahene-Quarshie**
Deputy Director

1.0 INTRODUCTION

This 2017 report provides an overview of the various operations and activities in the Information Services and Technology Directorate (ISTD) and services provided to the University of Professional Studies, Accra (UPSA), and an update of the status of assessment activity undertaken by each unit within directorate.

1.1 Vision, Mission and Values

Vision - Be a trusted partner and strategic resource to the University community, aligning technology to advance solutions for teaching, learning, research and institutional administration.

Mission - In support of UPSA Strategic Plan, the ISTD mission is to provide technology infrastructure, services and solutions that advance teaching and learning, enable research, empower staff to provide exceptional services, enrich the student experience, and effectively manage and protect institutional data.

Values – The core values of ISTD are as follows:

- **Innovation** – Creatively challenge the status quo, encourage and embrace new ideas.
- **Communication** - Committed to meaningful, honest, and rigorous communication with our partners and our community.
- **Teamwork** - Believe our expertise is most valuable when we work as a team to

- implement solutions.
- Empowerment - Play to everyone's strength through open dialogue, trust, and support.
- Accountability - Take responsibility for both our successes and our failures.
- Integrity - Conduct our business with morality, virtue, and decency.

I.2 Philosophy, Motivation and Strategy

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.

The over-arching goal of the ISTD is to provide Information Services & Technology to facilitate teaching, learning and research by:

1. Enriching 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. Providing an enabling technology infrastructure for ubiquitous and convenient access to computing resources, facilitating teaching, learning & research, as well as institutional administration
3. Extending the effectiveness of our distributed environment by facilitating collaboration among and between departments and ISTD;
4. Providing enabling technologies that support delegation of authority with appropriate controls.
5. UPSA cultural transformation – Embed an IT culture of transparency, engagement, and partnership.

I.3 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).

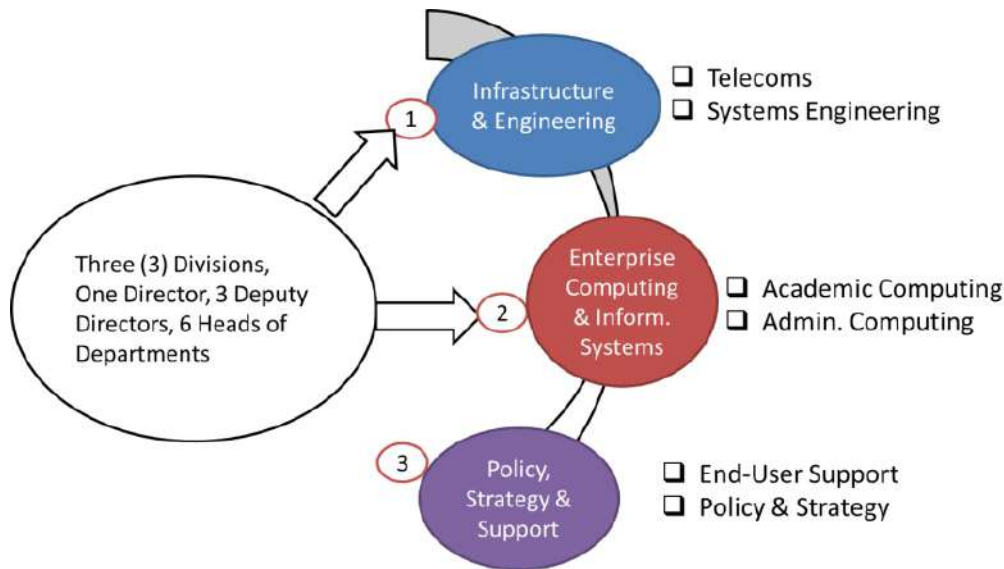


Figure 1: ISTD Organizational Structure

Infrastructure and Engineering (I & E)

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 his 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.

Enterprise Computing and Information Systems (ECIS),

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 nstruactional delivery system, research support systems, University Student Information System (USIS) 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.

Policy, Strategy and Support (PSS)

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.

1.4 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.

1.5 Staffing

A brief summary of the staff strength is presented in the table below:

Table 1.0: ISTD Staffing

| Position | Number |
|----------------------|---------------|
| Director | 1 |
| Deputy Directors | 2 |
| Assistant Registrar | 1 |
| System Administrator | Nil |
| Software Engineer | 1 |

| | |
|---------------------------------|-----|
| Network engineer | Nil |
| Security specialist | Nil |
| Graphic Designer | 1 |
| Chief I.T. Assistant | 1 |
| Principle IT Assistant | 7 |
| Senior IT Assistant | 4 |
| Audio Technician | 2 |
| Senior Administrative Assistant | 1 |
| Administration Assistant | 1 |

2.0 Review of Operations and Activities

| Activity | Status | | | Comment |
|--|-----------|-------------|---------|--|
| | Completed | In-progress | Pending | |
| Infrastructure and Engineering | | | | |
| Campus Wide Fiber Backbone Extension to Joshua Alabi library | | √ | | Uplink fiber optics network not yet done |
| Campus Wide Fiber Backbone Extension to LBC | √ | | | |
| Active Directory to enhance the security of our network | | | √ | Yet to procure equipment |
| Enhancement of USIS application | | √ | | |
| USIS Hosting Resources Capacity Upgrade to a Dedicated Server (DS) | | √ | | Service is being configure for migration |
| Mobile application for USIS | | | √ | |

| | | | | |
|--|---|---|---|--|
| Segmentation of Local Area Network | | | √ | |
| Migration of the iCampus into USIS | | √ | | |
| Graduation Clearing system | √ | | | |
| Human resource Management system | √ | | | |
| Migration of student data from I-Campus to USIS | | √ | | |
| GARNET | | √ | | UPSA to join GARNET network and benefit from the resources |
| Establishment of the data center and backup site | | | √ | |
| Network cabling at students Center | | √ | | |
| Termination of Wi-Fi services of Broad Band Home. | √ | | | The service was terminated due to reported cases of poor service |
| Policy, Strategy & Support | | | | |
| Implementing various components of our IT policy framework | | | √ | |

| | | | | |
|---|---|---|---|---|
| Workshop space for troubleshooting and repair of malfunctioning computers, laptops, printers & network devices. | | √ | | |
| Cisco Networking Academy | | | √ | |
| Microsoft IT Academy | | | √ | |
| Prometric/Pearson VUE Test Centers | | | √ | |
| Afrinic IPv6 Training | √ | | | DD ISTD attended the training |
| YankahLink Cyber Security Workshop | √ | | | DD ISTD attended |
| Enterprise Computing & Information Systems | | | | |
| Enhancement Learning Management system (Moodle) | | | √ | |
| Biometric Attendance System | | √ | | ISTD and HR are in discussion to install Biometric Attendance System |
| Antivirus renewal | | √ | | Eset Anti-Virus in process. This is to ensure that our network is safe from viruses and malwares. |
| Institutional research support systems | | | √ | |

| | | | | |
|---|--|--|---|--|
| Quarterly Audit of various information systems | | | √ | |
| licenses for all 3rd-party proprietary software | | | √ | |
| Securing UPSA IT assets | | | √ | |

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 Directory (AD)
- UPSA mobile app
- 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.
- **Network Segmentation** – The Directorate is currently working on segmenting the network. Network segmentation will reduced congestion, improved security, containing network problems and controlling visitor access. This will make it more difficult for an attacker to perpetrate an attack throughout the entire network. It will also be an obstacle for insiders because we can isolate sensitive data and systems from “curious” insiders.
Once the network segmentation is done, we will implement the active directory (AD). A new server will be acquired to run Active Directory Domain Services (AD DS). The server (domain controller) will authenticate and authorize all users and computers in the Windows domain network—assigning and enforcing security policies for all computers and installing or updating software.
- **Fibre Optic** – Uplink Fibre Optic needs to be laid to the Finance, Taxation block.

- **Zoom Conference Application** - A modern enterprise video communications, with an easy, reliable cloud platform for video and audio conferencing, chat, and webinars across mobile, desktop, and room systems.

4.0 ISSUES AND CHALLENGES

During the period under review, the directorate faced a number of challenges in the following areas:

- **Information Security**

The year 2017 and previous has experienced a lot of security breaches on strategic systems and corporate Network. This is due to the nature of the network and also lack of appropriate ICT policy to regulate user interactions with the network and enterprise systems.

We are working on the segmenting the network. Network segmentation makes it more difficult for an attacker to perpetrate an attack throughout your entire network. It's also an obstacle for insiders because you can isolate sensitive data and systems from “curious” insiders.

Once the network segmentation is done, we will implement the active directory (AD). A new server will be acquired to run Active Directory Domain Services (AD DS). The server (domain controller) will authenticate and authorize all users and computers in the Windows domain network—assigning and enforcing security policies for all computers and installing or updating software.

- **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.

- **Lack of Resources**

Lack of resources capacity to fulfill its mandates is a perennial problem.

5.0 THE WAY FORWARD – 2018 OUTLOOK

For the coming year(s) ISTD has outlined the following as key projects to undertake/complete:

- Continue the enhancement of USIS
- Continue to pursue the establishment of the data center and backup site

- Start work on software for the Clinic
- Improve the computer – student ratio on campus
- Enhance campus intercom – PABX
- Extend and consolidate the campus fiber backbone network and uplinks to the various blocks.
- Connect the Administration block directly to fibre switches and use the current cat 6 cables as a backup.
- 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
- Complete the implementation 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
- Setup an information security department within the Directorate with requisite expertise to manage security of UPSA systems. These include regular audit, security awareness training and the likes.
- Setup basic GARNET Infrastructure

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 teams within the directorate.
- Recruitment of more staff for systems and application support services especially in the area of network and application security.
- Introduce a quarterly audit service of the university network and enterprise systems
- Management to constitute ICT advisory committee as governance body for ISTD

- and more especially for the approval and implementation of the draft ICT policy.
- 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 as – e.g. Microsoft products and other software used for teaching, learning, research and administration.
- Setup a general computer laboratory for students
- Change all the computers in both the undergraduate and graduate computer laboratory
- Setup a space for Cisco Networking Academy, Microsoft IT Academy and Prometric/Pearson VUE Test Centers



QUALITY ASSURANCE DIRECTORATE

Mr. George Quartey
Director

1.0 INTRODUCTION

The Quality Assurance Directorate as part of its contribution in helping the University realize its vision of being a world-class education provider, and with the support from the various faculties/directorates/units during the year under review; ensured that the systems and procedures which have been developed by the University to improve the standards and quality of teaching and learning, would be effective.

This Status report covers the period from January to December 2017 and 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 a national service person as follows:

- | | | |
|-----------------------------------|---|----------------------------|
| • The Director | - | Mr. George Quartey |
| • Assistant Registrar | - | Mrs. Edna Kwami |
| • Assistant Registrar | - | Mr. Augustine A. Asiedu |
| • Principal Admn. Assistant | - | Mr. Ken Puotiere Yelibo |
| • Senior Administrative Assistant | - | Mrs. Bridget Elikem Mensah |
| • National Service Person | - | Miss. Suraiya Amadu |

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
- Surveys
- Monitoring

3.0 MEETING NATIONAL ACCREDITATION BOARD'S REQUIREMENTS

3.1 Re-Accreditation of Existing Programmes

Five programmes of the University expired during the year under review; the faculties concerned were prompted on time by the Directorate to initiate the process for re-accreditation of the programmes. By mid November, 2017, applications for re-accreditation for all the programmes had been completed and programme documents submitted to the National Accreditation Board to begin the re-accreditation process. So far, two of the programmes have been assessed by the NAB.

The table below shows the affected programmes and their current state:

Table 1.0

| Programme | Year Accreditation Expired | State |
|----------------------------|----------------------------|---|
| MBA Accounting and Finance | Aug. 2017 | Programme re-accreditation document submitted to NAB. The programme has since been assessed, assessor's comment received. Responses and revised document submitted to the NAB |
| MBA Corporate Governance | Dec. 2017 | Programme re-accreditation document submitted to NAB. Programme yet to be assessed. |
| MSc. Leadership | July, 2017 | Programme re-accreditation document submitted to NAB. Programme yet to be assessed. |
| MPhil. Leadership | July, 2017 | Programme re-accreditation document submitted to NAB. Programme yet to be assessed. |

| | | |
|--------------|-----------|---|
| MBA Auditing | Aug. 2017 | Programme re-accreditation document submitted to NAB. The programme has since been assessed, assessor's comment yet to be received. |
|--------------|-----------|---|

3.2 Programmes Assessed by NAB

The following existing and new programmes of the University were assessed during the year under review by the NAB assessors:

Table 2.0

| Programme | Date Assessed |
|---|----------------------------------|
| BSc Banking and Finance | 14 th February, 2017 |
| Diploma in Business Administration (Accounting, Management, Marketing) | 15 th February, 2017 |
| MBA Total Quality Management | 14 th March, 2017 |
| Diploma in Public Relations | 12 th June, 2017 |
| MBA Accounting and Finance | 18 th September, 2017 |
| MBA Auditing | 13 th December, 2017 |
| <i>New Programmes</i> | |
| BSc in Real Estate Management and Finance (New) | 28 th February, 2017 |
| MPhil Finance | 8 th March, 2017 |
| BSc in Accounting and Finance | 10 th March, 2017 |
| BSc Business Economics | 23 rd March, 2017 |
| MA Brands and Communications | 8 th December, 2017 |

3.3 Programme assessed by NAB with certificates received/outstanding

Programme certificate was issued by the NAB for the BSc. Accounting programme which was assessed in 2016. The following are the programme certificates outstanding:

- MBA Petroleum Accounting and Finance
- MBA Internal Audit
- Bachelor of Business Administration
- Diploma IT Management
- BSc.IT Management

3.4 **New Programme Accreditation**

The National Accreditation Board granted a three-year accreditation to the University on 1st September, 2017, to run the following programmes:

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

3.5 **New programmes for Clearance at National Council for Tertiary Education (NCTE)**

Proposals for the following new programmes have been submitted to the National Council for Tertiary Education for clearance and they are yet to be approved:

- BSc Logistics and Transport Management
- MSc Risk Management and Insurance
- BSc Accounting and Entrepreneurship
- Global MBA in Impact Entrepreneurship
- MA in Peace Security and Intelligence

Two other proposed programmes, BSc Accounting and IT and MSc. Procurement and Finance have been submitted to the directorate. The proposals for the two programmes have been reviewed by the Academic Audit and Review Committee; the revised documents are yet to be submitted to the NCTE.

3.5.1 **PhD. In Marketing Programme**

The programme proposal which was revised and re-submitted to the National Council for Tertiary Education (NCTE) has now received clearance; the department is now working on the NAB programme document which would be submitted to the NAB after completion.

3.6 **Audit of Admission Processes and Qualifications**

The Directorate participated in a special audit conducted by a team from the National Accreditation Board on the University's admission processes and entry requirements of all new entrants. The Audit panel report had since been received and response to the panel's queries had been submitted to the NAB.

4.0 ENSURING QUALITY OF ACADEMIC PROCEDURES/ TEACHING AND LEARNING

The Directorate continued to monitor teaching and learning through the LEAS/LSM. Through the two systems, the Quality Assurance Directorate was able to monitor activities of lecturers and students in the lecture halls and respond to issues as they arise. For example during the year under review, the Quality Assurance Directorate received complaints about lack of some teaching and learning materials in the lecture halls.

The attention of the Director of Works was drawn to the problem to see to it that the problem is resolved. Management has responded promptly to some of the issues raised namely, inadequate chairs, fixing of projectors in the lecture halls among others.

5.0 SURVEYS

5.1 Evaluation of Teaching and Learning

Students at the end of every semester evaluate both the lecturers and general aspects of their courses online. Course/lecturers evaluation questionnaire was sent to students two weeks before the end of semester examination. Below were the activities related to course/lecturer evaluation during the year under review.

Course and Lecturer Evaluation for 2016/2017 Academic year

The analysis of the first semester 2017 Course/Lecturer evaluation data was completed and report submitted to Management. The directorate is collecting data for the semester one course/lecturer evaluation for the 2017/2018 academic year, questionnaires were sent to students from 20th November, 2017.

5.2 Exit Survey

2016 exit survey

During the year under review, the directorate conducted two exit surveys; one for final year level 400 students and the final year students of the School of Graduate Studies. Data collection for both categories of graduates ended in 2017.

Data collected from the 2016 graduates of the School of Graduates Studies was analyzed and report submitted to Management. The Directorate however, ended the data collection for the 2016 first degree level 400 graduates on 30th September 2017, in order to analyze the data collected. In all, the response rate for the level 400 graduates was about 19 percent of the total number (1836) of students who graduated in the 2015/2016 academic year. The response rate was low compared to the response of the

School of Graduate Studies which was about 85.5%.

Analysis of data for the first degree level 400 graduates is still on-going; the report when completed would be submitted to management.

2017 Exit Survey

The Directorate sent the 2017 exit survey questionnaires to the graduating students of both the School of Graduates Studies and the first degree graduates. The response rate has been impressive; data when completed would be analyzed in 2018.

5.0 MONITORING

During the year under review, monitoring activities of the Directorate covered the following areas:

- Thesis proposal defense
- Students' registration
- End of semester examination
- Monitoring work of administrators (Diary two)

5.1 Thesis Proposal Defense by Level 400 Students

The directorate monitored the proposal defense of level 400 students from Monday, 23rd to Saturday, 28th October, 2017. The report on the exercise would be submitted to Management.

5.2 Students' Registration

The Directorate monitored students' registration for fresh students which started on Monday, 16th August and continued to the second week in October, 2017. An initial problem encountered during the process was overcrowding at the University Clinic. Management of the clinic however was able to contain the situation by scheduling time for the students' visit to reduce the pressure on the clinic. The continuing students' registration was done on line.

5.3 Examination

The Directorate also monitored the end of semester examination for 2016/2017 second semester and 2017/2018 first semester examinations.

One remarkable thing observed during the 2017/2018 first semester examination was that students were not allowed to take bags and books to the examination block; this

decision was taken to help reduce/eliminate the reported cases of theft reported during examinations.

5.4 **Diary Two**

The year under review saw the full implementation of the two systems meant to monitor the effectiveness of administrators namely ADD.pmc and DD.sam also known as Diary 2. Diary two which was presented at the 2017 management retreat and subsequently approved by Management of the University would be implemented at all levels for administrative staff within the University.

The operation of Diary 2 requires all administrators to fill online forms. Mondays would be called Admin Monday and all administrators are supposed to enter their Planned Activities for the week (maximum of 100 words) and also provide summaries of their Actual Work done for the past week (maximum 100 words); The completed forms when submitted, will reach the portal of all Deans and Directors (DDs). Information on the forms is shared with Management, Quality Assurance Directorate (QAD), Information Systems and Technology Department (ISTD), Human Resource Directorate (HRD) and Documentation and Information Management Centre (DIMC).

On Tuesdays which is known as the DD's Tuesday, Deans and Heads of Directorates/Units evaluate their staff performance for the week by also completing an online form provided. Management, DDs, HRD and QAD can use the inputs for decision making and analysis at any time.

Data obtained from the system would help in doing the following:

- Positional Analysis of Junior/Senior Assistant Registrars
- Time Period Analysis
- Day Analysis
- DDsam. Productivity Analysis among others.

It is believed that the implementation of the system will promote:

- “Force planning” and good working relationship between administrative staff and their supervisors.
- Improvement in work output capacity and efficiency
- Help in doing both online and offline analysis
- Quality Shield: The software allows DDs to have access to performance data on all/any staff at the various departments at any time. QAD, HRD and Management can also have access to these data for analysis and decision making purposes when necessary.

Diary 2 was initially piloted within the Quality Assurance Directorate and since November, it has been extended to other units and directorates of the University.

6.0 TRAINING PROGRAMS

Training/Orientation Programmes

Prior to the introduction of Diary Two, the Quality Assurance Directorate organized an orientation for all administrative staff on the 18th January, 2017 to acquaint them with the new systems. The orientation was held in two (2) sessions; one session for senior members and another for senior staff.

Another training programme was organized by the Directorate on the 17th February, 2017 for the Deans and Directors on how the system works and their role in making the system successful.

The Quality Assurance Directorate once again organized an orientation for all administrative staff on the 26th October 2017, prior to the rolling out of Diary 2 in other units and directorates. This was to help participants at the orientation to appreciate the importance of Diary 2 and also get the opportunity to listen to real life experiences from the staff of the Quality Assurance Directorate with the Diary 2.

7.0 CONFERENCES/SEMINARS/WORKSHOPS

Below are the conferences and workshops attended during the year under review:

| Name | Position | Programme | Dates of Commencement and Completion | Sponsorship | Venue |
|--------------------|---------------------|--|---|-------------|--|
| Mr. George Quartey | Director | 2017 ACBSP Region 8 Fall Conference | 30 th October – 5 th November, 2017 | UPSA | Marrakech, Morocco |
| Mr. George Quartey | Director | Digital Education Show | 13 th November – 16 th November, 2017 | UPSA | Dubai, Middle East |
| Mrs. Edna Kwami | Assistant Registrar | Quality Assurance (QA) for the 21 st Century Knowledge and Skills for Higher Education (HE) Personnel | October 31 to November 03, 2017 | Self | IDL Conference Centre KNUST, Kumasi, Ghana |

7.0 ACTION PLAN FOR 2018

1. Conduct tracer studies
2. Undertake academic audit of Faculties
3. To improve upon the registration process, the Directorate will solicit for students' feedback on the registration process.
4. Quality Assurance Educational Programme: The aim is to create students' awareness of the role of the Quality Assurance at the University. This will involve the following:
 - The use of Quality Assurance posters and slogans
 - Using newly designed Quality Assurance brochure which would be given to students.
5. Drive Diary 2
6. Drive INTERNSHIP sia
7. Drive PROFILE s plus
8. Drive the patronage of the Moodle Platform
9. Develop Volunteer Associates of Quality Assurance Directorate



**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) mandated to develop and effectively manage the commercial ventures with the aim of 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 2017. It covers the following thematic areas: Management Team; Staffing Positions; Business Portfolio; Summary of Income Received; Achievements; Challenges, Conclusion; Recommendations; and Focus for 2018.

2.0 MANAGEMENT TEAM

Members of the team responsible for the management of the commercial ventures of the business Development Centre in the year under review are presented in Table I :

Table I. Composition of Management Team

| | |
|--------------------------|-----------------------------------|
| Mr. B.K. Osafo | Director of Centre |
| Mr. Kobina Asante Ampadu | Head, Short Training Courses Unit |
| Mr. Japheth Vitasi | Head , Programmes Unit |
| Mr. James Nii Armah | Head, Certification Courses Unit |
| 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.

3.0 STAFFING STRENGTH/POSITIONS

3.1 Permanent Staff

The permanent staff strength of the Business Development Centre in the year under review was ten (10) comprising: five (5) senior members; four (4) 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

| NAME | QUALIFICATION | RANK | STATUS |
|---------------------------|---|---|--|
| Mr. B.K. Osafo | MBA (Marketing) M.Sc (Chemical Eng.) | Director | Business Development Centre |
| Mr. Kobina A. Asante | M.Phil (Administration) B.Sc. (Administration) Diploma (Accounting) | Assistant Registrar | Short courses & WVFSL/UPSA Collaboration |
| Mr. Vitase Japheth | MBA (HRM) BA (Sociology & Political Science), ICSA Part II | Junior Assistant Registrar | Programmes Unit |
| Mr. James Nii Aryee Armah | BSc. MBA (Marketing) | Junior Assistant Registrar | Certification Courses Unit |
| Ms. Stella Owusu | BSc (Hospital Management) MBA (Human Resource Management) | Junior Assistant Registrar | Office of the Director |
| Ms. Benedicta Elikem | Professional Diploma in Marketing (CIM-UK) B.Sc Marketing | Principal Marketing Assistant | Programmes Unit |
| Mr.Fuseini Mohammed | CIM-UK , Part II | Snr. Administrative Assistant | Programmes Unit |
| Nana Yaa Obeng | Diploma (Business Management) Diploma (Estate Management) | Chief Works Superintendent (Hostel Manager) | UPSA Hostel |
| Ms. Delali Gborglah | BBA | Snr. Marketing Assistant | UPSA Hostel |
| Apalugo Joseph | DBS, Accounting | Snr Clerk | Office of the Director |

Source: Human Resources/Administration, December 2016

Ms. Lesley Impraim a former Senior Administrative Assistant was transferred from the Centre to the newly-created Institute of Works, Employment and Society (IWES) in the period under review.

3.2 Contract Staff

In the period under review, the contract staff of the Centre, mainly assigned to the hostel, was thirty-four (34) and the breakdown is as follows

| | | | |
|-------|-----------------------------|---|----|
| i. | Hostel Assistants (Porters) | - | 6 |
| ii. | Administrative Assistant | - | 1 |
| iii. | Security Staff | - | 11 |
| iv. | Cleaners | - | 11 |
| v. | Carpenter | - | 1 |
| vi. | Electrician | - | 1 |
| vii. | Driver | - | 1 |
| viii. | Gardeners | - | 2 |
| | TOTAL | - | 34 |

Thus the total number of staff of the Centre was forty-four (44) made up of ten (10) permanent staff and thirty-four (34) contract staff.

1.0 BUSINESS PORTFOLIO

The Centre's business portfolio in the year under review comprised ten (10) 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. Ground Rent; and
- x. 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 post-graduate 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.

Cash received from the School in the year under review was nine million eight hundred and seventy-eight thousand three hundred and eighty-four Ghana cedis fifty-three Ghana pesewas (GH9,878,384.53).

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.

Cash received from the School in the period under review amounted to three million seven hundred and fifty-eight thousand three hundred and fifty-three Ghana cedis forty-nine Ghana pesewas (GH3,758,353.49)

4.3 The Evening School

The Evening School provides opportunity for both senior high school graduates and workers to pursue further education and career enhancement through its undergraduate programmes in business disciplines.

In the period under review the School mounted five (5) diploma and eight (8) undergraduate programmes. The diploma programmes were: Diploma in Marketing; Diploma in Management; Diploma in Accounting, Diploma in Information Technology Management and Diploma in Public Relations Management.

The undergraduate programmes were: Bachelor of Business Administration (BBA), BSc. Accounting, BSc. Marketing, BSc. Banking and Finance, BSc. Information Technology Management, BA Public Relations Management, Bachelor of Laws and BSc Actuarial Science.

Cash received from the School in the year under review was six million six hundred and fifty-eight thousand eight hundred and fifty Ghana cedis seventy-two Ghana pesewas (GH6,658,850.72).

4.4 Access Professional Programme

The Centre organised two (2) streams of admission in the period under review: one in February and the second in August. In each stream CIM, ACCA and ICAG professional programmes were mounted:

Details of the enrolment statistics and the income and expenditure statement of the February admission are presented in Table 3 and Table 4.

Table3. Enrolment Statistics for the February Admissions

| PROGRAMME | ENROLMENT | | TOTAL |
|--------------|----------------|---------------------|-----------|
| | Fresh Students | Continuing Students | |
| CIM | 18 | 24 | 42 |
| ACCA | 11 | 15 | 26 |
| ICAG | 0 | 9 | 9 |
| TOTAL | 29 | 48 | 77 |

Table 4. Income and Expenditure Statement for August Admissions

| PROGRAMME | PERIOD | ENROLMENT | INCOME (GH¢) | EXPENDITURE (GH¢) | NET INCOME (GH¢) |
|---------------------|-------------------|-----------|-----------------|----------------------|------------------------|
| Access Peorgamme | Feb.-June 2017 | 77 | 30,850.00 | 10,840.00 | 20,010.00 |

Table 5: Enrolment Statistics for the August Admissions

| PROGRAMME | ENROLMENT | | TOTAL |
|--------------|----------------|---------------------|------------|
| | Fresh Students | Continuing Students | |
| CIM | 42 | 18 | 60 |
| ACCA | 27 | 11 | 38 |
| ICAG | 8 | 0 | 8 |
| TOTAL | 77 | 26 | 106 |

Table 6: Income and Expenditure Statement for August Admissions

| PROGRAMME | PERIOD | ENROLMENT | INCOME (GH¢) | EXPENDITURE (GH¢) | NET INCOME (GH¢) |
|------------------|------------------|-----------|--------------|-------------------|------------------|
| Access Programme | Aug. – Dec. 2017 | 106 | 78,960.00 | 34,718.00 | 44,241.62 |

Total cash received from the Access Professional Programme in the year under review amounted to one hundred and nine thousand eight hundred and ten Ghana cedis (GH 109,810.00)

4.2 Certificate Courses

The Centre mounted six (6) certificate courses in the year under review and these were:

- i. Certificate Course in Practical Treasury Management;
- ii. Certificate Course in Investigative and Forensic Psychology;
- iii. Certificate Course in Forensic and Investigative Accounting and Auditing;
- iv. Micro-Private Equity Training : and
- v. Certificate in Practical Accounting.

Details of the courses mounted are presented in Table 7.

Table 7: Details of Certificate Courses Mounted in 2017

| NO. | COURSE TITLE | PERIOD | ENROLMENT | INCOME (GH¢) | EXPENDITURE (GH¢) | NET (GH¢) |
|-----|--|--|------------|--------------------|-------------------|--------------------|
| 1. | Certificate Course in Practical Treasury Management | 18 th Feb. - 13 th May 2017 (13 Saturdays) | 25 | 50,350 | 26,716.35 | 23,633.66 |
| 2. | Certificate Course in Investigative and Forensic Psychology | 18 th March - 10 th June 2017 (13 Saturdays) | 38 | 000,057,4 | 25,642.56 | 31,757.44 |
| 3. | Certificate Course in Forensic and Investigative Accounting and Auditing | 8 th July 9 th September 2017 (10 Saturdays) | 36 | 66,700.00 | 25,642.55 | 41,343.44 |
| 4. | Micro Private Equity Training Course | 18 th March - 27 th May 2017 (Weekends) | 22 | 26,090.00 | 22,776.96 | 3,313.04 |
| 5. | Certificate in Practical Accounting (on-going) | 16 th Sept. - 18 th Nov. 2017 | 26 | 25,050.00 | 14,668.00 | 10,382.00 |
| | TOTAL | | 146 | 242, 240.00 | 121,211.99 | 121, 028.01 |

Total cash received from certificate course in the year under review was two hundred and forty-two thousand two hundred and forty Ghana cedis (GH¢ 242,240.00)

4.6 Certification Courses

The Centre is in collaboration with Self Search Ghana Ltd to run seven (7) certification course of the American Certification Institute (ACI). The courses are:

- i. Certified Marketing Management;
- ii. Certified Human Resource Management;
- iii. Certified Business Administrator;
- iv. Certified International Customer Service;
- v. Certified International Trainer
- vi. Certified International Professional Negotiator; and
- vii. Six Sigma

In the period under review the Centre mounted the following certification courses:

- i. Certified Human Resource Management Professional (CHRMP); and
- ii. Certified International Professional Negotiator (CIPN).

Details of the courses mounted are presented in Table 8

Table 8: Details of Certification Courses Mounted in 2017

| NO. | COURSE TITLE | PERIOD | ENROLMENT | INCOME (GH¢) | EXPENDITURE (GH¢) | NET (GH¢) |
|-----|--|---|-----------|------------------|-------------------|------------------|
| 1. | Certified Human Resource Management Professional (CHRMP) | 13 th May-17 th June 2017 (6 Saturdays) | 26 | 40,450.00 | 20,766.22 | 19,683.78 |
| 2. | Certified International Professional Negotiator | 13 th - 20 th June 2017 (6 Saturdays) | 7 | 17,850.00 | 16,644.97 | 1,205.00 |
| | TOTAL | | 33 | 58,300.00 | 37,411.19 | 20,888.78 |

Total cash received from certification courses in the year under review was fifty-eight thousand three hundred Ghana cedis (GH58,300.00).

4.7 Short Courses

The Centre organised nine (9) short courses in addition to five (5) courses organised by the Institute of Works, Employment and Society (IWES) bringing the total to fourteen (14). Details are presented in Table 9.

Table 9. Details of Short Courses Organised in 2017

| NO. | COURSE | PERIOD | ENROLMENT | INCOME (GH¢) | EXPENDITURE (GH¢) | NET (GH¢) |
|-----|--|---|-----------|--------------|-------------------|------------|
| 1. | Psychology for Leaders | 18 th -20 th April, 2017 | 8 | 6,300.00 | 6,629.12 | -329.19 |
| 2. | Psychology of Branding | 22 nd March, 2017 | 26 | 7,800.00 | 5,387.19 | 2,412.81 |
| 3. | Fundamentals of Petroleum Finance and Economics | 7 th -9 th July, 2017 | 4 | 11,200.00 | 13,599.91 | - 2,399.91 |
| 4. | Financial Reporting for International Petroleum Operations | 17 th -22 nd July, 2017 | 3 | | | |
| 5. | Petroleum Taxation and Fiscal Systems | 28 th July, 2017 | 1 | | | |
| 6. | Financial Management and Modeling for Petroleum Activities | 29 th -30 th July, 2017 | 3 | | | |
| 7. | Practical Records Management | 7 th -9 th August, 2017 | 20 | 16,000.00 | 10,300.00 | 5,700.00 |
| 8. | Sales Leadership Workshop | 31 st August-1 st September, 2017 | 9 | 9,000.00 | 7,966.00 | 1,034.00 |
| 9. | Development and Management of Fixed Assets | 4 th -6 th September, 2017 | 10 | 8,000.00 | 8,493.25 | -493.25 |
| 10. | Cross-cultural Management | 6 th -8 th November, 2017 | 2 | 1,600.00 | 5,557.57 | -3,627.57 |

| | | | | | | |
|--------------|--|--|------------|------------------|------------------|------------------|
| 11. | Planning for Retirement and Pension | 6 th -7 th November 2017 | 3 | 1,950.00 | 5,227.57 | -3,277.57 |
| 12. | Occupational and Health Safety Practices | 13 th -15 th November 2017 | 11 | 8,800.00 | 5,227.57 | 3,572.43 |
| 13. | Labour and Employee Relations in Ghana | 13-15 th November 2017 | 12 | 9,400.00 | 5,227.57 | 4,172.43 |
| 14. | Strategic Human Resource and Succession Planning | 13 th -15 th November 2017 | 12 | 9,600.00 | 5,227.57 | 4,372.43 |
| TOTAL | | | 126 | 89,650.00 | 78,513.32 | 11,136.68 |

Total cash received from short courses in the year under review was eighty-nine thousand six hundred and fifty Ghana cedis (GH 89,650.00)

4.7 Consultancy Services

4.8.1 Otumfour Cente for Traditional Leadership

In the year under review , The Otumfour Centre for Traditional Leadership organized diploma and certificate courses in leadership skills, land administration, conflict management, negotiation skills, records and documentation management, strategic leadership and planning, laws on chieftaincy, theories of traditional leadership, gender, management and administration. Fifty-seven (57) traditional authorities from twenty-five (25) Traditional Councils and three (3) Regional Houses of Chiefs attended the courses.

The course, organized from 8th-12th May 2017, involved three (3) year groups: freshmen (first year), sophomore (second year) and diploma classes (third year) classes. It was partly sponsored by the Inter-Ministerial Coordinating Committee on Decentralisation, which offered GH 40,000.00 for the workshop.

At the end of the course twenty-one (21) participants of Part-I were awarded Certificates of Participation and twelve (12) participants of Part II received Certificate in Chieftaincy Management and Administration. Twenty-four participants (24), who enrolled in October 2015 and had successfully completed Parts I, II, & III of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

4.8.2 The Research and Consultancy Services Centre

The Research and Consultancy Services Centre responded to a number of calls for proposals from CODESRIA, UNICEF and University for Development Studies (UDS). The Centre could not win any of the projects. The titles of the projects were: i. Enhancing Governance of Higher Education Institutions in Ghana through Broader Multi-Stakeholder Engagement; and ii. Gender Inequalities within Middle-Level Academic Management Roles among Ghanaian Higher Institutions of Learning; Targeting and Beneficiary Selection under Ghana's Livelihood Empowerment against Poverty Programme (LEAP).

In the period under review the Centre received thirty-seven thousand and twelve Ghana cedis ten Ghana pesewas (GH 37,012.10) being an outstanding payment for a project work executed for the National Health Insurance Authority (NHIA).

Total cash received from consultancy services amounted to seven-seven thousand twelve cedis and ten Ghana pesewas (GH 77,012.10)

4.8 Ground Rent

4.9.1 Food Vendors

Three (3) food vendors continued to operate at the Food Court despite the on-going constructional work of the university's auditorium complex. The vendors were:

- i. Mama Lit Catering Services;
- ii. Marie Dee Catering Services; and
- iii. Tanee Catering Services.

Like Home Food Court was however, evacuated in the period under review while JD Marquis continued to operate at the ground floor of the LBC Block.

All five (5) vendors have applied for cafeteria space at the newly-constructed Student Centre, which is yet to be handed over to the University. Three of the vendors shall be selected upon successful interview to operate three cafeteria at the Centre.

4.9.2 Photocopier Operators

Fifteen (15) photocopier operators have applied for office space at the Student Centre. Thirteen (13) are expected to be allocated space to offer secretarial services to the University community.

4.9.3 Fence wall Advertising

Four (4) clients continued to mount bill boards on the University's fence wall namely:

- i. Chartered Institute of Management Accountants (CIMA);
- ii. Institute of Chartered Accountants-Ghana (ICAG);
- iii. Chartered Institute of Taxation, Ghana (CITG);
- iv. EPP Books Ltd

Total cash received from ground rent in the period under review was eleven thousand eight hundred and sixty Ghana cedis (GH 11,860.00).

4.9 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. Maintenance
- iii. Long Vacation Rent
- iv. Payment of Refundable Deposits
- v. Staff Resignation
- vi. Income and Expenditure Statement

4.10.1 Hostel Registration

- The 2016/2017 2nd semester hostel registration was conducted in January and was trouble-free as it was only meant to confirm the residential status of residents admitted in the 1st semester. In all 1,200 residents were re-admitted.
- The 2017/2018 1st semester hostel registration was carried out from 26th June - October 2017.

At the end of the exercise 1,204 students were admitted into the hostel through online and manual registration as follows:

Table 10. Hostel Registration Statistics in the 1st Semester of 2016/2017 Academic Year

| LEVEL | ONLINE REGISTRATION | MANUAL REGISTRATION | TOTAL |
|-------|---------------------|---------------------|-------|
| 100 | 278 | 30 | 308 |
| 200 | 248 | 8 | 256 |

| | | | |
|-----------------------|--------------|-----------|--------------|
| 300 | 310 | 5 | 315 |
| 400 | 294 | 10 | 304 |
| 600 | 5 | 0 | 5 |
| Professional Students | 1 | 15 | 16 |
| TOTAL | 1,136 | 68 | 1,204 |

4.10.2 Maintenance

I. Elevator:

Monthly preventive maintenance work was carried out on the elevator as planned by ARG- I Africa Ltd. Thus no major breakdown was experienced however, there was one situation where students were locked up in the elevator but the situation was salvaged by the Porters. To effectively manage the recurrence of this situation, ARG- I has provided special key to open the door of the elevator in case of a lock-up.

ii. CCTV Security System

Eight out of ten (10) CCTV cameras, which malfunctioned in the year under review were repaired by the supplier, All Detective Security Co. Ltd. Two of the cameras and transmitters however need to be replaced. A full report is yet to be received from the supplier.

iii. Fumigation

The Hostel was extensively fumigated during the long vacation in June 2017 to get rid of bed bugs, rodents and wood borers. So far no complaint of any of the above pest has been received. The fumigation exercise was executed by Wexfield Company Ltd.

iv. Recharge of Fire Extinguishers

The content of fire extinguishers in the hostel expired in May 2017 and this was recharged during the long vacation by Fire Armour Co. Ltd.

v. Painting

Painting of the hostel could not be done during the long vacation as planned. This was re-scheduled for the short vacation in January 2018. One hundred and fifty (150) rooms have been identified for painting during this period.

4.10.3 Long Vacation Accommodation

The hostel was opened for renting to individual and institutions during the long vacation for the period between July and August 2017.

Total cash received from renting out the hostel in the long vacation was one hundred and thirteen thousand five hundred and seventeen Ghana cedis (GH 113, 517.00).

4.10.4 Payment of Net Refundable Deposit Against Damages

Computation of the net refundable deposits against damages for the 2016/2017 academic year has been completed and in the process of being paid to residents. The breakdown of the net refundable deposits payable by halls is presented in Table 11

Table 11. 2016/2017 Net Refundable Deposits Payable to Residents

| NO. | HALL | NET REFUNDABLE DEPOSIT PAYABLE (GH ₵) |
|--------------|---------------------|--|
| 1. | Yaa Asantewaa | 14,768.87 |
| 2. | Opoku Ampomah | 18,344.78 |
| 3. | Liberty | 19,310.89 |
| 4. | Mandela | 17,616.16 |
| 5 | Others ¹ | 21,910.00 |
| TOTAL | | 91,950.70 |

Total amount payable to students as net refundable deposits against damages in the 2016/2017 academic year amounted to ninety-one thousand nine hundred and fifty Ghana cedis seventy Ghana pesewas (GH 91,950.70).

4.10.5 Staff Resignation/Engagement

Four (4) staff resigned in the year under review, details are presented in Table 12

Table 12 Contract Staff Who Resigned in 2017

| NO. | STAFF WHO RESIGNED | POSITION |
|------------|---------------------------|------------------|
| 1. | Mr. Alfred Donkor | Hostel Assistant |
| 2. | Mr. Samuel Lartey | Hostel Assistant |
| 3. | Mr. Romeo Oduro | Plumber |
| 4. | Mr. Ashmond Koomson | Cleaner |

Three (3) staff were engaged as replacement in the period under review, details are presented in Table 13.

Table 13: Contract Staff Engaged in 2017

| NO. | STAFF ENGAGED | POSITION |
|-----|----------------------|--------------------------|
| 1. | Mr. Joel Nyaku | Hostel Assistant |
| 2. | Mr. Moses Barnor | Hostel Assistant |
| 3. | Ms. Adelaide Boateng | Administrative Assistant |

4.10.6 Income and Expenditure Statement for the Hostel

Table 12. Income and Expenditure Account for the Period 1st January - 31st December 2017

| ITEM | AMOUNT (GH¢) | | |
|--|--------------|---------------------|--------------------------|
| INCOME | | | |
| Total Income | | 2,255,602.00 | |
| Less 2017/2018 Refundable Deposit | | 120,400.00 | |
| Net Income | | 2,135,202.00 | 2,135,202.00 |
| EXPENDITURE | | | |
| Salary | | 266,158.63 | |
| Stationery | | 1,383.08 | |
| Maintenance | | 159,607.03 | |
| Electricity | | 108,000.00 | |
| Ground Rent (\$13,900.00) | | 62,550.00 | |
| Hostel Management Software Fee | | 17,040.00 | |
| 2016/2017 Refundable Deposits | | 91,954.70 | |
| Allowances to Staff | | 77,560.00 | |
| Provision for Depreciation of Current Assets | | 1,028,872.37 | |
| Total Expenditure | | 1,813,125.81 | 1,813,125.81 |
| Excess Income over Expenditure | | | <u>322,076.19</u> |

Total cash received from the hostel in the year under review was two million two hundred and fifty-five thousand six hundred and two Ghana cedis (GH 2,255,602.00).

5.0 SUMMARY OF INCOME RECEIVED

A summary of cash received in the year under review (2017) is compared with that received in 2016 is presented in Table 13

Table 13: A Comparative Analysis of Cash Received in 2016 and 2017.

| NO. | INCOME SOURCE | AMOUNT(GH¢) | | |
|--------------|--------------------------------|-----------------------|-----------------------|---------------------------|
| | | CASH RECEIVED IN 2016 | CASH RECEIVED IN 2017 | % CHANGE IN CASH RECEIVED |
| 1 | School of Graduate Studies | 7,810,567.26 | 9,878,384.35 | 26.5 |
| 2 | Weekend School (Undergraduate) | 4,944,726.45 | 3,758,353.49 | -24.0 |
| 3 | Evening School (Undergraduate) | 6,246,027.73 | 6,658,850.72 | 6.6 |
| 4 | Access Programme | 102,100.00 | 109,810.00 | 7.6 |
| 5. | Certificate Courses | 315,350.00 | 242,240.00 | -23.2 |
| 6. | Certification Course | - | 58,300.00 | 258.6 |
| 7. | Short Courses | 25,000.00 | 89,650.00 | 36.7 |
| 8. | Consultancy Services | 57,600.00 | 78,742.10 | -50.8 |
| 9 | Ground Rent | 24,115.00 | 11,860.00 | 36.7 |
| 10. | Income from Students' Hostel | 2,047,961.65 | 2255602.00 | 10.2 |
| TOTAL | | 21,575,349.09 | 23,141,792.00 | 7.3 |

Source: Finance Directorate, December 2016

The Graduate School continued to be the leading source of revenue among the Schools followed by the Evening School with the Weekend School trailing. The Graduate School success was mainly due to increase in enrolment, while the less favourable report from the Weekend School was due to decrease in enrolment.

Short course showed the most significant percentage increase (258.6%) due to increase in the number of courses organised in the year under review. The reduction in revenue from certificate courses (23%) was due to a decrease in enrolment onto the various courses run in 2017. Four (4) courses were mounted in both 2016 and 2017. The increase in hostel revenue (by 10%) was mainly due to increase in hostel fees.

6.0 CONFERENCES ATTENDED

No staff from the Centre attended a conference in the year under review

7.0 ACHIEVEMENTS

The Centre made modest achievements in the year under review and these were:

- i. The sustainability of the Centre's certificate courses;

- ii. The successful introduction of ACI Certification courses; and
- iii. No major misconduct was observed among residents of the hostel.

8.0 CHALLENGES

The main challenges encountered by the Centre in executing its mandate in the year under review may be enumerated as follows:

- i. Inadequate lecture/conference rooms for the Centre's training programmes;
- ii. Delay in the payment of fees of resource persons;
- iii. High tax rate of 25% imposed on the fees of internal resource persons;
- iv. Delay in maintenance of facilities in the hostel;
- v. Intermittent disruption in water supply at the hostel;
- vi. High hostel staff turnover;
- vii. Vulnerability of the hostel to pilfering due to insufficient burglar proofing of the balconies of the rooms on the ground floor and the hostel fence wall; and
- viii. Insufficient lighting at the hostel car park and the environs around the hostel block.

9.0 RECOMMENDATIONS

The following recommendations are meant for the consideration of management:

- i. To provide furniture for the conference room in the hostel so that it can serve as additional venue for the Centre's training programmes;
- ii. A mechanism should be put in place to enhance the quick processing of resource persons/lecturers' fees;
- iii. All efforts must be made to ensure that the maintenance schedules for the hostel are complied with;
- iv. Razor-wire security fencing and LED security lights should be provided to improve security at the hostel;
- v. Additional water pump should be installed to improve water supply in the hostel. Currently there is not backup pump.
- vi. Provision of two (2) computers for staff of the Centre.

10.0 FOCUS FOR 2018

The Centre will focus on the following areas in 2018:

- i. To consolidate the Centre's certificate courses by doubling the number of certificate courses to eight (8) with the introduction of IT-related courses;

- ii. To consolidate certification courses by mounting six (6)ACI certification courses
- iii. To collaborate with the Research Centre to build a strong alliance with industry to enhance the training and consultancy enterprise of the university;
- iv. To enhance the management of the hostel through:
 - a. strict compliance to maintenance schedule based on the outcome of routine inspections conducted in the hostel;
 - b. the documentation of Standard Operation Procedures (SOPs) for the hostel;
 - c. improvement of the customer care skills of hostel support staff through training; and
 - d. the conduct of customer satisfaction survey to a better understanding of the peculiar needs of residents.
- v. To increase revenue from long vacation renting to GH150,000.00 (from GH113,000).

11.0 CONCLUSION

The 2017 annual report of BDC has been presented focusing on the performance of the ten (10) commercial ventures in 2017 as compared to that of 2016. The Graduate School continued to be leading income earner for the Centre. The year has been quite successful as the Centre recorded an overall income GH 23,141,792.66 being a modest increase of 7% over that of 2016.

The Centre wishes to extend its gratitude to management for the enormous support that made it possible to execute its mandate for the year.



MEDICAL SERVICES DIRECTORATE

Dr. Bernard Dornoo
Director

1.0 INTRODUCTION

This is an annual report of the Medical Services Directorate of the University of Professional Studies, Accra (UPSA) for the year 2017. The report covers the following areas:

- Clinical and non-clinical activities
- Capacity building
- Preventive health screening and
- Technical support services rendered to other departments of the University.

The Medical Directorate successfully went through the process of accreditation and registration by the Health Facilities Regulatory Agency to operate a hospital. The Directorate also maintained its service relationship with the University of Ghana Hospital, Save the Nation's Sight Eye Clinic and the Diagnostic Centre.

2.0 CLINICAL SERVICES

2.1 Out-Patient (OPD) and Consultation Services

The Directorate provided out-patients services to students, members of staff, dependents of members of staff, non-dependent relations of members of staff and private clients (Paying Clients) during the period under review as our mandate stipulates. Within the year under review, a total of 15, 774 attendances were recorded. This was made up of 3,524 members of staff, 9,031 students, 2,112 staff dependants, 599 private clients, 410 national service persons. Table 1 below shows the details of OPD attendances.

Table 1: OPD Attendance and Consultations, 2017

| MONTH | SEX | STAFF | DEPENDANTS | NSP | CONTRACT | PRIVATE | STUDENTS | TOTAL |
|--------------|-----|--------------|--------------|------------|------------|------------|--------------|---------------|
| JANUARY | M | 291 | 49 | 20 | 5 | 27 | 37 | 429 |
| | F | 85 | 86 | 16 | 6 | 30 | 35 | 258 |
| FEBRUARY | M | 166 | 90 | 20 | 2 | 30 | 261 | 569 |
| | F | 87 | 117 | 15 | 5 | 41 | 374 | 639 |
| MARCH | M | 216 | 89 | 14 | 5 | 17 | 647 | 988 |
| | F | 141 | 105 | 19 | 4 | 38 | 782 | 1089 |
| APRIL | M | 137 | 61 | 5 | 4 | 13 | 536 | 756 |
| | F | 98 | 103 | 24 | 8 | 26 | 658 | 917 |
| MAY | M | 165 | 67 | 11 | 2 | 14 | 610 | 869 |
| | F | 119 | 99 | 15 | 5 | 39 | 731 | 1008 |
| JUNE | M | 181 | 80 | 9 | 6 | 19 | 233 | 528 |
| | F | 118 | 141 | 18 | 1 | 25 | 250 | 553 |
| JULY | M | 346 | 81 | 9 | 26 | 31 | 60 | 553 |
| | F | 216 | 95 | 13 | 9 | 29 | 39 | 401 |
| AUGUST | M | 69 | 65 | 90 | 8 | 31 | 90 | 353 |
| | F | 104 | 77 | 45 | 1 | 44 | 45 | 316 |
| SEPTEMBER | M | 135 | 60 | 4 | 1 | 17 | 374 | 591 |
| | F | 98 | 94 | 9 | 2 | 27 | 436 | 666 |
| OCTOBER | M | 155 | 77 | 2 | 2 | 25 | 466 | 727 |
| | F | 126 | 96 | 22 | 2 | 20 | 703 | 969 |
| NOVEMBER | M | 167 | 84 | 2 | 3 | 14 | 498 | 768 |
| | F | 118 | 130 | 16 | 3 | 18 | 651 | 936 |
| DECEMBER | M | 112 | 59 | 1 | 1 | 9 | 223 | 405 |
| | F | 74 | 90 | 11 | 4 | 15 | 292 | 486 |
| TOTAL | | 3,524 | 2,112 | 410 | 115 | 599 | 9,031 | 15,774 |

2.2 First Time Attendants

A total of 2,708 clients accessed services at the out-patient department as first time attendants in 2017. This is made up of 75 members of staff, 128 staff dependents, 2,190 students and 229 private clients. Details are shown in Table 2 below.

Table 2: First Time Clinic Attendants, 2017

| MONTH | SEX | STAFF | DEPENDANTS | NSP | CONTRACT | PRIVATE | STUDENTS | TOTAL |
|----------|-----|-------|------------|-----|----------|---------|----------|-------|
| JANUARY | M | 9 | 4 | 14 | 0 | 22 | 11 | 60 |
| | F | 4 | 9 | 6 | 3 | 7 | 17 | 46 |
| FEBRUARY | M | 2 | 8 | 5 | 0 | 7 | 50 | 72 |
| | F | 2 | 10 | 1 | 0 | 5 | 71 | 89 |
| MARCH | M | 8 | 10 | 1 | 0 | 12 | 136 | 167 |
| | F | 2 | 6 | 0 | 0 | 15 | 156 | 179 |
| APRIL | M | 1 | 1 | 0 | 0 | 2 | 105 | 109 |
| | F | 0 | 1 | 4 | 0 | 8 | 91 | 104 |
| MAY | M | 6 | 2 | 2 | 0 | 9 | 115 | 134 |
| | F | 3 | 4 | 4 | 0 | 14 | 88 | 113 |
| JUNE | M | 0 | 4 | 1 | 1 | 5 | 50 | 61 |
| | F | 1 | 7 | 1 | 0 | 7 | 35 | 51 |
| JULY | M | 10 | 6 | 5 | 1 | 15 | 18 | 55 |
| | F | 1 | 7 | 1 | 0 | 13 | 2 | 24 |
| AUGUST | M | 1 | 4 | 0 | 1 | 15 | 43 | 64 |
| | F | 0 | 4 | 0 | 1 | 15 | 43 | 63 |

| | | | | | | | | |
|------------------|---|-----------|------------|-----------|----------|------------|--------------|--------------|
| AUGUST | M | 1 | 4 | 0 | 1 | 15 | 43 | 64 |
| | F | 0 | 4 | 0 | 1 | 15 | 43 | 63 |
| SEPTEMBER | M | 1 | 3 | 8 | 1 | 10 | 129 | 152 |
| | F | 0 | 14 | 4 | 0 | 11 | 136 | 165 |
| OCTOBER | M | 0 | 2 | 0 | 0 | 2 | 203 | 207 |
| | F | 1 | 1 | 15 | 0 | 5 | 278 | 300 |
| NOVEMBER | M | 6 | 4 | 0 | 0 | 6 | 100 | 116 |
| | F | 13 | 15 | 2 | 0 | 13 | 186 | 229 |
| DECEMBER | M | 2 | 2 | 0 | 0 | 4 | 38 | 46 |
| | F | 2 | 0 | 3 | 1 | 7 | 89 | 102 |
| TOTAL | | 75 | 128 | 77 | 9 | 229 | 2,190 | 2,708 |

2.3 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 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 dependents).

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

| POSITION | DIAGNOSES | NUMBER OF ATTENDANCE |
|-----------------|----------------------------|-----------------------------|
| 1 | URTI | 2355 |
| 2 | PEPTIC ULCER DISEASE/GERD | 738 |
| 3 | PHARYNGITIS/TONSILITIS | 597 |
| 4 | MUSCULOSKELETAL CONDITIONS | 514 |
| 5 | ENTERITIS | 453 |
| 6 | VAGINAL DISCHARGE SYNDROME | 417 |

1.0 LABORATORY SERVICES

The Laboratory continued to provide efficient diagnostic services for clients. The in-house production of distilled greatly continue to support laboratory work.

In all 5,031 patients had one or more laboratory tests conducted on them. These included 1,313 staff, 2,440 students, 1040 staff dependents and 311 private clients. Table 6 below shows the breakdown.

Table 6: Patients Who Received Laboratory Diagnostic Services, 2017

| MONTH | STAFF | | | DEPEND. | | | STUDENTS | | | PRIVATE | | | TOTAL |
|--------------|------------|------------|-------------|------------|------------|------------|-------------|-------------|-------------|------------|------------|------------|--------------|
| | M | F | T | M | F | T | M | F | T | M | F | T | |
| JANUARY | 63 | 18 | 81 | 20 | 37 | 57 | 4 | 9 | 13 | 9 | 8 | 17 | 169 |
| FEBRUARY | 40 | 34 | 74 | 45 | 43 | 88 | 68 | 54 | 122 | 6 | 10 | 16 | 300 |
| MARCH | 81 | 54 | 135 | 30 | 47 | 77 | 139 | 210 | 349 | 8 | 13 | 21 | 584 |
| APRIL | 56 | 41 | 97 | 26 | 57 | 87 | 135 | 166 | 301 | 5 | 13 | 18 | 499 |
| MAY | 76 | 61 | 137 | 24 | 36 | 60 | 157 | 192 | 349 | 9 | 9 | 18 | 564 |
| JUNE | 108 | 101 | 209 | 60 | 121 | 181 | 109 | 79 | 188 | 29 | 44 | 73 | 651 |
| JULY | 86 | 64 | 150 | 22 | 30 | 52 | 10 | 7 | 17 | 11 | 9 | 20 | 239 |
| AUGUST | 56 | 38 | 94 | 24 | 37 | 61 | 28 | 14 | 42 | 18 | 26 | 44 | 241 |
| SEPTEMBER | 44 | 32 | 76 | 23 | 48 | 71 | 92 | 130 | 222 | 15 | 19 | 34 | 402 |
| OCTOBER | 54 | 45 | 99 | 36 | 45 | 81 | 113 | 216 | 329 | 4 | 9 | 13 | 521 |
| NOVEMBER | 52 | 44 | 96 | 34 | 58 | 92 | 127 | 216 | 343 | 5 | 13 | 18 | 549 |
| DECEMBER | 35 | 30 | 65 | 23 | 41 | 64 | 58 | 107 | 165 | 11 | 8 | 19 | 313 |
| TOTAL | 751 | 562 | 1313 | 367 | 600 | 967 | 1040 | 1400 | 2440 | 130 | 181 | 311 | 5,031 |

5.0 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.

During the period under review, the Pharmacy served a total of 11,849 clients at the total cost of 384,954.00 Ghana Cedis. The monthly representation of prescriptions served and prescription costs are detailed respectively in Tables 7 and 8 below.

Table 7: Number of Prescriptions served, 2017

| MONTH | PRESCRIPTIONS SERVED |
|----------|----------------------|
| JANUARY | 453 |
| FEBRUARY | 996 |
| MARCH | 1,753 |

| | | |
|----|-------------------------------|-----|
| 7 | UTI | 378 |
| 8 | MALARIA | 338 |
| 9 | HYPERTENSION (MOSTLY REVIEWS) | 258 |
| 10 | HEADACHES | 248 |

3.0 PROCEDURES, DETENTIONS AND REFERRALS

3.1 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 151 such cases were managed as detailed below in Table 4 below.

Table 4: Procedures (January to SEPT, 2017)

| ACTIVITY | STAFF | STUDENTS | DEPENDANTS | NUCM | TOTAL |
|-----------------------------|-------|----------|------------|------|------------|
| Ear syringing | 1 | 16 | 0 | 0 | 17 |
| Nebulization | 6 | 17 | 17 | 0 | 40 |
| Wound Suturing and Dressing | 40 | 36 | 3 | 15 | 94 |
| TOTAL | | | | | 151 |

3.2 Detentions and Referrals

Referrals, specialist care, surgical interventions, antenatal and maternity care, and admission continued to be referred to the University Ghana Hospital.

During the year under review a total of 109 clients were detained at the UPSA Clinic and managed for various conditions, while 79 cases were referred to Legon Hospital and other referral centers such as 37 Military Hospital, Ridge Regional Hospital and Korle-Bu Teaching Hospital for specialist care. See Table 5 below for details.

Table 5: Detentions and Referrals

| ACTIVITY | STAFF | STUDENTS | DEPENDANTS | NUCM | TOTAL |
|-----------|-------|----------|------------|------|-------|
| Referrals | 25 | 38 | 13 | 3 | 79 |
| Detention | 21 | 54 | 19 | 15 | 109 |

| | |
|--------------|---------------|
| APRIL | 1,409 |
| MAY | 1,517 |
| JUNE | 884 |
| JULY | 630 |
| AUGUST | 487 |
| SEPTEMBER | 973 |
| OCTOBER | 1,233 |
| NOVEMBER | 822 |
| DECEMBER | 692 |
| TOTAL | 11,849 |

Table 8: Cost of Prescriptions Served, 2017

| MONTH | STAFF | STUDENTS | DEPENDANTS | WALK IN | TOTAL |
|--------------|-------------------|------------------|------------------|------------------|-------------------|
| JANUARY | 14,965.35 | 711.47 | 5,420.99 | 2,589.41 | 23,687.22 |
| FEBRUARY | 15,229.59 | 9,607.85 | 8,199.02 | 2,481.89 | 35,518.35 |
| MARCH | 19,179.56 | 20,413.27 | 8,252.79 | 2,024.52 | 49,870.14 |
| APRIL | 16,953.17 | 15,063.64 | 6,202.20 | 2,076.65 | 40,295.66 |
| MAY | 18,715.80 | 16,015.17 | 6,855.57 | 1,942.48 | 43,528.96 |
| JUNE | 16,886.24 | 4,643.28 | 6,964.37 | 2,240.01 | 30,733.90 |
| JULY | 17,575.96 | 789.38 | 5,244.10 | 2,910.03 | 26,519.47 |
| AUGUST | 19,146.42 | 1,233.06 | 4,537.61 | 3,349.68 | 28,266.77 |
| SEPTEMBER | 13,769.54 | 9,781.16 | 4,037.76 | 1,528.62 | 29,117.08 |
| OCTOBER | 15,342.22 | 12,079.94 | 3,760.28 | 1,361.04 | 32,543.48 |
| NOVEMBER | 13,181.36 | 6,236.63 | 3,678.68 | 776.38 | 23,873.05 |
| DECEMBER | 10,970.38 | 5,861.64 | 2,990.50 | 1,177.78 | 20,999.92 |
| TOTAL | 180,945.21 | 96,574.85 | 63,153.37 | 23,280.71 | 384,954.00 |

6.0 ULTRA-SOUND SCAN SERVICES

The Directorate continued to provide Ultra-sound scan services during the year under review. A total of 195 ultrasound scans (for 152 females and 43 males) were conducted in the year 2017.

7.0 NON-CLINICAL SERVICES

7.1 HEALTH SCREENING, EDUCATION AND MEDICAL EXAMINATIONS

7.1.1 PRE-EMPLOYMENT MEDICAL EXAMINATION

The Directorate continued to provide medical examination services for all persons being engaged in the employment of the University.

7.1.2 STAFF HEALTH SCREENING

The annual medical screening for UPSA staff was conducted from 19th June to 26th July, 2017. The exercise included eye screening, laboratory investigation and physical examination. In all, three hundred and thirty five (335) staff were screened.

7.1.3 SPORTS TEAM 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 participated by the school including the 2017 GUSA games.

7.1.4 STUDENTS MEDICAL SCREENING

The Directorate undertook medical screening for fresh students. In all, three thousand five hundred and sixty one (3,561) out of the three thousand nine hundred and ninety-eight (3,998) students who started with laboratory examinations completed the entire process in 2017.

7.2 NHIS REGISTRATION

The Directorate continued with its collaboration with NHIS Adenta office to offer opportunity to staff and dependants to renew and register unto the NHIS scheme.

7.3 CLINICAL MEETINGS

The Directorate held six (6) clinical meetings on a two-monthly basis for the purpose of continuous professional development and capacity building of staff members in 2017.

8.0 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 Registrar, Academic Affairs Directorate, Sports Unit, Human Resource Directorate, and various faculties.

9.0 HUMAN RESOURCE AND CAPACITY DEVELOPMENT

9.1 STAFFING

The Directorate continued to work with limited staff during the year. Apart from the nursing unit that has adequate number of staff, all other units are under staffed

Table 9 below gives a summary of current staff strength and recommended complements.

Table 9: Current and required numbers of various categories of staff at the Directorate

| No. | Staff | Current | Required | Variance |
|--------------|------------------------|----------------|-----------------|-----------------|
| 1 | Medical Officers | 2 | 5 | 3 |
| 2 | Nurses | 10 | 14 | 4 |
| 3 | Administrator | 2 | 2 | 0 |
| 5 | Laboratory Technicians | 2 | 5 | 3 |
| 5 | Pharmacist | 1 | 2 | 1 |
| 6 | Pharmacy Assistant | 2 | 4 | 2 |
| 7 | Medical Record Officer | 2 | 5 | 3 |
| 8 | Orderlies Officer | 3 | 3 | 0 |
| Total | | 24 | 40 | 16 |

10.0 INFRASTRUCTURE

10.1 X- RAY UNIT

In collaboration with the Physical Development Directorate, the room allocated for the X-ray unit is being remodeled in preparation for the installation of the X-ray machine when purchased. The Directorate received a temporal accreditation by the Nuclear Regulatory Authority for the use of the X-ray machine at the facility.

10.2 SICK BAY AT UPSA HOSTEL

The Sick bay was operational in the year during the period that students were on campus.

11.0 FINANCES

11.1 MEDICAL REFUNDS

The Medical Directorate processed medical refund claims each month of the year and paid the stipulated amount to staff.

11.2 SOURCES OF INCOME

The activities of the Medical Directorate and the provision of medical care continuous to be funded by the University. Other supplementary sources of funding include the following:

11.2.1 CONSULTATION FEES FOR PRIVATE CLIENTS

The Directorate realized an amount of forty nine thousand, two hundred and ten Ghana Cedis and fifty pesewas (GH¢49,210. 50) from consultation and clinical services rendered to private clients who accessed services at the clinic.

Table 10: Funds generated by services offered to private clients in 2017

| MONTH | AMOUNT |
|--------------|------------------|
| January | 4149.40 |
| February | 3972.00 |
| March | 4603.40 |
| April | 3339.09 |
| May | 3963.51 |
| June | 399.79 |
| July | 4049.94 |
| August | 6913.51 |
| September | 5321.91 |
| October | 4244.65 |
| November | 4979.17 |
| December | 3274.10 |
| TOTAL | 49,210.50 |

12.0 CHALLENGES

The Directorate faces two major challenges as enumerated below:

12.1 AMBULANCE

The absence of an ambulance continuous to pose problems for the directorate thereby compromising patient safety during emergencies. Staff of the Directorate continue to use their personal cars to transport patients to other hospitals.

12.2 HUMAN RESOURCE

The human resource capacity of the directorate is still below the required minimum. Four out of six units that make up the Directorate are under resourced to effectively run the current two-way shift. The units include, Medical, Laboratory, Records and Pharmacy. To run an effective shift system, the minimum required number of staff for each unit is five (5), but we are currently working with three (3) in each unit.

13.0 RECOMMENDATIONS

The Directorate wishes to appeal to Management to take immediate steps to employ additional doctors (at least 3), nurses, a pharmacist, laboratory technologists and record officers.

The Directorate also needs a new ambulance urgently.

14.0 CONCLUSION

The Medical Services Directorate will continue to provide quality medical care and services to the UPSA community and the general public in spite of the challenges.



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 2017.

During the year under review ongoing projects within the University were continued.

Major constructional projects, carried out in the course of the year were:

- The Academic Wing Complex
- Auditorium and Students centre

Other minor works were also undertaken.

The report also covers areas of maintenance, general sanitation, landscaping, power, water supply and sewerage works on the University campus.

I.0 THE ACADEMIC WING COMPLEX (Rev. Fr J. J. M. Martey Building)–

Major work was carried out on the last and ground floors offices for lecturer's and some minor works on the NB block of the complex.

Work progress has been as follows:

I.1 The NB block

This floor has been earmarked for offices for the Information Services & Technology Directorate (ISTD). Work is ongoing as follows:

Cutting and chiselling for data and voice points ongoing

Electrical first fixes – 99%

Floor screeding - 20%

Air condition chiselling for condensate pipes – 100%

Also complete are the following:

Installation of window frames, burglar proof, internal and external plastering, plumbing first fixes and hardwood ceiling framework for the corridor and office spaces

Works to be carried out were put on hold in anticipation of the confirmation of the final layout from the Information Systems and Technology Directorate (ISTD)

The final layout has been confirmed and work would start in earnest in January 2018.

1.2 Offices for lecturers – Ground and third floor

Third floor

- The works are practically completed.
- A final inspection was carried out at the floor on 15th December 2018. Some snags are yet to be corrected to satisfaction.
- The installation of furniture at the common room is yet to be done.
- This floor can accommodate offices for a total of 28 lecturers, and two heads of departments, in addition to a common/conference room.

The Ground floor:

The following works have been carried out:

Internal plastering, burglarproofing, installation of aluminium windows, door frames, second electrical fixes and first fixes for plumbing and air conditioning (all completed)

Voice and data installations - 90%

Floor tiling - 80%

The building incorporates a lift which is yet to be installed.

2.0 Library Reading Rooms and Offices Complex

Status of the works is as follows:

| Description of Items | Status of Work |
|-------------------------------------|--|
| Turnstiles and door access controls | Door access controls work on the physical installations have been done. Outstanding is the termination of points which will be tied in with configuration and completion of access cards. The book tagging and access card production is yet to be done. ISTD has completed discussions with the firm on the choice of cards and its operational procedures. |

| | |
|--|--|
| | Turnstiles have been installed and termination done. Trial runs have also been performed on the turnstiles |
|--|--|

2.1 Installation of burglarproof to fifth and fourth floors

Installation of burglarproof has been completed on the fifth and fourth floors of the library. Installations on other floors would be considered and undertaken in the course of the year

The provisions of AVR's on subsequent floors is yet to be undertaken and this is intended to regulate power provision to those floors at the library.

3.0 Furniture supply and repair work - Lecture Block Complex

In the course of the year a supply of 2000 new lecture room chairs were made to the Lecture Block Complex to augment the seats there.

4.0 Refurbishment works at the Clinic

Refurbishment work has been undertaken at the section that would accommodate the new x-ray machine to be procured.

The above works were done in coordination with the Medical Directorate and the proposed supplier of the equipment.

5.0 Provision and maintenance of solar street lighting

An additional panel would be required to increase and sustain the charge within the batteries installed to effectively keep both dual lights on throughout the night. Some batteries buried have to be relocated to the surface to avoid the ingress of water that have affected some of the lights.

Additional lights would also be added at various points on campus to enhance visibility at night.

7.0 Fencing and rehabilitation of the football field

The football field has been partially fenced. With the completion of the students centre, the rest the field would have to be fenced off and gated in order to protect the football turf when it is rehabilitated

8.0 Landscaping to the campus (tree planting)

Maintenance is being consistently done to the lawns and shrubs on campus. Additional tree planting is also ongoing. About 23 new tree seedlings were planted at various parts of the campus in the last quarter of 2017, by the kind courtesy of the Rotract club of UPSA.

9.0 Various Paving works on campus

In order to improve circulation routes used by pedestrians and vehicles on campus the paving of the parking lot in front of the Rev.Fr. J. J. M. Martey building would be undertaken in the course of the year.

Provision of a metal grating covering would be made over the drain from the lay by at the security gate towards the main road to create safe access to pedestrians coming from the Access Bank section of the campus.

10.0 Auditorium and Students Centre Building

Construction of the above facilities began in July 2016 and work on the project has been progressing steadily.

10.1 The Auditorium

Accommodation schedule:

Ground floor:

Main auditorium with two tier terracing of a seating capacity – 3070

Two side auditoriums each seating – minimum 220

Back stage area with changing rooms

Large lobby area for gatherings, exhibitions etc.

Mezzanine floor: two sets of offices for support staff.

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 - 30 months

Progress of work is as follows:

The structural frame of the auditorium is about 100% complete:

Plastering: ground floor is 70% complete

First floor is 90% complete

Second floor is 70% complete.

Tiling to adjoining washrooms: ground floor is 90% complete with first and second floors 92%.

Some block work in-fills are on-going on the various floors.

First fixes to electrical and plumbing installations have been completed

Door frame installations are 60% complete

Roof truss installations are 100% complete.

Roof guttering works around the lift shafts are ongoing and are 95% complete.

Roofing of the main auditorium is ongoing and is about 90% complete

Basement: skimming is ongoing on the floor soffit and beams

Works ongoing at the Auditorium are on schedule.

10.2 The students Centre

Accommodation schedule:

Ground floor: Four (4) food vendor eateries

First floor: Space for photocopiers, shops, offices for SRC/GRASAG, multipurpose space, locker/changing rooms for cleaners

Second floor: offices for UTAG, GAUA, FUSSAG and TEWU

Two multipurpose halls (one of the halls has been adopted by Access Bank and would be used as a 24/7 lounge with Wi-Fi facilities), lounge and kitchenette

Third & fourth floors: 3 multipurpose halls on each floor, lounge and kitchenette space

Fifth floor: offices for lecturers (49 lecturers can be accommodated), lounge and kitchenette space

Construction period – 14 months

The Students centre is practically completed with corrections being done to works from snags pointed out during the last inspection.

Furniture supply and installation to the facility is as follows:

- Offices and cafeteria -- 100%
- Multipurpose halls – yet to be furnished

11.0 Provision of cleaning and security services for the new students centre

Due to the nature of facilities and equipment provided within the students centre and the use to which the facility is to be put it will become necessary to procure the services of a cleaning company and 24/7 security would be required to be deployed.

12.0 New Mosque

In the last quarter of the year the new mosque (which was privately funded) was commissioned and put to use. The mosque is yet to be given permanent power and water for its use due to the construction activities of the new Auditorium.

13.0 Acquisition of land for the future extension of the campus.

In the year 2016 land acquisition was done at Adamorobe in the Akuapem South District and was sited next to a parcel of land acquired by the GAUA branch of UPSA.

Documentation processes for the land have been done but there was a hitch with the site plan and its rectification is being undertaken by the legal department of the University.

Management intends fencing the property in order to protect it prior to its development and the following items have been included in the 2018 budget for works on the site.

- Site contouring
- Spot height provisions

Other initiatives would include the planning of getting access to the site, water and the provision of power.

14.0 Power Issues

During the course of the year various maintenance and some installation works were carried out on power supply. Most of the works carried out were on;

- Servicing and maintenance of the 1250kva and 500kva generators that provide alternate power to the campus.
- Laying of new underground cables to resolve issues with compound lighting around the Administration Block and the Library.
- Rectification and repairs were done on the overhead lines supplying power to the Ewuntoma Medical Centre, J. B. Buama Building, Arkorful Building and the Gate House.
- Replacement of the faulty HRC fuse in the feeder pillar near the 500kva transformer was done by the electricians.

15.1 Repair and Maintenance Work on the 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 prevent the need for water to be supplied to campus, on occasions where there is an interruption of water supply from GWCL. It will require the installation of an additional plant and the expansion and relocation of the existing plant room underground. The additional plant will ensure that the increase in water demand that would occur with the commissioning of the auditorium and students centre (still under construction) would be met.

The main treatment room is also being relocated to an underground position.

15.2 Repair and Maintenance Works on Campus

Due to the inadequacy of plumbers on campus:

- – Leakages of plumbing fixtures at the Lecture Block Complex (LBC) had to be worked on by service providers. The existing concealed cisterns of the WCs in the washrooms proved difficult to maintain. These were replaced with surface mounted ones and other plumbing works are also being worked on.
- The same service provider approach had to be undertaken for repair works at the hostel.

15.3 Maintenance of the Water Fountain at the Quadrangle

Since construction works on the water fountain was completed, it has been running consistently and is also frequently maintained. Maintenance practices involved;

- Daily removal of floating debris and other living organisms.
- Addition of “make-up” water to ensure that the requisite water level in the basin is maintained.
- 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.
- 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.

- General replacement of electrical fixtures and fittings on campus: electrical fittings such as fluorescent tubes, sockets, and lighting switches that are faulty were replaced on various blocks of the university campus. Fluorescent tubes, energy saver bulbs that get faulty are systematically being replaced with light-emitting diode (LED) ones that are more energy efficient.
- Restoration of the elevator at the Justice Aryeteey Building (LBC)

CFAO Equipment Ltd completed the repairs on the Lecture block complex lift. It also carried out routine servicing for the month of December on the lift. An AVR delivered and installed by ARG1 (installers of the lifts for the Hostel and the Library) was also checked by the two firms. The alarm device for the lift was however found to be faulty during the servicing period. This would be rectified by CFAO on the submission of an invoice. The lift has since been put in operation.

Servicing of the 800KVA transformer: the 800kva transformer serving the Library section of campus and the administration block has to be serviced in the course of the year to enable it perform efficiently. Fencing and placing of granite chippings was also done at the transformer location.

14.1 Challenges faced with power supply

Upgrading of the 500KVA transformer: the 500kva transformer serving the western section of campus and the administration block needs to be upgraded to enable it perform efficiently. This is due to the additional load that is anticipated to be placed on the existing transformer when the following facilities are completed:

- The ongoing work sections of the Rev. Fr. J.J.M. Martey Building (offices for lecturers, NB and the lecture auditorium block)
- The third wing of the Administration Block

15.0 Water Supply And Sewerage

- **Water availability on campus**

Flow of water from the Ghana Water Company Limited, (GWCL), has been largely uninterrupted. Whenever the flow got interrupted for some days, water already stored in the main reservoir in addition to treated water from the boreholes on campus sufficed. But in situations where water stored in the main reservoir got used up, water had to be purchased and delivered by water trucks; since the rate at which raw borehole water is treated is far lower than the rate at which water is consumed on campus,

15.4 Maintenance of Borehole pumps

Maintenance was carried out on the three (3) boreholes on campus in the course of the year.

15.5 Watering of lawns

Water is made available during the cultivation and the maintenance of lawns on campus from a combination of water from the anaerobic digester and Ghana Water Company. Rainwater storage is being considered in future, in the disused septic tanks to augment Ghana Water supply for gardening purposes, particularly the grassed areas of the quadrangle, the Library, the Central Administration block and the LBC.

This will be done when all the existing tanks have been totally cleaned out and disinfected and adequate roof guttering provided around buildings.

15.6 Inadequate plumbers on campus

Delivery of water to all buildings on campus, maintenance/repair works and the handling of drainage & sanitation issues that occur and require urgent attention, have over the course of the year, been undertaken by a hired plumbing assistant (Samuel Kissi). He remains the only effective plumber, constantly available for work on campus.

Mr. Godwin Agyekum (permanently employed as University Plumber) – was unavailable for work between October 15, 2015 and July 2017, due to ill-health. He now has a medical permit from doctors, to be assigned light duties only. He is also available only on Tuesdays & Thursdays; two (2) days a week. As a result of the above, plumbing issues arising are always queued up and the department is not able to attend to each repair works immediately, causing discomfort to end users.

In order to cope with plumbing challenges, a service provider had to be sought to tackle some of the major problems at the hostel and the LBC. This situation will have to continue until the University can employ more full-time plumbers.

15.7 CHALLENGES FACED IN WATER SUPPLY AND SEWERAGE WORKS

- a. **Inferior water supply devices and plumbing fixtures:** There have been occasions where pumps and control devices etc. 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 brand names of known quality materials. Efforts were made to ensure such materials are replaced by the suppliers.

- b. Low rate of borehole water treatment:** On few occasions when water flow from GWCL got interrupted, the main reservoir was quickly used up and the rate at which the current treatment plant produces potable water was unable to meet the demand on campus. Plans are therefore being made to install an additional plant.
- c. Attitude of Users (particularly the students)**
- A number of floor drains in the washrooms of the LBC Block were stuffed with sachet water rubber and other insoluble debris in addition to other unacceptable practices by students were identified.
 - In spite of notices pasted in each washroom of the various lecture blocks, on how to operate push-taps users have ended up breaking/spoiling push taps.
 - Recent occurrences have been during the examination periods, where newly installed cisterns have been vandalized by students in order to hide books, calculators etc. inside them. The notice of the Director of Academic affairs was drawn to this.

16.0 Environment and Sanitation

16.1 STAFFING

The unit has a total of forty-four (44) staff members, with the breakdown as follows; Cleaners (21), Conservancy Labourers (14), Gardeners (2) and 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. In addition to that, some cleaners have 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 members. This situation is affecting janitorial activities in the University.

16.2 WASTE MANAGEMENT

The sanitation unit ensured 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. A plan for the relocation of the temporary collection site to a permanent location is on hold due the ongoing construction activities.

16.3 JANITORIAL EQUIPMENT

There is the need to procure other janitorial equipment such as blowers and scissor lift mechanism hydraulic ladder to facilitate work at heights. These machines when available will enhance productivity. The procurement of straight shaft brush cutters would go a long way to improve on keeping weeds at bay at various locations on campus.

16.4 SUPPLY OF CLEANING MATERIALS

Supply of cleaning materials to the sanitation unit and their quality were not consistent in the course of the year and it is the hope of the Directorate that this would improve to enhance service delivery.

16.5 GENERAL CLEANING AND THE STATE OF WASHROOMS

The Directorate has put in place several measures to keep the restrooms neat for users. Regular meetings are organised with our service providers Unik Cleaning (for the Library) and EMJEK Cleaning Services C) on the need to deliver quality service within the contractual agreements signed with the University.

Most of the plumbing challenges faced by the service providers which resulted in the closure of some washrooms are being addressed.

However, the abuse of waste bins by users especially over the weekends is still continuing. Measures to ensure that the LBC is shut down at a certain time is being put in place.

UCS Ghana Ltd in the course of the year took over the cleaning services of the Graduate School Block. Their services are being extended to cover the offices of lecturers at the Rev. Fr. J. J. M. Martey Building.

Parts of the challenges with plumbing were addressed in the course of the year though new issues have cropped up and this would be addressed in due course.

16.6 FUMIGATION

General Fumigation could not be carried out at the 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. This exercise would however be carried out in the course of the coming year.

It has become urgent that regular fumigation is required to totally rid the student's hostel of bed bugs that have invaded sections of the facility. Frequent sighting of snakes within the University Community have occurred, especially around the students open washroom that shares a boundary with PRESEC. Unfortunately, chemicals requested for

fumigation for this purpose were not available by close of the semester. It is our hope that they would be available for the exercise to take place before students resume in 2018.

17. PROPOSED PROJECTS

The University intends to have some new projects undertaken in the near future. These are:

- **Multi-purpose facility**

The proposed multi-purpose project would integrate the land space being occupied by the J.B Buamah Building and the E.A.K Arkoful Building. The facility would accommodate offices, lecture rooms, spaces for commercial facilities and ancillary support facilities.

- **Hostel facility**

The facility would be located on same premises as the University Hostel. The new hostel would help ease the pressure of providing accommodation for the students of the University. This venture is being considered for implementation by the University Alumni.

- **Proposed Building for offices and a Chapel**

This provision is being considered for the provision of a place of worship for the Christian community on campus. The space being earmarked for the project is the space on the boundary of the road between the playing field and northern fence wall of the University. The project would incorporate offices for sports department, maintenance offices for the Physical Development Directorate and Transport Unit (these would be on the ground floor) and subsequent floors (three.) would consist of halls for worship purposes. The project may only be able to take off after the completion of the new auditorium as the space is currently being used by the contractors.

- **Proposed expansion to the Clinic**

During the commissioning of the Mosque the University put across a request to the Financiers of the Mosque project for the consideration of the expansion of the University Clinic and the proposal was accepted in principle by the Financiers.

18.0 RECOMMENDATIONS

In spite of reliable water supply which is essential for effective sanitation delivery, plumbing challenges made this very difficult to achieve. The University would require

the services of at least two permanent plumbers in addition to plumbing assistants to help achieve effective water and sanitation delivery.

The regularity of fumigation especially against snakes and the baiting of rodents, provision of required sanitation chemicals; and the need to have training and development for the janitorial staff to sharpen their skills are highly recommended.

19.0 Conclusion

The Directorate wishes to express its appreciation to Management, staff and students of the University for the remarkable support and collaboration it received during the year under review. The Directorate will continue to deliver on its mandate in spite of various challenges.



PUBLIC AFFAIRS DIRECTORATE

Mr. John S. K. Agbenyo
Director

1.0 INTRODUCTION

The Public Affairs Directorate (PAD) continued to pursue aggressive integrated marketing communications strategies aimed at enhancing UPSA's visibility as an emerging world-class University and to positively affect and influence all stakeholders. The following report represents PAD's activities from January to December, 2017.

2.0 OBJECTIVES

The shared goals of the Directorate are to:

- Develop strategic partnerships with key stakeholders of the University for the purpose of building corporate goodwill.
- Promote the image of the University in order to strengthen the corporate brand.
- Enhance and sustain the public image of the University.
- Create mass appeal for the University among stakeholders and the general public.
- Provide excellent customer service to all internal and external stakeholders that interface with the Directorate and the UPSA brand.
- Position UPSA as the University of choice for every business student and university employee.
- Organise/coordinate all events and protocol activities of the University.
- Manage adverse publicity (crisis management) for the University at all times.

3.0 STAFF

The staff of the Directorate stands at ten (10) in addition to a number of national service personnel. A list of staff and their designations is provided below:

| Name | Position |
|----------------------------|---|
| John S. K. Agbenyo | 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 |
| National Service Personnel | Eleven (11) including Industrial Relations Unit |
| James Afedo | Leave of absence |

4.0 MAJOR ACTIVITIES UNDERTAKEN

4.1 MEDIA RELATIONS

PAD continues to nurture cordial relationships with 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.

4.2 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:

- Minister pays courtesy call to UPSA.
- Launch of Vice-Chancellor Endowment Fund.
- Inaugural UPSA Annual Leadership Lecture.
- 9th Congregation & Special Congregation ceremonies.
- Faculty of Law Holds Two-day Conference
- UPSA to award three distinguished persons
- 2017 UPSA Matriculation.
- UPSA honours industry players.
- UPSA student wins prestigious national achievers award.
- UPSA wins maiden accounting competition.

4.3 PUBLICATIONS

The following publications were completed during the period under review:

- UPSA Newsletter Vol. I #3
- 2016 Annual Report
- UPSA Faculty of Law Maiden Conference Brochure
- Professorial Inaugural Lecture Brochure
- 9th Congregation Brochure
- Brochure for the Conferment of honorary degree.
- VC Endowment Fund Brochure.
- Brochure for Inaugural UPSA Annual Leadership Lecture
- 2018 UPSA Calendar
- Schools & Faculty Brochure (Approval for Printing Pending)

4.4 UPSA NEWS UPDATE & SCHEDULE

As part of measures to strengthen internal communications, PAD continues to send out the monthly UPSA News Update & Schedule. This is a compilation of relevant news bulletin and up-coming events. The News update is disseminated to the University community electronically. Regrettably, many senior members particularly the academic staff do not use their official UPSA email addresses and so miss out on important information. We intend to work with ISTD, deans and faculty officers to reverse this trend.

4.5 EVENT MANAGEMENT

Staff of the Directorate assisted in organising the following events during the period under review:

| | |
|--|---|
| Jan. 21, 2017 | <ul style="list-style-type: none"> • GRASAG Extraordinary Congress |
| Feb 01 Feb. 8 & 10 Feb. 10 Feb. 22 | <ul style="list-style-type: none"> • Inauguration of Strategic Planning Committee & University Prayer Day • VC meets with organised bodies • UPSA & Self search organised Certification Seminar • Training of newly recruited lecturers & UPSA Alumni meeting with VC |
| March 9 & 10 March 20 March 24 March 27 – April 1 | <ul style="list-style-type: none"> • Faculty of Law two-day Conference • Faculty of Accounting & Finance Professional Week Celebration • Management Professionals Day • Professional Master Class |
| April 20-21 April 26 | <ul style="list-style-type: none"> • International Conference on Business Management & Entrepreneurial Development • Maiden Inaugural Lecture – Prof. Mrs. Goski Alabi |

| | |
|-------------|---|
| May 8 – 12 | <ul style="list-style-type: none"> • Training Workshop for Chiefs & Traditional Leadership organised by the Otumfuo Centre for Traditional Leadership |
| May 12 | <ul style="list-style-type: none"> • SRC Elections • The Association of Business Administration Students Honour 8 Staff members |
| May 19 | |
| August 10 | <ul style="list-style-type: none"> • Inauguration of UPSA Governing Council |
| August 11 | <ul style="list-style-type: none"> • Ceremony to unveil bust of former directors and naming of buildings • Ninth Congregation |
| August 12 | |
| October 18 | <ul style="list-style-type: none"> • Launch of the VCs Endowment Fund • University Day of Sports • Matriculation |
| October 19 | |
| October 20 | |
| November 15 | <ul style="list-style-type: none"> • Inaugural UPSA Annual Leadership Lecture • Commissioning of Mosque • Post-budget Dialogue and Pre-Christmas Concert |
| November 17 | |
| November 23 | |

4.6 UPSA NEWS UPDATE & SCHEDULE

As part of measures to strengthen internal communications, PAD continues to send out the monthly UPSA News Update & Schedule. This is a compilation of relevant news bulletin and up-coming events. The News Update is disseminated to the University community electronically.

4.7 PUBLICITY/ADVERT

The Directorate provided editorial support for the designing and publishing of many adverts in the newspapers among them are the following adverts:

- Inaugural UPSA Annual Leadership Lecture - 3
- IWES for training sessions - 10
- Certificate course in Practical Accounting - 1
- Certification courses of the American Certification Institute - 2
- Practical Sales Leadership Workshop - 1
- Sale of application forms for admission into one year access programmes - 1
- Application for admission - 4
- Invitation to Tender - 2
- Certificate course in forensic and investigative accounting & auditing - 2
- Short courses - 2
- Certified International Professional Negotiator (CIPN)

5.0 INDUSTRIAL RELATIONS UNIT

In partial fulfilment of the award of diploma and degree certificates by the University, 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.

The 2017/18 internship report collection started on the Monday 18th September to Friday 29th of September 2017. A total of three thousand two hundred and thirty three (3,233) reports (all programmes) were collected and submitted to the Faculties for assessment. The details are submitted in the table below:

| PROGRAMME | MORNING | EVENING | WEEKEND | SUB-TOTAL |
|---|----------------|----------------|----------------|------------------|
| BSC ACCOUNTING | 536 | 142 | 126 | 804 |
| BSC BANKING AND FINANCE | 323 | 72 | 31 | 426 |
| BACHELOR OF BUSINESS ADMINISTRATION | 657 | 285 | 140 | 1082 |
| BSC MARKETING | 208 | 520 | 51 | 311 |
| BACHELOR OF ARTS PUBLIC RELATIONS MANAGEMENT | - | 5 | - | 5 |
| BSC INFORMATION TECHNOLOGY MANAGEMENT | 27 | 46 | - | 73 |
| TOTAL | 1751 | 1070 | 348 | 2701 |
| DIPLOMA PROGRAMMES | | | | |
| DIPLOMA MARKETING | 66 | 13 | - | 79 |
| DIPLOMA PUBLIC RELATIONS MANAGEMENT | 51 | 3 | - | 54 |
| DIPLOMA IN INFORMATION TECHNOLOGY MANAGEMENT | 48 | 5 | - | 53 |
| DIPLOMA IN ACCOUNTING | 162 | 19 | - | 181 |
| DIPLOMA MANAGEMENT | 150 | 15 | - | 165 |
| TOTAL | 477 | 55 | - | 532 |
| GRAND TOTAL | 2228 | 1125 | 348 | 3233 |

Note: Some students are yet to submit their internship reports

5.1 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 of the University.

5.2 ACADEMIC RESEARCH INTRODUCTORY LETTERS

The Unit issued Academic 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.

5.3 NATIONAL SERVICE ACTIVITIES

Facilitated pre-national service orientation for students.

Submitted UPSA's request for 2017/18 national service personnel.

Recruited 166 national service personnel into the various Faculties, Directorates and Departments of the University.

Organized orientation for newly posted service personnel to 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.

6.0 ACHIEVEMENTS

- **Development of Internship Evaluation Booklet**
A draft booklet to be used by supervisors of the various organizations to evaluate performance, punctuality and attendance of our interns on weekly basis has been produced. This is a requirement by the National Accreditation Board (NAB).
The booklet will be presented to the Industrial Relations Committee for review and adoption.
- **Marking of internship reports is now handled internally by the Faculties.**

6.1 Relationship with Corporate Organizations

The Unit has established a very strong working relationship 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.

7.0 CHALLENGES

7.1 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.

7.2 PROSPECTIVE NATIONAL SERVICE PERSONNEL

Some Deans, Directors, Heads of Departments delayed in submitting 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 during the period under review.

8.0 PAD OUTLOOK FOR 2018

PAD will collaborate with Management, Deans and Directors to organize training on Customer Services Management in order to enhance service delivery and strengthen relations with key stakeholders.

The training programme will cover the following staff

- Front line Officers
- Faculty Officers
- Departmental Officers
- Admission and Registration Officers
- Hostel Management Officers

9.0 CONCLUSION

The Public Affairs team is grateful to Management and all stakeholders for the support in executing our mandate throughout the year under review. We look forward to another fruitful year ahead of us.



DOCUMENTS AND INFORMATION MANAGEMENT CENTRE

Mr. Edwin Ayernor
Director

INTRODUCTION

The Core mandate of the Documents and Information Management Centre (DIMC) is to restructure, organize and manage all documents and information resources in the University. 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.

The afore-mentioned is to help fulfill its mandate and successfully provide the needed information services to stakeholders for planning, decision making, retrieval, safe and easy storage of documents and information.

The DIMC presents the following report on its operations for the period 1st January to 31st December 2017:

1.0 2017 MANAGEMENT RETREAT

The Centre was represented at the 2017 Management Retreat by the Coordinator, Mrs. Iris Oppong to present the 2016 DIMC Annual report in which some proposals and recommendations on students' admissions/registration were outlined. Also outlined in the report, were some challenges the center faced due to lack of permanent staff. Subsequently, a Committee was set up with the mandate to study the challenges, proposals and recommendations. It is hoped that the recommendations and proposals when implemented will help improve the process of admission and registration of fresh students in the University.

I.1 Recommendations of the Committee on:**a. Staff Challenges:**

The recommendations of the Committee on staff challenges were that as a temporal measure, six (6) National Service Persons with Information Technology and Information Studies background should be posted to the DIMC every academic year.

Furthermore, due to the sensitive nature of work in the Centre, the employment of permanent staff would go a long way to safeguard information in the Centre.

b. Registration of Freshmen:

On the issue of registration of freshmen, the Committee agreed with the recommendations of DIMC that ISTD should effect the following changes:

- i. A staff of ISTD involved in the processing of admission letters should be stationed at DIMC during freshmen registration to quickly address registration anomalies as soon as they occur.
- ii. The online admission system should limit applicants to the use of a particular system of uploading a picture (e.g. JPEG format) so that the pictures could be uploaded without problems.
- iii. Sessions and levels of entry in the provisional admission letters should correspond.
- iv. Passport photographs should be captured on both formal and provisional admission letters.
- v. The generation of formal admission letters should be made to correspond with that of provisional admission letters.
- vi. Avoid assigning wrong index numbers or assigning of two numbers to a single applicant.
- vii. There should be consistency in the arrangement of names on both provisional and formal admission letters.

The challenges in registration of freshmen were tied in to incidences of wrongful admissions. It was therefore recommended that:

- I. Henceforth, there should be a roundtable meeting of all staff involved in the admission process. This would give each member the opportunity to scrutinize the qualifications of all applicants. This would ensure that due diligence is done and therefore only qualified applicants would gain admission to the University. Furthermore, it was recommended that the Records Officers should be included in the admission exercise.

- ii. National Service Persons should not be allowed to take part in the admission process.
- iii. Faculty and Departmental officers should be given training in Excel.

c. Proposal on Index Numbers

A. In furtherance to the improvement in students' records management, the Committee made the following recommendations on the above topic:

- i. The UPSA Admission form should have a field for an applicant to indicate whether he or she was a former student of UPSA.
- ii. Also there should be space to indicate candidate's previous UPSA index number.
- iii. Former students with new serialized index numbers starting with 100..... should be assigned the same numbers for continuity.

Additionally, the Committee recommended that:

- i. The current serialized index numbers starting with 100..... should be maintained.
- ii. To ensure that all the numbers are serially assigned, applicants should initially be identified by their Online Serial Numbers (OSN).
- iii. The index numbers should be serially assigned only after the payment of fees.
- iv. The serialization should be done by programmes but not as and when a student pays the fees to avoid gaps in the numbering.
- v. Faculty's access to internet should be improved and empowered by the ISTD to be able to do their required analysis using USIS.

2.0 DIGITIZATION OF RECORDS

The Centre initiated digitization of records of the University for both academic and administrative records. Although, we concentrated on the administrative records, some academic documents like attendance and script check sheets were also scanned. The challenges in the digitization process included erratic electricity supply and the absence of permanent staff with information technology background.

The Centre would like to report that the digitization of records slowed down during the period under review. This was largely due to the fact that voluntary staff who handled that aspect of the work had to leave abruptly after a short notice. We are happy to report that the scanning of the examination attendance sheets for 2016/17 academic year which hitherto was outstanding has been completed and forwarded to the appropriate officers. The Centre is currently collaborating with Information Service and Technology Directorate (ISTD) for technical support to continue with the digitization of records to speed up the process.

3.0 MANAGEMENT OF STUDENTS RECORDS

For the period under review, the Centre received thousands of documents comprising students' registration printouts and other documents from the Academic Affairs Directorate and other Units. These were sorted and filed. There was also the retrieval of files and other documents for action to be taken e.g. preparation of introductory letters, issuing of certificates, English proficiency letters, letters of attestation, and letters of confirmation amongst others.

4.0 MANAGEMENT OF EXAMINATION SCRIPTS, DISSERTATION AND ADMINISTRATIVE DOCUMENTS AT THE FACULTIES AND GRADUATE SCHOOL

Five records officers of DIMC managed examination scripts, and other administrative documents on behalf of the four Faculties and the School of Graduate Studies. In addition, they coordinated the movement of examination scripts by liaising with the 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 at the faculties.

They also attended to various script requests from the Faculties for accreditation, re-accreditation and other purposes.

5.0 COMMITTEE WORK

During the period under review, the following DIMC Staff did some committee work as follows:

- i. Mrs. Iris Oppong, the Co-ordinator, served as Recorder for the Committee established to study DIMC recommendations and proposals outlined for the 2017 Management Retreat.
- ii. Mrs. Iris Oppong, Recorder for the Examinations Committee convened and wrote minutes for meetings which took place on 2nd February and 22nd March, 30th June and 17th July 2017 respectively.
- iii. Mrs. Iris Oppong represented the DIMC at two Academic Board Meetings held in February and April 2017.
- iv. Mr. Felix M.Y. Zanu, Recorder for the Graduate Studies Committee convened and wrote minutes for a meeting which took place on 7th February, 6th July and 30th November 2017.
- v. Mr. Denis Attuquayefio of the DIMC served as a Secretary to the Students Course Registration Investigative and Disciplinary Committees set up by the

Vice-Chancellor.

- vi. Messrs Augustine Ofori and Felix Zanu were Recorders/Secretaries to a panel each, during the students' proposal Defense from 23rd to 28th October 2017.

6.0 REGISTRATION OF FRESHMEN:

The Centre as usual, played a key role in the registration of freshmen from 14th August to November 2017. However, registration was ongoing even after the deadline. The process involved:

- i. Verification of the following documents:
 - Academic certificates – Tertiary diploma, WASSCE and SSCE Certificates
 - Birth certificate – (or in default weighing card, baptismal certificate or passport)
 - Online provisional admission letters
- ii. Check for payment of fees
- iii. Verification and thorough examination of entry requirements before formal admission letters were issued.
- iv. Creation of files for the freshmen. After the verification of documents for a particular student, a file is created immediately for him/her with the following documents:
 - a. Provisional Admission letter
 - b. Academic Certificate/Results slip (Tertiary diploma, WASSCE and SSCE Certificates)
 - c. Birth Certificate((or in default weighing card, baptismal, passport)
 - d. Official Admission letter
 - e. DIMC Clearance form
 - f. UPSA Declaration form

This is to ensure that files are created for each and every freshman who had duly registered.

At the time of writing this report, the Centre had duly registered over three thousand freshmen (3,000). The newly created files were sorted and arranged on shelves for permanent storage. Preparation of finding aids/location register for the newly created files for freshmen had also been completed.

The Center would like to report that this year's students' registration encountered less irregularities and challenges (as compared to that of 2016) because of the due diligence done at the beginning of the admission exercise by all officers involved. The DIMC employed the WAEC Result QRCode 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 about 39 fake or falsified results of some of the applicants.

7.0 TRAINING

Staff of DIMC attended workshops/seminars during the period as follows:

- i. Workshop on use of software for recording work schedules and duties. Organized by the Quality Assurance Directorate on 18th January, 2017 at the UPSA auditorium.
- ii. Seminar on the theme “Empowering Delivery of Service Excellence in Higher Education” organized by Messrs Bentil Consulting in collaboration with Management on 7th and 8th March, 2017 at Room GH9 of the School of Graduate Studies, UPSA.
- iii. Meeting on new NAB Admission Requirements Sensitization for staff 2017/18 Academic year organized by the Academic Affairs Directorate on 14th March, 2017 in Conference Room one.

The Business Development Directorate approached the DIMC to collaborate with them on a Seminar on Practical Records Management Training from 7th to 9th August 2017. Staff of DIMC served as facilitators for the seminar.

The seminar covered the following areas - Information and characteristics of good information and records, legal implications in handling information and records, practical records management, classification of records, basic IT skills in records management etc.

It attracted twenty (20) participants from organizations such as HFC Bank, Presbyterian Church, Ghana Atomic Energy Commission, Youth Employment Agency, Nyansah Limited, Salt and Light Ministries, Zoomlion Ltd., Cocoa Board, Sunon Asorgli Power Plant Ltd, Pentecost University, Ashesi University, Osudoku District Assembly, Cefelix Academy amongst others.

Comments from the seminar appraisal indicated that participants were excited about the content of the seminar and called for more of such seminars, and the organization of similar ones in various organisations if possible.

8. DIMC INVOLVEMENT IN 2017/18 STUDENT ADMISSIONS:

During the period under review, staff of the DIMC played a key role in the admissions process. At the staff sensitization meeting on 2017/18 Admissions requirements held on 14th March 2017, DIMC staff were tasked to give final validation for qualified applicants to be admitted. Furthermore, the validation of the application forms stemmed from recommendations and proposals presented in the DIMC 2016 Annual Report presented at the 2017 Management Retreat.

9.0 NATIONAL ACCREDITATION BOARD SPECIAL AUDITING OF UPSA ADMISSION PROCESS AND QUALIFICATION OF FRESHMEN

On Tuesday, 26th September, 2017 the Centre received information from the Academic Affairs Directorate that the National Accreditation Board had sent notice that there would be a four-member team to inspect the admission process of the University on Thursday 28th and Friday 29th September, 2017. It also involved the inspection of student files. The notice was short and the Centre had only two days to prepare for the visit considering the fact that the admission/registration process was still ongoing.

The Centre would like to state that although the basic documents had been filed on the newly created files, there were others that were yet to be filed. These included applicant declaration forms and documents from the EMS envelopes. The rest were proof of registration, course registration and some official admission letters. It was a near crisis situation.

A few members of staff were invited from the faculties and other units to join the DIMC staff to complete the filing process for the inspection. The Centre is happy to announce that through hard work and commitment, the work was completed in time for the inspection. The debriefing that ensued after the exercise indicated that the inspection team was generally satisfied but a few issues on filing were raised, which had since been addressed accordingly.

DIMC would like to state a few issues and these are:

- i. Although the notice came at a time when quite a large number of documents were yet to be filed, considering the staff strength and work schedule of DIMC, work was on course. It is unfortunate that the inspection took place at the peak of the registration period.
- ii. Five members of staff were scheduled to handle the routine work of the Centre, register over three thousand students and also file thousands of documents within that same period.
- iii. We would also like to draw Management's attention to the fact that during the month of August, all the National Service Persons (NSSP) were on leave. The 2017/18 NSSP assumed duty in September and were still undergoing training at the time of the notice.

We are grateful to Management for taking steps to solve the staffing problems of the centre.

10. ACBSP 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.

II. STAFFING SITUATION

STAFF ESTABLISHMENT

| Staff /Function | Rank/Position | Unit |
|---|--|-------------------------------|
| Director | Deputy Registrar | All |
| 1 General Records Officer (Coordinator) | Assistant Registrar | All |
| 5 Faculty/School Records Officers | Assistant Registrars | Faculties and Graduate School |
| 4 Administrative Assistants | Administrative and Chief Administrative Assistants | Registry/DIMC Records |

Staff

| | | |
|-----------------------------|---|-------------------------------------|
| Mr. E.T. Ayernor | - | Director (Study Leave) |
| Mrs. Iris Oppong | - | Assistant Registrar/Coordinator |
| Mr. Felix M.Y. Zanu | - | Assistant Registrar/Records Officer |
| Mr. Denis Attuquayefio | - | Assistant Registrar/Records Officer |
| Mr. Augustine Ofori | - | Assistant Registrar/Records Officer |
| Mr. Kwasi Offei-Kwafo | - | Assistant Registrar/Records Officer |
| Mr. Kingsley Asare- Danquah | - | Chief Administrative Assistant |

Other Staff

| | | |
|---------------------------|---|--|
| Mr. Ransford Koranteng | - | Chief Administrative Assistant (On Contract/ Now Retired) |
| Ms. Majorie Jubril | | |
| Mrs. Comfort Gbeve | | |
| Mr. Mawuli Agbernowodugah | | |

I. CHALLENGES

1. The absence of permanent senior/junior Records and IT staff continues to be a big challenge. Due to the sensitive nature of work in the centre, the employment of permanent staff would go a long way to safeguard the integrity of work.
2. The absence of desktop computers in the Centre also hinders progress of work.

13. PROJECTION FOR THE NEW YEAR

1. 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. Organizing a documentation and records management training workshops for staff of UPSA by the end of 2018.
4. Assist various units to commence electronic filing in accordance with the classification and filing schemes.
5. Improve on the procedures for registration of freshmen for 2018/19 academic year.
6. Continuation of digitization of documents and other day to day activities of DIMC.

CONCLUSION

DIMC is hopeful that the proposals and recommendations made by the Committee established to study the DIMC 2016 Annual Report, would be implemented to ensure available, complete and exhaustive records and information for organizational planning, decision-making, data integrity and accuracy in the University. We thank Management and staff who contributed in diverse ways to the successes and achievements of the DIMC over the past few years. As always, we thank Management for the opportunity to be of service to UPSA.



RESEARCH & CONSULTANCY CENTRE

Dr. Ibrahim Mohammed
Director

STATEMENT FROM THE DIRECTOR

The year 2017 has been another successful year with the Centre engaging in a number of activities, details of which are highlighted in this report. Within the first quarter of the year, Management of the University supported the Centre with the recruitment of two new staff (a Deputy Director and a Marketing Lecturer) to help the Centre meet its expanded mandate of mobilizing resources **for the establishment and administration of the Vice Chancellor's Endowment Fund (VCEF)**. In light of this, we reviewed the organogram of the Centre and created a marketing unit to be in charge of the VCEF. A successful launch of the VCEF was organised and the Marketing unit, through a resource mobilization committee, is working in earnest to raise the seed capital of One hundred million Ghana cedis (GH¢100,000,000.00) for the Fund.

To ensure effective administration of the Centre, the review of the Organogram also brought three of the units (namely Consultancy, Academic Publications and Marketing) under the direct supervision of the Deputy Director while the other three units (namely, External Research Projects, Institutional Research and Research Compliance) remained under the direct supervision of the Director. One other change that was made to enhance good governance was the establishment of an advisory team drawn from within the RCC.

The Centre was also successful in carrying out a range of activities that included **dissemination of the approved University Research and Consultancy policies**, hosting Interfaculty Research Seminar (attended by over 60 Lecturers), organising a **training in Structural Equation Modelling** (attended by over 90 Senior Members) and carrying out the second edition of **UPSA's Student's Satisfaction Survey** (participated by over 1,900 students) to ascertain student's satisfaction in the University. In the year under review, the RCC under the auspices of

the Office of the Pro-VC generated and submitted annual statistical data about the university to public institutions including the National Council for Tertiary Education (NCTE) and National Accreditation Board (NAB).

The Centre also continued to develop and respond to opportunities for research and consultancy services in our areas of expertise. In all, a total of five research proposals was developed and submitted for grants award while several Expression of Interests (EOIs) were submitted for consultancy services. Furthermore, the Centre also continued to develop institutional policies and processes to strengthen and maintain high academic standards by developing a Publication Reward Scheme, Plagiarism Policy, Intellectual Property Policy and Research Management and Administration Handbook. The latter three documents are under expert reviews and would soon be submitted for Management's approval.

Finally, the centre continued to build and maintain the visibility of the University through a range of other activities that included hosting the 3rd International Conference on Business Management and Entrepreneurial Development (ICBMED) in April (which received over 70 submissions) and preparing submitted manuscripts to the Journal of Business Research (JBR) for publication in the Volume 10 edition .

ABOUT THE CENTRE

The Research and Consultancy Centre (RCC) is a strategic directorate within the University of Professional Studies, Accra (UPSA) established to promote, administer and oversee all research, scholarly and consultancy activities of the University. In exercising this mandate, the RCC carries out its functions under the following six core units:

- Institutional Research and Decision Support
- Research Projects
- Consultancy
- Academic Publications
- Research Compliance
- Marketing

Vision

To develop and maintain an enabling environment that encourages and supports the research goals of the University.

Mission

To engage the university community, industry, society, and governments in research uptake that inures to the benefit of mankind.

Values

In addition to the core values of the University which are Integrity, Respect and Service, the Centre's activities are guided by five core values. These core values form the mnemonic PEOPLE to reinforce the Centre's brand promise that people (and for that matter mankind) are at the heart/centre of its mission. Where: P = Professionalism, E = Ethicality, O = Objectivity, P = Pragmatism, L = Leadership, and E = Efficiency.



OUR STRATEGIC OBJECTIVES

Consistent with Strategic Plan 2016-2020, the Centre's work in 2017 was guided by the following key objectives:

1. Develop and respond to opportunities for research in areas of interest and expertise
2. Offer professional consultancy services that meet the needs of clients (individuals, businesses, communities and states);
3. Seek research collaborations and partnerships with other institutions, where such partnerships and collaborations will synergistically lead to high quality outputs;
4. Provide research-related support to Faculties, Departments, Centres and Students in the University;

5. Strengthen institutional policies and processes to maintain high academic rigour, professionalism and ethical standards in the conduct and dissemination of research and other services.
6. Promote the visibility of the Research and Consultancy Centre and the University at large through research and other scholarly activities.

STAFFING

Staff Position

During the year, the staff strength of the RCC was (13) regular staff and four (4) national service personnel. Here is the breakdown:

- The Director (1)
- Deputy Director (1)
- Assistant Registrars (2)
- Research Fellows (6)
- Assistant Research Fellows (3)
- National Service Personnel (4)

Resumption from Study Leave

In the course of the year, Mr. Haruna Rufai Kilu successfully completed his PhD studies at the Lulea University of Technology and has since resumed work from his study leave. The Centre congratulates him for achieving this terminal degree. Also, Mr. Timothy Avordeh who was granted a year study leave has resumed.

Promotion

Mr. Maxwell Yeboah-Mensah, an Administrator at the RCC was promoted to the position of an Assistant Registrar.

New Appointments

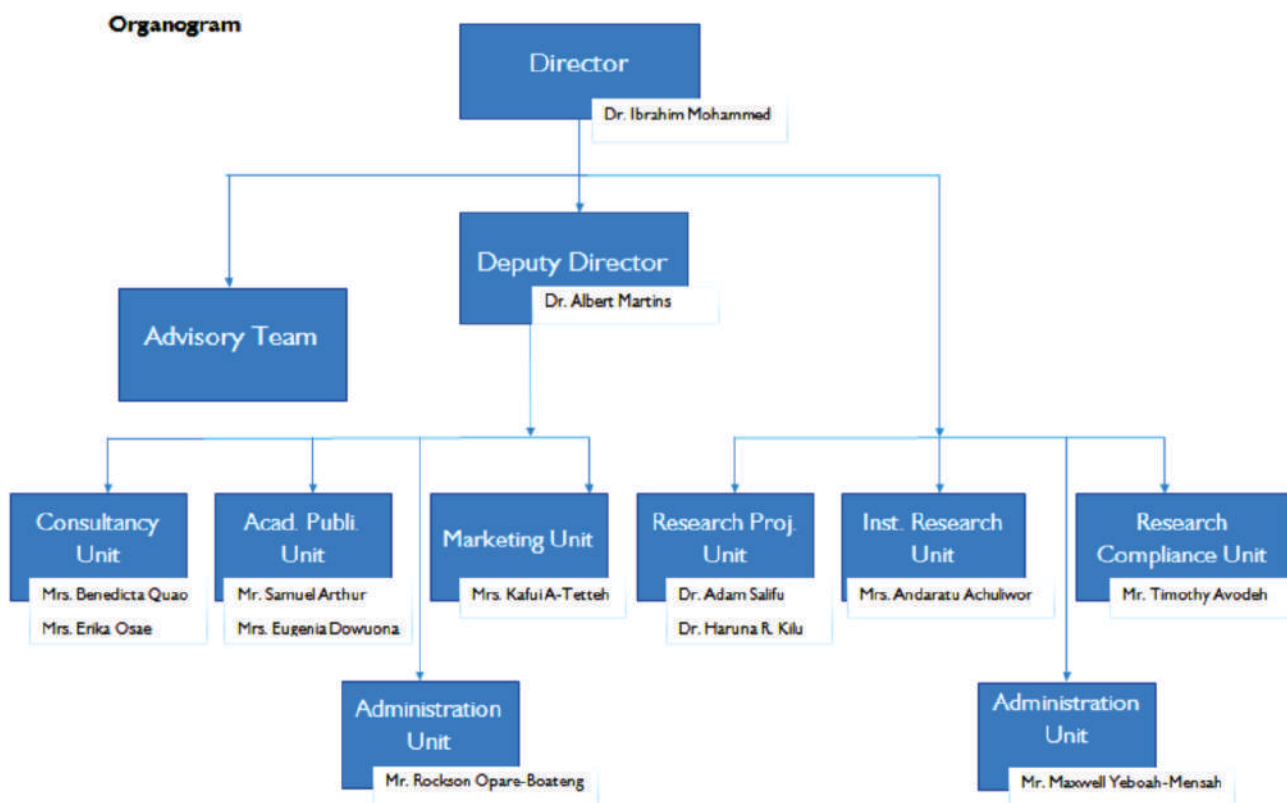
During the year under review, two new appointments were made to the Centre. Namely:

- Dr. Albert Martins as Deputy Director
- Kafui Agormeda-Tetteh as Research Fellow

Staff List

| Name | Rank/Position |
|-----------------------|---------------------------------|
| Dr. Ibrahim Mohammed | Senior Research Fellow/Director |
| Dr. Albert Martins | Senior Lecturer/Deputy Director |
| Dr. Haruna Rufai Kilu | Research Fellow/Lecturer |
| Dr. Salifu Adam | Research Fellow |

| | |
|--------------------------------|-----------------------|
| Mr. Timothy King Avordeh | Research Fellow |
| Mrs. Benedicta Quao | Research Fellow |
| Mrs. Eugenia N. Y. B. Dowuona | Research Fellow |
| (Mrs.) Kafui Agormeda-Tetteh | Research Fellow |
| Mr. Samuel Arthur | Asst. Research Fellow |
| Mrs. Andaratu Achuliwor Khalid | Asst. Research Fellow |
| (Mrs.) Erika Mamley Osae | Asst. Research Fellow |
| Mr. Rockson Opere-Boateng | Asst. Registrar |
| Mr. Maxwell Yeboah-Mensah | Asst. Registrar |



The Advisory Team comprises all the unit heads/coordinators.

Staff Development and Conferences Attended

| Name | Programme | Duration | Sponsor | Venue |
|------------------------|--|--|--------------------------|--|
| Ibrahim Mohammed | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | UPSA, Accra Ghana |
| | Workshop on Higher Education Management Information Systems (HEMIS) Benchmarking | 29 th -30 th June, 201 | UPSA | Mensvic Grand Hotel, Accra, Ghana |
| | National Policy | 14 th -15 th August, 2017 | UPSA | Accra International Conference Centre, Accra Ghana |
| | Harvard Africa Alumni Action Forum | 25 th -26 th August, 2017 | UPSA | Mövenpick Ambassador Hotel, Accra, Ghana |
| | WIDER Development Conference | 5 th -6 th October, 2017 | UPSA | ISSER, UG, Accra, Ghana |
| Dr. Albert Martins | Pedagogical Skills | 4 th -5 th August, 2017 | Andy Davidson Associates | U.K. |
| | Youth Engagement | 4 th September, 2017 | Youth Brigade Foundation | Accra |
| | Higher Education Conference | 3 rd -6 th October, 2017 | Campus France Ghana | Accra |
| Mrs. Erika Mamley Osae | Workshop for Research Supervisors | 18 th August, 2017 | Self | University of Ghana |
| Timothy King Avordeh | Mathematics and its Application (MiA) Workshop | 8 th -10 th November, 2017 | AIMS-Ghana | Biriwa (AIMS Research |

| | | | | |
|--|--|--|---------------------------------------|------------------------------|
| | Ghana Youth Human Rights Conference | 11 th December, 2017 | Youth for Human Rights Africa (YOHRA) | Africa Regent Hotel, Accra |
| Mr. Maxwell Yeboah-Mensah | Evidence to Action “Towards an Evidence Based and Data-informed Policy, Action and Practice in Africa” | 25-26 th July, 2017 | ISSER, Conference Hall | University of Ghana |
| Mr. Rockson Opare-Boateng | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | UPSA, Accra Ghana |
| Mrs. Benedicta Quao | How to Achieve a Dynamic Inclusive and Industrialized Economy in Ghana: A new Structural Economic Approach | 9 th November, 2017 | IEA | IEA, Accra, Ghana |
| | Dissemination of Survey Findings on the Expectations of Ghanaians of the New Government | 31 st May, 2017 | IEA | IEA, Accra, Ghana |
| | Discussion: From Gold Coast to Ghana: A Glorious History of Self-Determination | 22 nd March, 2017 | IEA | IEA, Accra, Ghana |
| | Centre for Financial Inclusion- ACCION Training | March – October, 2017 | Vision Fund | Virtual Dialogue (Cape-Town) |
| Dr. Adam Salifu | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | UPSA, Accra Ghana |
| Mrs Eugenia Nana Yaa Brempomaa Dowuona | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | UPSA, Accra Ghana |

THE CENTRE'S ACTIVITIES AT A GLANCE



MAJOR ACTIVITIES UNDERTAKEN BY THE VARIOUS UNITS

Research Project Unit

During the year under review, the unit continued to develop and respond to opportunities for research. In total, four proposals were developed and submitted in response to Request for Proposals (RFPs). These included two proposals on the topics “Enhancing governance of higher education institutions in Ghana through broader multi-stakeholder engagement” and “Gender inequalities within middle-level academic management roles among Ghanaian higher institutions of learning” submitted to the Council for the Development of Social Science Research in Africa (CODESRIA) under the Meaning-making Research Initiative (MRI). The other proposal was submitted to the Ghana Inclusive Development Research Network (GIDRN) supported by

UNICEF and hosted by the University of Development Studies and UNICEF Ghana. This network aims to provide a multi-faceted platform for local researchers to increase their provision and impact of quality research on inclusive development through improved research capacity, networking, and policy engagement.

Institutional Research and Decision Support Unit

The IRDSU undertook the second edition of UPSA students' satisfaction survey. In all, about one thousand nine hundred students drawn from the diploma, undergraduate and graduate levels voluntarily participated in the survey. Unlike the maiden edition which focused narrowly on assessing students' satisfaction with academic programmes, this second edition had an expanded scope. It assessed students' satisfaction with regard to the following:

- Admission and Registration Processes;
- Quality of Academic Programmes;
- Teaching and Learning;
- Learning Resource and Environment;
- Teaching and Non-Teaching Staff;
- Hostel and Catering Facilities; and
- General Impression about UPSA

The final report is ready to be presented to Management.

In the year under review, the IRDSU under the auspices of the Office of the Pro-VC generated and submitted annual statistical reports about the university to public institutions including the National Council for Tertiary Education (NCTE) and National Accreditation Board (NAB). The unit in collaboration with Quality Assurance Directorate responded to an international ranking institution, namely Umultirank.

Consultancy Unit

The Consultancy Unit during the year submitted three proposals to three different institutions and organizations. The first proposal was submitted to the Nursing and Midwifery Council for a five-day training of some staff. This was followed with another proposal to the Ghana School Feeding Programme, which was seeking the services of a consultant to lead a two-day orientation for national service personnel and newly recruited zonal coordinators/staff of the programme throughout the country. The final proposal was submitted to Perseus Mining Company Limited who were seeking to recruit a consulting organization to prepare and organize four modular training courses for their main line supervisors over a period of one year. A comprehensive training module for supervisors in the mining sector was also developed.

To ensure that the RCC becomes more visible, the consultancy unit has developed a capability profile for the Centre. The purpose of this is to circulate it widely among targeted companies and

organizations that may require consultancy services in our fields of expertise. So far, distribution of the capability profile is in progress.

Academic Publications Unit

JBR Volume 10

The volume 10 of the JBR is currently at the press after completing the procurement process. This edition contains seven papers with authors from other countries apart from Ghana.

Promotion of the Visibility of JBR

During the year under review, the Ghana Investment Promotion Centre requested for copies of the JBR. Consequently, two copies each of all previous editions have been sent to the GIPC Library.

Furthermore, the Library of Massmann Internationale Buchhandlung GmbH, Germany also subscribed to the Journal -- from the first edition to the current one. Finally, abstracts of previous volumes of JBR are hosted on the University's website. This is aimed at enhancing the visibility of the Journal. Therefore, members are encouraged to make regular visits to the UPSA website.

ICBMED Conference

The 3rd International Conference on Business Management and Entrepreneurial Development was organised in April 2017. The theme for the conference was, "Small and Medium Scale Enterprise Development in Africa: Information Communication Technology (ICT) as a Strategic Tool." The keynote speech was delivered by a tech giant and CEO of e-Solutions Consulting, Mr. Solomon King Adiyiah. The conference attracted more than 70 submissions which were scheduled for presentation and published in the Conference Proceedings.

Maiden Annual Research Report for the University

As a means of documenting the University's research output and showcasing same to its internal and external stakeholders, the RCC has prepared a draft annual research report for publication. Being the maiden edition, the report covers the period of 2015-2017. It is designed to communicate research undertaken in the university to the layman and serve as a compendium of reference material to all and sundry.

Research Compliance Unit

Dissemination of Approved Policy Documents

During the period under consideration, the RCU embarked on a dissemination programme to sensitize faculty members about the three policy documents (namely, the UPSA Research Policy, UPSA Consultancy Policy and the Publication and Authorship Guidelines). The dissemination was

done through the departmental and faculty seminars and hosting of the documents on the University's website.

Information Guide for University's Publication Reward Scheme

In furtherance of Management's decision to institute a publication reward system that honours and encourages faculty to publish their scientific research in reputable and high-ranking journals, the RCU developed an information guide which indicates eligibility criteria and procedures for applying for the reward. This information has been circulated to faculty members and hosted on the University's website.

Marking and Verification of MBA Project Work 2016/17

Through the School of Graduate Studies, the RCU arranged for the marking and verification of the final-year MBA project work for the 2015/2016 academic year. The exercise involved an orientation for the assessors, assessment and vetting of the project works, distribution of student's work with written comments for revisions and verification to ensure that comments have been addressed by candidates.

Policy Documents

In the year under review, the Centre continued to develop institutional policies and processes to strengthen and maintain high academic standards. Two of such policies that were drafted for Management's consideration were Plagiarism Policy and Intellectual Property Policy. Presently, the documents are undergoing expert reviews and would soon be submitted in their final versions.

Marketing Unit

The newly established marketing unit spearheaded the organization of the launch of the Vice-Chancellor's Endowment Fund. The Centre was tasked with the responsibility to promote and educate potential stakeholders both within and outside UPSA about the VC's vision regarding the endowment fund. This was executed by distributing letters, meeting with corporate bodies, the alumni and organized associations and student bodies on campus to promote the idea and also solicit monetary contributions from these groups. The activities carried out by the Centre before the launch of the fund helped to develop significant interest for the fund among the various target groups which led to the massive contributions and pledges towards the fund on the day of the launch.

Following the successful launching of the VCEF, the Board of Trustees and its sub-Committees have been inaugurated. Frantic efforts are underway to raising the targeted seed capital of

GH¢100,000,000.00.

CAPACITY DEVELOPMENT INITIATIVES

Inter-Faculty Seminar on how to publish in a reputable Journal

The RCC in June organized a one-day interfaculty seminar on the topic “How to publish an article in a reputable Journal”. The seminar, which was well-attended by both academic and administrative staff, was presented by Prof. Nana Owusu-Frimpong, a renowned professor of marketing. The presenter shared his personal experiences as author, reviewer, and editor to encourage and motivate participants to aim at publishing in reputable journals. Participants were taken through pertinent topics and questions such as:

- How to prepare to publish in quality journals
- Where to publish the manuscript
- How to prepare the manuscript for submission
- Submitting the manuscript
- What to do if the manuscript gets rejected
- Revising and resubmitting rejected manuscript
- How to respond to the reviewer's comments

Workshop in Structural Equation Modelling (SEM)

Under the auspices of Management of the University, the RCC organized a 3-day capacity building workshop on Structural Equation Modelling using SmartPLS for faculty members which took place on 25th to 27th July, 2017 at the School of Graduate Studies. The workshop had a dual aim of equipping participants with both conceptual understanding and practical skills of using SEM to undertake research. It was facilitated by an expert who regularly teaches SEM and applies it in his research, thus, making the course practical and realistic. The post-workshop evaluation indicated that participants were happy with the programme and recommended that the RCC should organize more of such workshops for faculty during long vacations.

Seminar for Graduate Students

The RCC also organized a seminar for the MPhil/MSc students during the period under review and the purpose was to equip the students with skills and tools to enable them complete their dissertations. Some of the areas covered included how to develop dissertation topic; transform your dissertations into a manuscript for publication in a top journal. This seminar was facilitated by Dr. Iddrisu Awudu of the Quinnipiac University in the USA and Dr. James Malm of the College of Charleston in the USA.

PARTNERSHIPS AND COLLABORATION INITIATIVES

Desirous of generating income for the University, the Centre has initiated steps to enter into partnerships and collaborations with the following organisations:

- World Vision Ghana – at the MOU signing stage
- Ernst & Young – at the initial stages
- Enterprise Life Assurance, Ghana - at the initial stages
- Mathasa – at the MOU stage

MAJOR ACHIEVEMENTS

In the year under consideration, the RCC's major achievements included:

- Completion of the second edition of the UPSA Student Satisfaction Survey.
- Development of Capability Profile for the RCC.
- Initiation of partnerships and collaboration with various organizations.
- Spearheading the launching and inauguration of the VCEF.
- Preparation of the JBR for publication.
- Organising Capacity Development Initiatives.
- Development of Policy Documents
- Marking and Verification of MBA Project work
- Organisation of the 3rd ICBMED Conference

CHALLENGES

In the year under review, the Centre faced some challenges in carrying out its functions. The major ones included:

1. Low submission of manuscripts to the JBR. Steps have been taken to find out the cause of this problem. In the meantime, information gathered from some contributing authors who have withdrawn their submission has to do partly with the name JBR which coincides with a well-established journal by the Elsevier publishers.
2. Inability of the Centre to win research grants and/or consultancy services partly due to our non-indulgence in standard industry practices such as payment of finder's fee.
3. Low response rate to request for information.
4. Inadequate logistics and office equipment such desktop computers/laptops.

PLAN FOR 2018

In the coming year, the Centre plans, among other things, to undertake the following activities:

- Rebrand the Journal of Business Research
- Conduct Students and Staff Satisfaction Survey

- Mobilise Funds for the VCEF
- Organise Capacity Development Training and Workshops, especially in grants proposal writing,
- Solicit for Collaborations and Partnerships for Research and Consultancy
- Organise the 4th ICBMED Conference
- Publish the maiden Annual Research Report for the University
- Publish the Research Management and Administration Handbook

CONCLUSION

All in all, 2017 has been yet another successful year with the Centre undertaking a lot of activities to promote research enterprise in the University. As we look forward to 2018 with optimism, we believe that the plans that we have outlined, if successfully executed, will catapult the Centre onto greater heights. We thank all the staff at the RCC and Management for their diverse contributions to making 2017 a successful year. We will continue to count on your contribution and support in the coming years.



CENTRE FOR INTERNATIONAL EDUCATION & COLLABORATION

Prof. Goski Alabi

Dean

DEAN'S MESSAGE

Once again, it is a pleasure to present the Center for International Education and Collaboration's 2017 report. It is essential to reiterate CIEC's commitment to working with all departments and stakeholders to enable UPSA 'be a world-class higher education provider in both academic and professional disciplines, nationally entrenched, regionally relevant and globally recognised'. UPSA has the vision, commitment and the obligation to facilitate the progression of internationalization in its broad sense to the benefit of our university first of all, staff, students and faculty.

It is imperative that we recognise that international diversity is an incredibly valuable resource that UPSA can use to further enhance its globalisation aim. With the right resources CIEC is poised to make a significant contribution towards the global relevance of UPSA and to increase its international student's populace.

UPSA's global appeal and presence are essential to realising its commitment of being a 'research-led and student-focused' University. Inevitably, being research-led requires staff and academics to be engaged at the international frontiers like conferences, workshops and trainings at which knowledge is generated. It is only there, where many of the great challenges the educational world currently faces can realistically be addressed and insights gained.

This year CIEC facilitated some collaboration including

- The AIMS and Catholica University Collaborations.
- The institutional Accreditation from the Chartered Quality Institute.
- Sourcing for projects including the SPHEIR and WOODMEDS project

- Continuous communication for scholarship schemes from Philanthropist Brain Jones for our students.
- Engaged and hosted visiting professors from all over the world as visiting lecturers
- Hosted international students.
- Circulated scholarship opportunities to the university community

In the succeeding year, we aim to deepen international collaborations, participation in relevant conferences, and increase the international student's population on campus.

CIEC's vision is to be a world-class centre for international education, exchange, mobility and collaborations, and we are poised to achieve this mission.

EXECUTIVE SUMMARY

The CIEC's mandate 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 centre has through the ERMIT Project and CODERSIRA 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 international scholarship schemes including the Brian Jones Funds. Currently, the University has collaborations with some universities including the Chicago State University. Five applications for affiliation to UPSA from West 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 continues to facilitate successful affiliations. We are poised to scout for more collaborations and avenues of funding for the University. The Centre has put in place mechanisms to track the number and activities of international students in the University. The Centre also facilitated and continues to work on both local and international travels in the University. In the upcoming year, We aim to position the University globally through further international collaborations, and participation in relevant conferences. With the required resources available, CIEC intends to increase the recruitment drive for international students; identify foreign educational programmes, and encourage faculty and students to participate in such programmes. We would also continue to search for scholarship and funding opportunities for faculty and students.

This is the Annual report of the Centre for International Education and collaboration for the period covering January to December 2017. The Centre is responsible for the internationalisation of the University. CIEC has established a database of international students and brought in a sizeable amount of funds. The Centre is set to roll out an aggressive recruitment drive for international funds and students in order to make the university globally recognised.

SCOPE OF THE REPORT

The report covers five thematic areas, namely:

- Administration
- International Students
- International Projects & Collaborations
- International Operations
- Airport Pick-ups

NOTABLE ACHIEVEMENTS IN 2017

CIEC took some initiatives and facilitated some accomplishments, notable among these activities are:

- Facilitating the ERMIT program which brought in EURO 170,000 as funds to the University
- Prospected and facilitating an offer of GBP 10,000 for 3 years from Brian Jones to establish a Scholarship fund in UPSA.
- Prospected and co-organized Ghana Accountants annual lecture in February 2017
- Co-organized with the School of Graduate Studies excel training for staff of the university by the Ghana Accounts Association in England
- Prospected for SPHEIR projects in collaboration with the Research Directorate.
- Facilitated the collaboration between UPSA and the Catholica University, Milan.

Details of the activities above are presented under the various thematic areas in this report.

ADMINISTRATIVE REPORT

1.1 Introduction

This report covers the administrative aspect of the Centre, and its staff strength, transfers, leaves and also indicates the centres organogram as well as staff recruitment during the year under review.

I.2 Mandate of the Centre

International Education, Projects, Relationships and Collaboration

- The responsibility of initiating, encouraging, promoting, facilitating and coordinating international programmes and linkages
- To be responsible for 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.
- Enhance the reputation of the university at the international level

I.3 Vision of CIEC

To be a world-class centre for international education, exchange, mobility and collaborations.

I.4 Mission Statement of CIEC

To support and position the university as a world-class university. 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

I.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 adapt to new opportunities presented by internationalization

Diversity - Embracing cultural differences among our international stakeholders

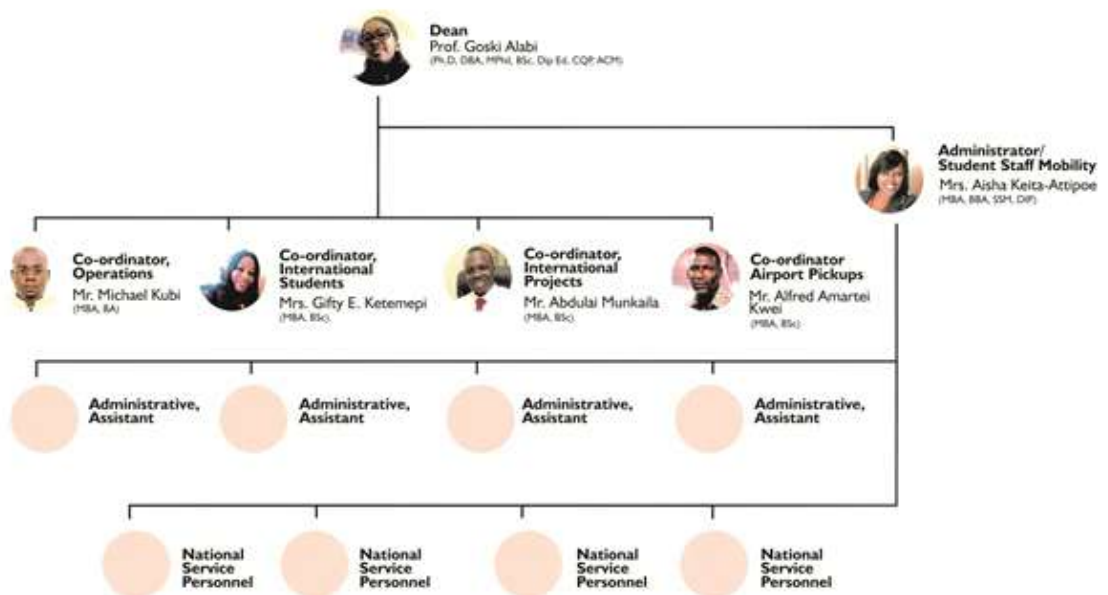
Integrity - Upholding trust and confidentiality in dealing with our International stakeholders community

Service - Dedicated commitment to the expectations of the international community with respect and dignity

I.6 STAFFING

Headed by the Dean, the center has staff strength of six (6) including a temporary support staff who assists with airport pickups. There are four units each headed by a coordinator.

**CENTRE FOR INTERNATIONAL EDUCATION AND COLLABORATION
ORGANOGRAM**



(i) New Appointments

During the period under review, no appointments were made to the Center

(ii) Leaves:

Mrs. Aisha Keita- Attipoe went on a 10-day leave in August, 2017

(iii) Resignation/Termination

There have been no resignations under the period under consideration.

(iv) Promotions

The Administrator, Mrs Aisha Keita- Attipoe was promoted from Junior Assistant Registrar to Assistant Registrar.

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 Operations-Affiliations
- Airport Pick-Ups

2.2 INTERNATIONAL STUDENTS

As at Dec, 2017, records provided to the center by the various academic faculties reflects a total number of seven (7) international students enrolled in the University. Table 3(a) below details the number of students per country taken:

| COUNTRY | NUMBER OF STUDENTS | | TOTAL |
|--------------|--------------------|---------------|----------|
| | GRADUATE | UNDERGRADUATE | |
| Benin | 1 | | 1 |
| Burundi | 1 | | 1 |
| Cameroun | 1 | | 1 |
| Sierra Leone | 1 | 1 | 2 |
| Gambia | | 1 | 1 |
| Congo | 1 | | 1 |
| TOTAL | 5 | 2 | 7 |

(i) Extra Curricula Activities

An international student's day was held to celebrate international students on campus. The students used the opportunity to showcase their respective country's traditions and culture.

On the 21st September, 2017, eight of the students went on an excursion to the Boti Falls and the Afadja Mountain in the Volta region as part of a familiarization and cultural orientation day. The purpose of the trip was to enable the students from various African countries learn more about Ghana's rich culture.

(1.3) Dinner Dance

CIEC held a dinner dance for the International Students in commemoration of the International Students' day Celebration.

(1.4) Graduation

A total of five (5) out of the eight (8) ERMIT students graduated at the 11th Congregation; whilst Two (2) of the students who were on a twelve (12) months mobility programme also completed. All the seven students have since left the shores of Ghana to their respective countries.

- (a) International Student wins overall Best Graduating student
Mr. Akinleye Dayo Babatunde one of the ERMIT students from Nigeria was awarded the best graduating post graduate student in MPhil Leadership and the overall best graduating post graduate student.

2.3 AFFILIATIONS

As part of the centre's mandate, all affiliations request received from January 2017 till date have been reviewed. Five (5) institutions from Ghana, Nigeria and neighbouring Countries have applied for affiliation with UPSA. Due diligence reports have been conducted and the institutions have been communicated to on the formalities and criteria for consideration for affiliation by the University.

The centre continues to work hand in hand with ad hoc committees set up for affiliation. Table 2(a) below details the list of institutions which have applied for affiliations and further action taken.

Table 2 (a)

| | INSTITUTION | ACTION TAKEN |
|----|------------------------------------|--|
| 1. | ISLA International Business School | Duly communicated to On the processes of affiliation and yet to receive response from the institution |
| 2. | Academic City College (Accra) | Duly communicated to On the processes of affiliation and yet to receive response from the institution |
| 3. | Deltas College (Nigeria) | Duly communicated to On the processes of affiliation and yet to receive response from the institution |

| | | |
|----|--------------------------------------|--|
| 4. | Modis Link College Consult – Nigeria | Duly communicated to On the processes of affiliation and yet to receive response from the institution |
| 5. | Alpha College of Technology (Accra) | Due diligence indicated the institution is not accredited by NABand this was duly communicated to them. |

(i) Guiding Instruments

The Centre continues to use the instruments developed below for affiliations:

1. The Affiliation Policy
2. The Standard Operating Procedure
3. Affiliation Agreements
4. Affiliation Request Form
5. Required Ffee (with Management approval).
6. Standard Operating Procedure for Due diligence

3.0 INTERNATIONAL COLLABORATION & PROJECTS

3.1 ERMIT Project

UPSA collaborated with nine African Universities under the European Union funded Entrepreneurships, Resources, Management, Innovation et 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 of facilitating the movement of masters, PhD students and staff between the selected universities in Africa 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 over one Hundred and Seventy Thousand euro (EURO 170,000) 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 and three students for the 2016/2017 academic year respectively. Five of these students graduated during the year under review. One of the students was awarded for being the overall best student.

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 | JeanneD'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 table below depicts students admitted during the 2016/2017 academic year:

| No. | Name | Country | Sex | Programme | Duration | Accommodation |
|-----|----------------------------------|----------|--------|---------------------|-----------|------------------------|
| 1 | Kpelehoungue Mahoukpego Ambroise | Benin | Male | Marketing | 9 months | UPSA Hostel |
| 2 | Ritta Wepma Giyoh | Cameroun | Female | Accounting& Finance | 9 months | UPSA Hostel |
| 3 | Nshimirimana Yvan-Darcy | Burundi | Male | Marketing | 22 months | UPSA Hostel |
| 4 | Bombey Gwendoline Ressinwi | Cameroun | Female | Accounting& Finance | 9 months | Did not report to UPSA |

The ERMIT Project has brought in over One Hundred and Seventy Thousand Euros (Euro 170,000) to the university as school and accommodation fees

4.0 INTERNATIONAL COLLABORATION

(i) Brian Jones Fund

A Brian Jones Scholarship scheme which will provide (GBP 10, 000) over a period of three (3) years, has been facilitated by the Centre.

A formal request for the funds has been forwarded to the Philanthropist Mr Brian Jones. The Centre is currently awaiting the response.

(ii) GAEI Annual Lecture

The Ghana Accountants in England held its Annual lecture in February, 2017. This was a result of the centre interacting with the GAIE representative in the United Kingdom.

Subsequently two training programmes in excel was done for staff of the university by the Ghana Accountants representative in Ghana in June and November respectively.

(iii) Chicago State University

A Memorandum of Understanding has been signed between UPSA and The Chicago State University. CIEC facilitated the signing of the Memorandum of Understanding between UPSA and The Chicago State University in order to strengthen ties between the two universities through learning, teaching and bilateral engagement and development of both institutions international programme experience.

(iv) African Institute for Mathematical Sciences, Ghana (AIMS)

An MOU between UPSA and AIMS has been drafted for management's consideration.

A Preliminary meeting was held with officials from the African Institute of Mathematical Sciences to explore a possible collaboration.

AIMS is an innovative Pan-African Centre of Excellence for post graduate teaching, research and public engagement which has received global recognition. It offers a number of highly educational programs highlighted by its 10 months masters in mathematical sciences programme.

(v) E4IMPACT

CIEC facilitated collaboration between Catholica University, Milan and UPSA. The collaboration was to jointly host an MBA Entrepreneurship programme. To this effect, a draft MOU was forwarded to Management for consideration. Information reaching the

centre indicates that the MOU has been signed.

(vi) Chartered Quality Institute

CIEC in collaboration with the School of Graduate Studies is also facilitating the UPSA'S Institutional accreditation with the Chartered Quality Institute; which will also enable UPSA TQM students fully charter upon graduation of their programme at the masters level.

The Chartered Quality Institute (CQI) is a global professional body advancing the practice of quality management in all sectors.

5.0 OPERATIONS

(5.1) Travel and Visas

During the Period under review, CIEC facilitated Twenty-Seven (27) travels, the details are as follows:

| NO | NAME | OFFICE | CONFERENCE | DESTINATION | DATE | SPONSORED BY |
|----|-----------------------|-------------------------------|--------------------------------------|-------------|-------------------------------------|--------------|
| 1 | Mr. Daniel Bukari | Director Academic Affairs | Higher Education Training Workshop | UK | 28 Jan-08 Feb, 2017 | UPSA |
| 2 | Prof Joshua Alabi | Former VC/Marketing Professor | STRATX simulations conference | France | 28 Jan – 02 Feb, 2017 | UPSA |
| 3 | Mr. Illiasu Adams | Faculty of Management | PhD study | Malaysia | 17 Jan - Dec 2017 | UPSA |
| 4 | Prof Goski Alabi | Dean, CIEC | Institute of International Education | USA | 13-18 Mar, 2017 | UPSA |
| 5 | Prof Charles Barnor | Pro-VC | Institute of International Education | USA | 13-18 Mar, 2017 | UPSA |
| 6 | Mrs. Philomena Dadzie | Faculty of Management | PhD Residence | USA | 05-11 April, 2017 | UPSA |
| 7 | Prof. Ayaz Shafi | Visiting Lecturer | Graduate Students lecture | India | 09-16 April, 2017 | UPSA |
| 8 | Rev. J.K Antwi | Director of Finance | Accountants Conference | Uganda | 29 April – 6 th May 2017 | UPSA |

| | | | | | | |
|-----|--|-------------------------------|-----------------------------|----------------|-----------------------|------|
| 9. | Prof Goski Alabi | Dean, CIEC | Women Economic Forum | India | 7- 14 May, 2017 | UPSA |
| 10. | Mr. Munkaila Abdulai | Lecturer, Coordinator CIEC | PhD Residency | USA | 15-20 May, 2017 | UPSA |
| 11 | Prof Goski Alabi | Dean, CIEC | Going Global Conference | UK | 21-26 May, 2017 | UPSA |
| 12 | Mrs Akorfa Wuttur | Asst. Lecturer/Cordinator | PhD Residency | USA | 06-14 June, 2017 | UPSA |
| 13 | Prof Goski Alabi | Dean, CIEC | ACBSP | USA | 23-27 Jun, 2017 | UPSA |
| 14 | Mr Brian Akrong | Lecturer | PhD Workshop | South Africa | 26 Jun – 16 July, | UPSA |
| 15 | Dr. Seidu Mohammed Mustapha | Registrar | VCG Conference | Scotland | 24 June-02 July, 2017 | UPSA |
| 16 | Rev. J. K Antwi | Director of Finance | VCG Conference | Scotland | 24 June-02 July, 2017 | UPSA |
| 17 | Prof. Joshua Alabi & two members of family | Former VC/Marketing Professor | Holiday | Germany | 08 July-03 Aug, 2017 | UPSA |
| 18 | Mr. Michael Quaye | Internal Auditor | Auditing conference | Australia | 21-27 July, 2017 | UPSA |
| 19 | Prof Okoe Amartey & 6-member team | Vice-Chancellor | Courtesy Call on Asantehene | Kumasi | 14 July, 2017 | UPSA |
| 20 | Dr Gerald Dapaah Gyamfi | Dean, Weekend School | IPE Conference | United Kingdom | 05-10 August, 2017 | UPSA |
| 21 | Mr Elijah Mensah | Librarian | Librarians Conference | Poland | 15 Aug-05 sep 2017 | UPSA |
| 22 | Prof Okoe Amartey | Vice-Chancellor | Europeans Economic Summit | South Africa | 10-16 Sep, 2017 | UPSA |
| 24 | Mr George Quartey | Director, Quality Assurance | ACBSP Conference | Morocco | 1-7 Nov, 2017 | UPSA |

| | | | | | | |
|----|-------------------------|--|------------------------|-------|---------------------------|------|
| 25 | Mr George Quartey | Director Quality Assurance | Educational Conference | Dubai | 11-18 Nov, 2017 | UPSA |
| 26 | Mrs Fedelis Quansah | Acting Dean, Faculty of Management Studies | Conference | USA | 10-20 Dec, 2017 | UPSA |
| 27 | Dr Kweku Mensah Mawutor | Dean, School of Graduate Studies | Conference | USA | 24 Dec 2017- 03 Jan. 2018 | UPSA |

(i) Guests House Records

From January to December, 2017 the Guest House lodged six (6) official visitors.

(ii) Challenges

Some visiting lecturers expressed their displeasure about the state of the Guest House. There were also incidents of miscommunication between some Faculties and the schedule officer for airport pickups because memos were not provided in good time for airport pickups.

(iii) Recommendations for the Airport pick-up and Guest 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:

- Fixing the outer house to be able to house more guests
- The provision of a laundrette
- The Installation of Internet
- Engaging a cook when there are visitors in the guest house
- Change the current bedspreads which has been in use for over six years
- Televisions need to be installed in each room
- Posting an additional cleaner and a full- time gardener to the guesthouse

In the event that the Guest House is not available for guests, an official hotel should be communicated to the centre for use as the official residence for visitors.

CHALLENGES

The Centre encountered the following challenges during the year under review:

- Officially, there were no concrete numbers of international students in the university.
- CIEC inability to participate in international recruitment fairs
- There wasn't adequate collaterals to be given to guests of the university
- Unavailability of internet facility at the guest house

RECOMMENDATIONS

A number of recommendations have been made for the consideration of Management:

- CIEC to participate in recruitment fairs around Africa, to improve international student numbers in the university
- 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.
- Participate in international conferences and programmes to build network for collaborations

PLANS FOR THE 2018

- Developing and operating 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
- CIEC to serve as host to visiting students and faculty
- Work on other related international activities as and when required.



**DROLOR
CENTRE FOR
STRATEGIC
LEADERSHIP**

**Dr. Samuel Batchison
Ofei**
Director

1.0 INTRODUCTION

This is a report on the activities of the Drolor Center for Strategic Leadership (DCSL) for the year of 2017. The Drolor Centre for Strategic Leadership (DCSL) is a center of excellence established to nurture a global community of leaders who are willing to make a difference by creating and delivering values that can transcend the present. The Center is inspired to become a leading center of excellence for high level and executive leadership in Africa.

During the period under consideration, the Centre focused more on training and capacity-building for organizations rather than the advocacy and think-tank role it had carried out in the previous year. It outlined a number of activities derived from its principles of creating a distinctive world-class leadership development platform. These paid activities targeted corporate organisations, ministries, departments, agencies, and the general public. The Centre also continued with the Drolor Scholarship Scheme for undergraduate students.

2.0 STAFF STRENGTH

The current staff strength of DCSL during the period stood at two persons. This is an improvement following the transfer to the Centre of an assistant registrar, in the person of Ms. Dinah Nana Ayensu, to augment the staff strength of the Centre.

| NO. | NAME | RANK | QUALIFICATION |
|-----|--------------------|---------------------|----------------------------|
| 1 | Dr. Samuel B. Ofei | Consulting-Director | PhD, MPA (Th.), B.A., Dip. |
| 2. | Dinah Nana Ayensu | Assistant Registrar | M.Phil, B.A., Dip. |

3.0 ACTIVITIES UNDERTAKEN

3.1 Award of Scholarships

The Drolor Scholarship Scheme shortlisted a total of seven students, comprising: four (4) fresh students and three (3) continuing students for consideration of the award. However, at the time of this report, a decision was yet to be reached regarding these applications. The Scholarship is awarded to brilliant but needy students from the Ga-Damgbe communities, particularly, the Shai Traditional Area. The under-listed are those shortlisted for consideration.

(SUMMARY OF PARTICULARS OF APPLICANTS FOR SCHOLARSHIP-2017/18 ACADEMIC YEAR)

| S/N | NAME | I.D NO. | SEX | PROGRAMME | YEAR OF ADMISSION | EXPECTED YEAR OF COMPLETION | PLACE OF ORIGIN |
|-----|----------------------------|----------|--------|-------------------------------------|-------------------|-----------------------------|----------------------|
| 1. | Quaye, Gertrude Ayele | 10042040 | Female | Bachelor of Business Administration | 2015/2016 | 2018/2019 | James Town/ Prampram |
| 2. | Mensah, Joshua | 10042694 | Male | Bachelor of Science in Accounting | 2015/2016 | 2018/2019 | Teshie |
| 3. | Tettey, Andrews Kwame | 10084722 | Male | Bachelor of Science in Marketing | 2017/2018 | 2020/2021 | Odumase-Krobo |
| 4. | Solomon Kofi Normlor | 10065551 | Male | Diploma in Management Studies | 2016/2017 | 2017/2018 | Kutuwer Yokuyonu |
| 5. | Djangmah, Nueki Cartherine | 10016549 | Female | BSc. Accounting | 2014/2015 | 2017/2018 | Doryumu |
| 6. | Lartey, Stephen Otenge | 10063709 | Male | BSc. Banking & Finance | 2016/2017 | 2019/2020 | Dodowa |
| 7. | Quarshie, Dora Mamle | 10025514 | Female | BSc. Banking & Finance | 2014/2015 | 2017/2018 | Dodowa |

3.2.1 Capacity-Building and Training

The DCSL commenced the the following programmes during the period under consideration.

| NO. | ACTIVITY | AREAS OF CONSIDERATION | TARGET GROUP | TIME |
|-----|-------------------------------------|---|---|---|
| I | Capacity-building Training Workshop | <p>Advanced Training in Organizational Change and Transformation</p> <p>Leading Teams for Excellent Performance</p> | Managers, supervisors, HR persons and anyone engaged in leading or building teams: line managers, administrative managers/officers, HR persons, directors, top executives, middle-to-senior managers, supervisors, project managers, project coordinators | <p>April 26- April 28</p> <p>May 17- May 19</p> |

| | | | | |
|---|--|--|--|--|
| 3 | Community and Social Mobilization Training | OBJECTIVES <ul style="list-style-type: none"> • To mobilize the community for economic development at the local and urban levels • To mobilize the community for social development at the local and urban levels | | |
| 4 | Sports Marketing, management and sponsorship | Ghana Football Association | | |

Activity 1, scheduled for April and May did not take off because only two candidates registered for the programme after the advertisement and was therefore not financially viable to continue.

Activities 2 and 3 could also not take off because the target institutions did not show financial commitment.

Furthermore, DCSL sent out proposals for training to some metropolitan, municipal and district assemblies. The proposals sought to train participants on issues bordering on budget, revenue mobilization, and change management, among others. These assemblies included the La-Nkwantanang Municipal Assembly, Abokobi Municipal Assembly, Adentan Municipal Assembly, La Dadekotopon, and the Ledzokuku Municipal Assembly. While these assemblies seemed interested in the proposed areas of training, they were not forthcoming with parting with money for the training, possibly as a result of the regime change or change of government. They however, gave assurances of considering the proposals in their succeeding budgets, precisely in the first quarter of the coming year; 2018.

The DCSL was also to have held a capacity-building seminar for members of the Ghana Football Associations in the area of sports marketing, management and sponsorship. However, this did not come to fruition, basically for the inability of the GFA to commit funds to the training.

3.2.2 Participation in Ghana Economic Well-Being Project

The Director was invited to a five (5) day seminar on Ghana's Economic Well-being held at the University of Ghana on August 14 to August 18, 2017. He also formed part of a

sub-group tasked to produce a communiqué on the Economic Well-being Project for the Ministry of Finance and Economic Planning.

3.2.3 Media Engagements

As part of enhancing the visibility of the Centre, the director vigorously embarked on engaging the traditional media, i.e. TV and Radio programmes on topical issues.

4.0 CHALLENGES

There were several challenges that the DSCL faced during the period under review. Typical among them were:

- There was adverse impact of regime change on securing contracts from corporate and governmental organisations.
- Following from Activity I, district, municipal and metropolitan assemblies kept giving assurances of engaging the Centre for training purposes but some called off the process after several visits to their offices.
- Training programmes that targeted individuals and private organizations could also not take off because of low patronage, ostensibly due to the general financial constraints. Two programmes were cancelled because after they had been advertised twice, only three people had registered. Thus, the financial viability of the programmes could not be guaranteed.
- There has been no computer for the Assistant Registrar who was transferred to the Centre to enable her carry out her official duties.

5.0 RECOMMENDATION

Following from the challenges faced, it is recommended for the University to commit funds to some non-paid capacity-building activities designed by the Centre to enable DCSL build visibility for both the Centre and the University in prospecting for training and research engagement.

It is also recommended that the Centre be furnished with at least one computer to help carry out official duties.

6.0 CONCLUSION

The year under review was not very successful for the Centre in its prospecting contracts; however, it has laid a sound foundation on which next year could be built with the optimism for better prospect.

7.0 FOCUS FOR THE SUCCEEDING YEAR

DCSL seeks to undertake the following in the year 2018:

- Continue with prospecting, training and research jobs from corporate and governmental organisations
- Embark on activities that will enhance its visibility and image and that of the University through forum discourse and symposia.
- Leverage on the gains made in 2017 with respect to job prospecting to actually secure better prospects for 2018.



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 2017.

Otumfuo Osei Tutu II Centre for Traditional Leadership (OCTL) equips traditional leaders and staff of the Traditional Councils, Regional and National House of Chiefs with effective leadership and management skills towards sustainable development of their communities. This mission is pursued by convening workshops and conferences, participating in research consortia, sponsoring scholarly exchanges, organizing summer training programmes, and producing print and online publications.

The Centre organises diploma and certificate courses annually in leadership skills, land administration, conflict management, negotiation skills, records and documentation, strategic leadership and planning, laws on chieftaincy, theories of traditional leadership, gender, management and administration.

The 2017 training programme was organised from 8th to 12th May, 2017 at University of Professional Studies, Accra (UPSA), for fifty-seven (57) traditional authorities from 25 Traditional Councils and three Regional Houses of Chiefs.

1.2 Opening Ceremony

In his welcome address, the Vice-Chancellor, Professor Abednego F. O. Amartey, said the OCTL was established to provide a platform for institutionalized training for traditional leaders to enhance their capacity to lead and manage their resources effectively and

in preserving law and order, and providing justice and peace to the people. These responsibilities require good knowledge of customs, traditions, the law and adjudicatory procedures. In some situations that knowledge may be too technical and will therefore require special training and skills development like the 2017 training programme.

Nana Kobina Nketsia V, the Paramount Chief of the Essikado Traditional Area, also lauded the UPSA Management and the OCTL, for instituting the training programme. He noted that education should make the traditional leaders feel empowered, explaining that the acronym - PEACE - meant proper education always creates elevation, hence the need for traditional leaders to let this reflect after the training.

2.0 Training

The course involved three year groups: Freshmen (first year) who joined in May 2017 for the Part I, Sophomore (second year) Part II, who enrolled in August 2016, and the Diploma (third year) group who enrolled in November 2015 and had successfully gone through the Part I and II of the training programme. The summary of the courses and resource persons is attached.

3.0 Closing

A formal session was organised to award participants with certificates and diplomas. Twenty-one (21) participants of Part I were awarded certificates of participation, while twelve (12) participants of Part II received Certificate in Chieftaincy Management and Administration.

Twenty-four (24) participants who enrolled in October 2015 and had successfully completed the Parts I, II and III of the training programme were awarded Diploma in Chieftaincy Studies in Leadership and Management.

The Deputy Minister for Chieftaincy and Religious Affairs, Hon. Paul Essien, was filled with joy at the immense knowledge acquired by the Chiefs through the course. He urged the chiefs to spearhead development in their respective areas. He also promised to deepen the Ministry's collaboration with UPSA in future training programmes.

In a short address, one of the members of the graduating class, Chief Nana Ayi Krotia I of Ngleshie Alata Traditional area, encouraged his colleagues to be visionaries. "We must look ahead and think about what we can do to improve the circumstances of our

sustainably. According to him, the Centre seeks to empower traditional leaders and their staff to bring about constructive change necessary for the development of their various communities. The Vice-Chancellor assured that the training will make them better leaders, change agents, innovation-drivers and problem solvers.

He shared with them a thought by Mr. Kofi Annan, the former United Nations Secretary General. “Knowledge is power. Information is liberating. Education is the premise of progress, in every society and in every family” the Vice-Chancellor quoted. He believed that it was the basis of this maxim that Nananom and their staff have sought to acquire knowledge to improve their performance as leaders.

Prof. Amartye observed the changing roles of Chiefs in recent times and described this as a paradigm shift in their functions. He noted that in contemporary times chiefs have shifted from waging wars to “fighting poverty and hunger, disease, illiteracy, crime, injustice, environmental degradation, depletion of resources, greed and ignorance”.

Furthermore, the Vice-Chancellor noted that it was no longer an affront to demand accountability from a chief or traditional authority. He said without accountability and transparency, traditional authority could not engender trust from her subjects. He saw this trust as an important value for traditional leadership.

In his opening remarks, the Consulting Director of the Centre Lepowura Alhaji M. N.D. Jawula, proposed that Ghanaians should consider operating a bicameral legislature, with chiefs as members of the upper chamber. He said this will go a long way to tap the rich experiences that traditional rulers bring for national development and unity devoid of political affiliations. He also touched on issues pertaining to placing chiefs on statutory budgets as a way to sway them from getting involved in giving lands out for illegal activities like 'galamsey'. He also urged his fellow chiefs to desist from collaborating in illegal mining activities.

The Director announced that the Inter-Ministerial Coordinating Committee on Decentralisation was very supportive of the programme and offered sponsorship to the tune of Forty Thousand Ghana cedis (GH¢40,000) for the workshop.

Mr Justice Stephen Alan Brobbey, a retired Supreme Court Justice, who chaired the function, underscored the importance of the training programme to keep chiefs abreast with the laws of the country. He disclosed that the 1992 Constitution of the Republic of Ghana, the Chieftaincy Act (Act 759), the Courts Act (Act 459) and other legislations recognised the critical role of chiefs

subjects. We are no more at war. Development and improvement of the lives of our people is our call.”

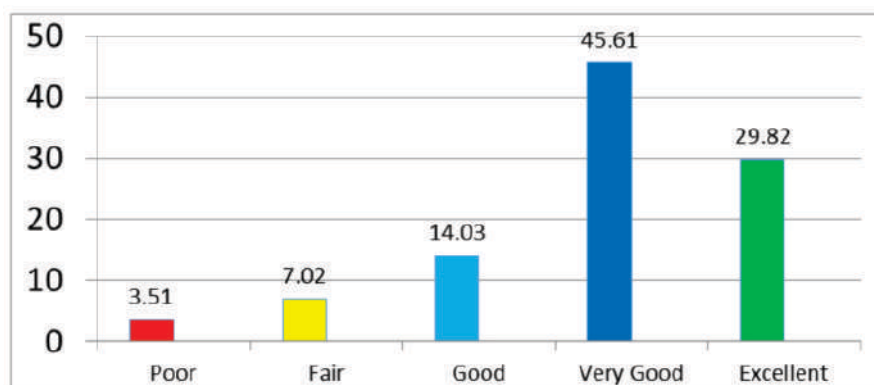
EVALUATION REPORT SUMMARY OF EVALUATION

The evaluation summary provides an account of participants' view of various aspects of the Training Workshop. All the fifty-seven (57) participants responded to the evaluation questionnaire.

Table I. Expectation of the Training Programme

| | Frequency | Cummulative Frequency | Percentage % |
|--------------|-----------|-----------------------|--------------|
| Poor | 2 | 2 | 3.51 |
| Fair | 4 | 6 | 7.02 |
| Good | 8 | 14 | 14.03 |
| Very Good | 26 | 40 | 45.61 |
| Excellent | 17 | 57 | 29.82 |
| Total | 57 | | 100 |

Figure I Expectation of the Training Programme



Respondents were asked to rate the relevance of the training workshop in terms of it meeting their expectation on a scale ranging from excellent, very good , good, fair and poor response. Only two participants representing 3.51% said the programme did not meet their expectation, four participants representing 7.02% responded that their expectation was met fairly, and eight participants representing 14.03% response was good.

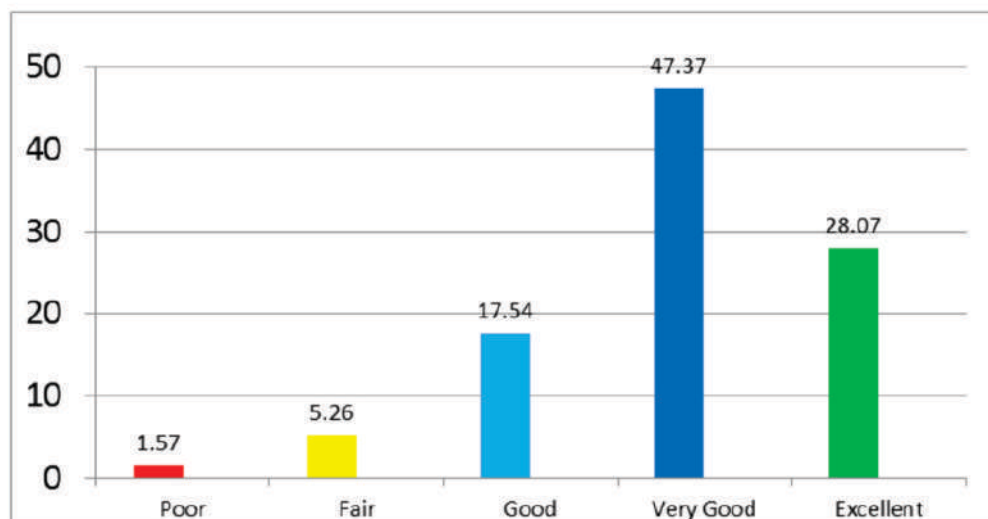
However, the majority of the participants 26 representing 45.61% responded that the training as very good, and 17 representing 29.82% said the training had met their expectations excellently.

The result is very encouraging as almost 90% of the participants indicated that their expectation of the training had been met.

Table 2. Usefulness of the Training Programme

| | Frequency | Cummulative Frequency | Percentage % |
|--------------|-----------|-----------------------|--------------|
| Poor | 1 | 1 | 1.57 |
| Fair | 3 | 4 | 5.26 |
| Good | 10 | 14 | 17.54 |
| Very Good | 27 | 41 | 47.37 |
| Excellent | 16 | 57 | 28.07 |
| Total | 57 | | 100 |

Figure 2 Usefulness of Programme



Respondents were asked to rate the usefulness and applicability of the knowledge gained on a scale ranging from excellent, very good, good, fair and poor response.

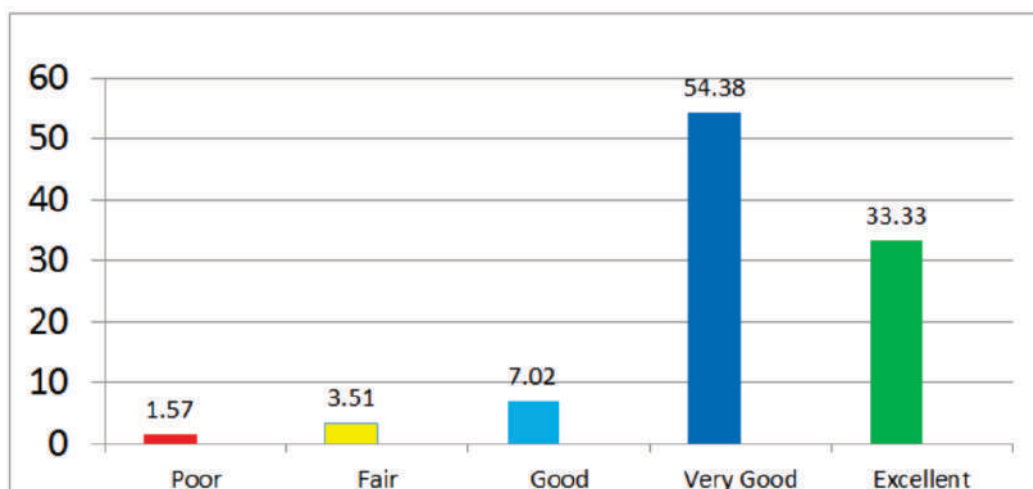
One participant representing 1.57% said the programme was not useful and would not apply to his/her work, three participants representing 5.26% responded that the knowledge gained would be useful and applicable to their work fairly. 10 participants representing 17.54% response was good in terms of the usefulness and applicability of knowledge gained to their work.

Most of the participants 27, representing 47.37% responded very good and 16 representing 28.07% felt that the knowledge gained was useful and its applicability to their work was excellent.

Table 3: Overall Impact of the Training Programme

| | Frequency | Cummulative Frequency | Percentage % |
|--------------|-----------|-----------------------|--------------|
| Poor | 1 | 1 | 1.57 |
| Fair | 2 | 3 | 3.51 |
| Good | 4 | 7 | 7.02 |
| Very Good | 39 | 38 | 54.38 |
| Excellent | 19 | 57 | 33.33 |
| Total | 57 | | 100 |

Figure 3 Overall Impact of the Training Programme



With regards to the overall impact of the training workshop, 19 participants representing 33.33% said the impact was excellent, furthermore 39 representing 54.38% said that it was very good. While four participants representing 7.02% response was good, two participants representing 3.51% responded fairly and only one participant representing 1.57% said the overall impact was poor.

In summary the training was very successful.

SUGGESTIONS/RECOMMENDATIONS FROM PARTICIPANTS

Participants were asked to indicate how the workshop could have been made more effective. Some of their recommendations are as follows:

- To publicize the training programme extensively so that chiefs who have not heard about the training could attend.
- The organizers should support and assist chiefs who cannot afford the full payment
- Traditional councils should persuade their members to attend the workshops
- The training workshop should be organized for two (2) weeks
- There should be separate classes for chiefs and staff of traditional councils
- More time needed for the workshop
- The workshop should be advertised in the newspapers
- Effective publicity country wide so as to enhance more patronage because of the importance of the workshop

Participants also made suggestions on other topic/course that they would like the Centre to cover in the future. These are:

- Communicative Skills
- Chieftaincy and Investment
- Administrative Skills
- Youth in Traditional Leadership
- History and Behavioural Studies
- Behavioural Studies and Economics

CHALLENGES

The fees charged are meant to supplement the programme and this remains a challenge. Even though we continue to get support from the Inter-Ministerial Coordinating Committee on Decentralisation, Local Government, the fees are not adequate to support payment of lecturer allowances. We need to work to get more support in tandem with the University Management.

RECOMMENDATIONS

It is recommended that the University Management seek partnerships from external organisations and institutions in Africa, Europe and America so that we can have exchange programmes that would expand the scope of the programme of the Centre.

PROJECTIONS

It is projected that in the coming year lecturers from within and outside the University would be invited to deliver lectures at symposia and other fora on a monthly basis to deepen intellectual discourse and to boost the image of the Centre.



HUMAN RESOURCE DIRECTORATE

Mr. Mark Otibo
Ag. Director

I.0 INTRODUCTION

The Human Resource Directorate was set up in December 2016 in line with the University's strategic direction. The Directorate is responsible for staff welfare as well as the development of the capacity of staff and faculty to deliver on their mandate. The current focus is to ensure that robust human resource programmes and systems are developed to support the development of institutional culture.

I.1 STAFF STRENGTH AS AT DECEMBER 2017

| Gender | Senior Members | | Senior Staff | Junior Staff | Total |
|--------------|----------------|--------------|--------------|--------------|------------|
| | Teaching | Non-Teaching | | | |
| Male | 171 | 75 | 49 | 74 | 369 |
| Female | 67 | 40 | 44 | 20 | 171 |
| Total | 238 | 115 | 93 | 94 | 540 |

I.2 STAFF DEVELOPMENT

The Human Resource Directorate organized a two-day training programme for Senior Members and Senior/Junior staff respectively. The programme was held at the School of Graduate Studies, University of Professional Studies Accra, on 7th to 8th March and 14th to 15th March, 2017 respectively.

The programme focused on upgrading the knowledge and skills of members of staff who deal directly with students, parents, alumni and other stakeholders to improve the

brand, corporate image of the University. Thirty-two (32) Senior Members and Thirty-Seven (37) Senior/Junior staff participated in the programme.

I.3 HR SYSTEM

The HR Directorate in collaboration with ISTD launched a new human resource management system for UPSA. This was meant to streamline and improve human resource activities in the University. So far, about 70% of staff have uploaded their details. Majority of staff who are yet to upload their details are junior staff who have no access to computer or are unlettered. The HR Directorate has assigned an officer to assist them.

I.4 2017 FACULTY APPOINTMENTS

| S/N | NAME | DEPARTMENT/OLD DESIGNATION | NEW DESIGNATION |
|-----|----------------------------|---|--|
| 1 | Dr. Raymond Dziwornu | Head, Banking and Finance Department | Dean, Faculty of Accounting and Finance |
| 2 | Dr. Joseph Tuffour | Vice- Dean, Evening School | Vice Dean, Graduate School |
| 3 | Dr. Mary Naana Essiaw | Lecturer | Vice -Dean, Evening School |
| 4 | Mrs. Fidelis Quansah | Senior Lecturer/Vice-Dean Faculty of Management Studies | Acting Dean of the Faculty of Management Studies |
| 5 | Prof. Albert Puni | Dean of the Faculty of Management Studies | Dean, Distance Learning Centre |
| 6 | Dr. Ampem Darko Aniapam | Vice- Dean Weekend School | Vice-Dean Faculty of Management Studies |
| 7 | Dr. Edward Atta-Botchwey | Lecturer | Acting Head of Banking and Finance |
| 8 | Dr. Andrew Adugudaa Akolaa | Lecturer | Head of Marketing Department |
| 9 | Dr. Kwadwo Obeng | Senior Lecturer | Vice -Dean, Faculty of Accounting and Finance |

I.5 LECTURERS APPOINTED DURING THE YEAR 2017

| S/N | NAME | POSITION |
|-----|-----------------------------|---------------------------|
| i. | Mr. Roland Atta-Kesson | Lecturer - Faculty of Law |
| ii. | Mr. Selasie Aformaley Brown | Assistant Lecturer |

| | | |
|------|-----------------------------|---|
| iii. | Ms. Janelle Asiedu | Assistant Lecturer/Co-ordinator of MPhil and PhD programmes - Graduate School |
| iv. | Mrs. Kafui Aformedah-Tetteh | Lecturer/Research Officer– Department of Marketing |
| v. | Mr. Paul Muda Abugri | Assistant Lecturer- Department of Accounting |
| vi. | Dr. Francisca Kusi -Appiah | Lecturer, Faculty of Law |

I.6 APPOINTMENTS TO ADMISTRATIVE POSITIONS

The following appointments were made:

1. Mr. James Ami-Narh (Head, Information Technology Dept.) as the Acting Director of ISTD with effect from September 1, 2017.
2. Mr. Anthony K. Afeadie (Senior Assistant Registrar) as Deputy Director of Academic Affairs with effect from September 1, 2017.
3. Mr. Edward Bannerman-Wood was appointed Acting Director of Academic Affairs with effect from August 2017.

I.8 APPOINTMENT OF COORDINATORS

| S/N | NAME | DEPARTMENT/POSITION |
|------|---------------------------|---|
| i. | Mr. Sammy Darku | Media and Website Management Unit at the Public Affairs Directorate |
| ii. | Mr. Charles Ayiku | Coordinator for the Media and Website Management Unit at the Public Affairs Directorate. |
| iii. | Mr. Alfred Amartei - Kwei | Coordinator for Airport pick-ups to facilitate the operations of the Centre for International collaboration and Education at the University |

I.9 COMPLETION OF PhD PROGRAMMES-2017

1. Dr. Victoria Nyarkoah Sam
2. Dr. Haruna Rufai Kilo
3. Dr. Ampem Darko Aniapam
4. Dr. Kwadwo Obeng
5. Dr. Mrs. Helen K. Arkorful
6. Dr. Stephen T. Akrobor
7. Dr. Mrs. Hannah Ayaba- Tanye

2.0 LIST OF STAFF SPONSORED BY THE UNIVERSITY BUT ARE YET TO COMPLETE THEIR PhD PROGRAMMES

SENIOR MEMBERS

| NO | NAME | PROGRAMME | SCHOOL | YEAR OF APPROVAL |
|-----------|-----------------------------|--|---|---|
| 1. | George Quartey | Doctor of Finance | SMC University | 2012 |
| 2. | Mrs. Philomena Dadzie | PhD in Higher Education | University of Phoenix, USA | August, 2012 |
| 3. | Mrs. Fidelis Quansah | Doctor of Business Administration | Accra Institute of Technology | August, 2012 |
| 4. | Mr. Mawuli K. Feglo | PhD in Economics | UGSM-Monarch Business School, Switzerland | December, 2012 |
| 5. | Mr. Frederick Doe | PhD in Business Administration | Accra Institute of Technology | November, 2013 |
| 6. | Mr. Brian Akrong | PhD in English | University of South Africa | March, 2014 |
| 7. | Mrs. Peace Mawunyo Adzadi | PhD in Management Learning and Leadership | Lancaster University Management School | February, 2015 |
| 8. | Mr. Joseph Gerald Nyanyofio | PhD in Public Administration and Policy Management | University of Ghana | March, 2016 |
| 9. | Mrs. Gladys A. A. Nabieu | PhD in Finance | University of Ghana | August 2015 |
| 10. | Mr. John Amoh | PhD in Finance | Ghana Institute of Management & Pub. Administration | May, 2016 |
| 11. | Mr. Edward Bannerman-Wood | Doctor of Education | New Castle University, UK | Jan. 2013 Secured GETFundScholarship |
| 12. | Mr. Anthony Sumnaya Kumasey | PhD in Development Policy & Mgt | University of Manchester | Sept. 2014 |
| 13. | Mr. Richard Akoto | PhD in Development Finance | University of Stellenbosch, South Africa | 2014 |

| | | | | |
|-----|------------------------------|--|---|-------------|
| 14. | Mr. Edwin Ayernor | PhD in Information Science | University of South Africa | Dec. 2015 |
| 15. | Mr. Andrew Offei Nyanteh | PhD in Information Systems and Computing Research | Brunel University, London | Sept. 2015 |
| 16. | Rev. Bernard Nmashie Nmai | PhD in Ethics and Public Affairs | Carleton University, Canada | Nov. 2015 |
| 17. | Mr. Patrick Yin Mahama | PhD in Public Admin. & Policy Management | University of Ghana | July 2016 |
| 18. | Ms. Esther Julia Atiogbe | PhD in Adult Education and HR | University of Ghana | August 2016 |
| 19. | Ms. Harriet Lamptey | PhD in Information Systems | University of Ghana | Sept. 2016 |
| 20. | Mr. Robertson Neequaye Kotey | PhD in Public Administration and Policy Management | University of Ghana | August 2016 |
| 21. | Mr. Joshua Ofori Essiam | PhD in Adult Education and HR | University of Ghana | Nov. 2016 |
| 22. | Mr. Munkaila Abdulai | PhD in Strategy & Innovation | Capella University, USA | Oct. 2016 |
| 23. | Mrs. Akofa Wuttur | PhD in Total Quality Management | National Graduate Sch. Of Quality Management, USA | Oct. 2016 |
| 24. | Mr. Edward Koomson | PhD in Environmental Science | University of Ghana | Feb. 2017 |

2.1 UNIONISED STAFF WHO ARE BEING SPONSORED TO PURSUE VARIOUS DEGREE PROGRAMMES

| No. | Name | Programme | Institution | Duration | Date And Year |
|-----|------------------------|---|-------------------------------------|----------|---------------------------|
| 1 | Regina Mensah | MBA in Corp. Governance | UPSA | 2 years | May 2016/2017 |
| 2 | Cuthbert Narh Mccarthy | Master of Science in Management Information Systems | Ghana Technology University College | 1 year | 17 th May 2017 |
| 3 | Patricia Ayertey | Master of Business Administration in Corporate Governance | UPSA | 2 years | 17 th May 2017 |

| | | | | | |
|----|-----------------------------|--|-------|---------|-------------------------------|
| 4 | Evans Asare Tetteh | Master of Science in Management Information Systems | GIMPA | 2 years | 17 th May 2017 |
| 5 | Evelyn A. Ani-Mebere | MBA in Corp. Governance | UPSA | 2 years | July 2016/2017 |
| 6 | Marjorie Akweley Jubiril | MBA in Corp. Governance | UPSA | 2 years | July 2016/2017 |
| 7 | Bridget Elikem Mensah | MBA in Total Quality Management | UPSA | 2 years | July 2016/2017 |
| 8 | Mr. Solomon Denteh | Bachelor of Science in Marketing | UPSA | 4 years | 31 st July, 2017 |
| 9 | Mr. Stephen Adongo Achiburi | Bachelor of Science in Public Relations Management | UPSA | 4 years | 31 st July, 2017 |
| 10 | Mr. Ken Puotiere Yelibo | Bachelor of Laws | UPSA | 3 years | 15 th August, 2017 |
| 11 | Mr. Mohammed Tanko | Bachelor of Science in Information Technology Management | UPSA | 4 years | 22nd August, 2017 |

2.2 TRANSFERS-SENIOR MEMBERS- ADMINISTRATION

| NAME | FROM | TO |
|---------------------------------------|---|--|
| Mr. Michael K. Akouko | Academic Affairs Directorate | Department of Marketing as the Departmental Officer. |
| Mr. Denis Leslie Clottey Attuquayefio | Documentation and Information Management Centre | Academic Affairs Directorate as Assistant Registrar |
| Mr. Mark Afayori Ofori the | Centre for Public Accountability | University Stores as Assistant Registrar |
| Mr. James K. Afedo | Public Affairs Directorate | Centre for Public Accountability as Assistant Registrar |
| Mr. Samuel Mensah, from the to the | Examinations Unit | School of Graduate Studies (SOGS) as the Records Officer |
| Mrs. Patience Ayorkor Tackie, | Faculty of Accounting and Finance | Examinations Unit as Assistant Registrar. |
| Mr. Daniel Diyuoh, from to the | University Stores | Procurement Office. |
| Leticia Gagakuma | Department of Marketing | Faculty of Accounting |
| Dorothy Siaw-Marfo | Department of Accounting | Faculty of Management Studies. |

| | | |
|------------------------------|----------------------------|---|
| Mrs. Margaret Blankson | Public Affairs Directorate | ISTD |
| Williams Kuusori Wul-Minga | Finance Directorate | UPSA Hostel |
| Mrs. Belinda Adzomani-Diapim | Department of Marketing | Faculty of Information and Communication studies as Departmental Officer. |
| Mr. Joseph Azangeo | Finance Directorate | Academic affairs Directorate as Assistant Accountant |

2.3 LEAVE OF ABSENCE

1. Dr. Godwin Utuka (Co-ordinator of Quality Assurance) was granted two (2)-years Leave of Absence with effect from March 1, 2017.
2. Dr. Daniel Addae Adjepong has been granted a one year Leave of absence effective January 2018.
3. Dr. W.K Seneadza was also granted one year Leave of Absence to enable him attend to some family issues, effective November 1, 2017.

2.4 SECONDMENT

1. Dr. Samuel Frimpong, a lecturer at the Faculty of Accounting and Finance department of was released to the office of the Vice President, of the Republic of Ghana.
2. Mr. Lawrence Kwame Aziale was seconded to the Ministry of Local Government during the year under review.

2.5 PROMOTIONS 2017 SENIOR MEMBERS (JNR TO ASST. REGISTRAR)

| NO | NAME | RANK | PROMOTED TO |
|----|-------------------------------|------------------------|-------------------|
| 1 | Mr. Buaka Maxwell Kofi | Jnr. Assist. Registrar | Assist. Registrar |
| 2 | Mr. Ibrahim Amadu Monipaak | Jnr. Assist. Registrar | Assist. Registrar |
| 3 | Mr. Asiedu Augustine Afriyie | Jnr. Assist. Registrar | Assist. Registrar |
| 4 | Mrs. Beatrice Akosua Adjapong | Jnr. Assist. Registrar | Assist. Registrar |
| 5 | Mr. James Afelike Fosu | Jnr. Assist. Registrar | Assist. Registrar |
| 6 | Mr. Edward Dei-Ansong | Jnr. Assist. Registrar | Assist. Registrar |
| 7 | Mr. Mark Ofori Afayori | Jnr. Assist. Registrar | Assist. Registrar |
| 8 | Mr. Samuel Mensah | Jnr. Assist. Registrar | Assist. Registrar |
| 9 | Mr. Thomas A. Kubi Asante | Jnr. Assist. Registrar | Assist. Registrar |
| 10 | Mrs. Ekua N. Yirenkyi | Jnr. Assist. Registrar | Assist. Registrar |

| | | | |
|----|--|-------------------------|-------------------|
| 11 | Mr. Kwasi Offei-Kwafo | Jnr. Assist. Registrar | Assist. Registrar |
| 12 | Mrs. Akua Bema Asante | Jnr. Assist. Registrar | Assist. Registrar |
| 13 | Mrs. Elizabeth Djabanor | Jnr. Assist. Registrar | Assist. Registrar |
| 14 | Mr. Augustine Ofori | Jnr. Assist. Registrar | Assist. Registrar |
| 15 | Mr. Denis L. C. Attuquayefio | Jnr. Assist. Registrar | Assist. Registrar |
| 16 | Mr. Dorothy Siaw-Marfo | Jnr. Assist. Registrar | Assist. Registrar |
| 17 | Mr. John B. Chang-Naah | Jnr. Assist. Registrar | Assist. Registrar |
| 18 | Mrs. Leticia Akyeampong | Jnr. Assist. Registrar | Assist. Registrar |
| 19 | Mrs. Harriet Azdowu | Jnr. Assist. Registrar | Assist. Registrar |
| 20 | Mrs. Sadia Mahama | Jnr. Assist. Registrar | Assist. Registrar |
| 21 | Mrs. Leticialaryea Solace Naa Aayorkor | Jnr. Assist. Registrar | Assist. Registrar |
| 22 | Mr. Maxwell Yeboah Mensah | Jnr. Assist. Registrar | Assist. Registrar |
| 23 | Bob Nakuku G. B Baduan | Jnr. Assist. Registrar | Assist. Registrar |
| 24 | Mr. Abraham Teye Agbemor | Jnr Assist. Registrar | Assist. Registrar |
| 25 | Ms. Margaret Blankson | Jnr. Assist. Registrar | Assist. Registrar |
| 26 | Ms. Vivian Anku Gbade | Jnr. Assist. Registrar | Assist. Registrar |
| 27 | Ms. Leticia A. Ayarna Gagakumah | Jnr. Assist. Registrar | Assist. Registrar |
| 28 | Mr. Ivy Dede Sabah | Jnr. Assist. Registrar | Assist. Registrar |
| 29 | Mrs. Perpetua Boampong | Jnr. Assist. Registrar | Assist. Registrar |
| 30 | Mr. Vitasi Japheth | Jnr. Assist. Registrar | Assist. Registrar |
| 31 | Mrs. Amina Tahiru | Jnr.Asst. Registrar | Assist. Registrar |
| 32 | Mrs. Ayisha Keita | Jnr Assist. Registrar | Assist Registrar |
| 33 | Mrs. Olivia Osei-Menu | Assistant Accountant | Accountant |
| 34 | Mr. Ibrahim Ali Abdulai | Junior Assist Registrar | Assist. Registrar |

2.6 PROMOTION –FROM SENIOR STAFF TO SENIOR MEMBER

- Paul Jefferry Abaka Principal Works Supt to Assist Engineer
- Nathaniel Quao Chief Accounting Assist to Assist Accountant
- Brinyl Musah Muniratu Senior Nursing Officer to Junior Assist Registrar
- Joyce Rogers Chief Admin Assistant to Junior Assist Registrar
- Joyce Sackey Chief Admin Assistant to Junior Assist Registrar

2.7 SENIOR STAFF PROMOTIONS

| NO | NAME | DEPT/UNIT | POSITION | |
|-----|-------------------------|-------------------|------------------------------------|------------------------------------|
| | | | CURRENT | NEW |
| 1. | Adabere Evelyn | ISTD | Senior Administrative Assistant | Principal Administrative Assistant |
| 2. | Joyce Rogers | Academic Affairs | Senior Administrative Assistant | Chief Administrative Assist |
| 3. | Diana Brakoa Okyere | Internal Audit | Senior Audit Assistant | Principal Audit Assistant |
| 4. | Ofoe Hadjor Sebastian | Library | Senior Library Assistant | Principal Library Assistant |
| 5. | Asare Tetteh Evans | ISTD | Senior Computer Assistant | Principal Computer Assistant |
| 6. | Mensah Samuel | ISTD | Senior Computer Assistant | Principal Computer Assistant |
| 7. | Majorie Jubril | ISTD | Administrative Assistant | Senior Administrative Assistant |
| 8. | Mensah Bridget | Quality Assurance | Administrative Assistant | Senior Administrative Assistant |
| 9. | Prempeh Rita Jubilant | Procurement | Senior Procurement Assistant | Chief Procurement Assistant |
| 10. | Ayertey Patricia K | Student Services | Principal Administrative Assistant | Chief Administrative Assistant |
| 11. | Fidelia Eunice Damankah | Registry | Senior Administrative Assistant | Principal Administrative Assistant |
| 12. | Comfort Edem Gbeve | Registry | Senior Administrative Assistant | Principal Administrative Assistant |
| 13. | Emmanuel Mante Darko | ISTD | Senior Computer Assistant | Principal Computer Assistant |
| 14. | Mercy Rita Rio Sumah | Internal Audit | Principal Administrative Assistant | Chief Administrative Assistant |

| | | | | |
|-----|-----------------------|----------------------|---------------------------------|------------------------------------|
| 15. | Mary Boye | Registry | Principal | Chief Administrative |
| 1. | Delali Gborglah | BDC | Senior Marketing Assistant | Principal Administrative Assistant |
| 2. | Lesley Impraim | BDC | Senior Admin Assistant | Principal Administrative Assistant |
| 3. | George Kingsley Annan | Exams Unit | Senior Admin Assistant | Principal Administrative Assistant |
| 4. | Timothy K. Donkor | Exams Unit | Senior Admin Assistant | Principal Administrative Assistant |
| 5. | Nathaniel Quao | Finance | Senior Accounting Assistant | Chief Accounting Assistant |
| 6. | Annan Isaac | Security | Security Officer | Senior Security Officer |
| 7. | Veronica Charway | VC's Secretariat | Senior Administrative Assistant | Principal Administrative Assistant |
| 8. | Gloria Ampadu | Library | Senior Administrative Assistant | Principal Administrative Assistant |
| 9. | Grace Kelcy Ntow | PAD | Senior Stenographer Secretary | Senior Administrative Assistant |
| 10. | Freda Larweh | Pro-Vc's Secretariat | Senior Admin Assistant | Chief Administrative Assistant |
| 11. | Rebecca Tetteh | Finance | Administrative Assistant | Senior Administrative Assistant |

2.8 PROMOTIONS – JUNIOR STAFF

| NO | NAME | DEPARTMENT | POSITION | |
|----|----------------------|------------|-------------------------------------|--------------------|
| | | | CURRENT | NEW |
| 1. | Akakpo Seth | Security | Senior Guard | Security Officer |
| 2. | Ekum Benedicta | Security | Security Guard Grade II | Security Guard I |
| 3. | Moddenah Richard | Security | Security Guard Grade I | Senior Guard |
| 4. | Agbenyo Emmanuel | Security | Guard Grade II | Security Guard I |
| 5. | Nkansah Alex Richard | Library | Senior Guard | Security Officer |
| 6. | Dery Patience | Security | Security Guard Grade III | Security Guard II |
| 7. | Tanko Mohammed | ISTD | Supervisor (Audiovisual Technician) | Senior Storekeeper |

| | | | | |
|-----|----------------------|----------------------------|-------------------------------------|----------------------------|
| 7. | Tanko Mohammed | ISTD | Supervisor (Audiovisual Technician) | Senior Storekeeper |
| 8. | Peter Ataburo | Security | Security Guard Grade I | Senior Guard |
| 9. | Atule Samuel | Security | Guard Grade II | Security Guard Grade I |
| 10. | Micheal Ohene Tettey | Security | Security Guard Grade II | Security Guard |
| 11. | Adongo Stephen | Security | Security Guard Grade II | Assistant Security Officer |
| 12. | Ruth Badu Nartey | Public Affairs Directorate | Clerk Grade II | Administrative Assistant |
| 13. | Abdul Ganiyiu Adasoh | Transport | Driver Grade I | Senior Driver |
| 14. | *Israel Nyatuame | Security | Security Guard Grade II | Assistant Security Officer |

2.9 SEPARATED STAFF 2017

- a) The following senior members retired during the year under review.
1. Mr. Daniel Bukari, Director of Academic Affairs
 2. Mr. Thomas Atuam Director of Internal Audit
 3. Mr, Lawrence Sakyiamah Senior Assistant Registrar
- b) Senior and Junior staffmembers who were retired/ dismissed or had their appointments terminated during the year 2017

| NO. | NAME | POSITION | - | EFFECTIVE DATE |
|-----|---------------------|---------------------------------------|----------------------------|----------------------------------|
| 1. | Ms. Janet Barnor | Cleaner (Supervisor) | Retirement | 31 st July, 2017 |
| 2. | Ms. Patience Asare | Cleaner (Supervisor) | Retirement | 31 st July, 2017 |
| 3. | Mr. Abu Tanko | Principal Assistant Transport Officer | Retirement | 31 st July, 2017 |
| 4. | Mr. Kwasi Hammond | Security Officer | Voluntary Retirement | 14 th January, 2017 |
| 5. | Mr. Samuel Nyamador | Plumber | Termination of Appointment | 1 st August, 2017 |
| 6. | Mr. Appiah Boadi | Plumber | Dismissal | 1 st August, 2017 |
| 7. | Peter Vugo | Conservancy Labourer | Death | 19 th September, 2017 |
| 8. | Benjamin Kwahi | Library Assistant | Voluntary Retirement | 21 st September, 2017 |
| 9. | Insenti Yerikpong | Conservancy Labourer | Death | 11 th September, 2017 |
| 10. | Brain Adukonu | Security Guard | Dismissal | 20 th September, 2017 |

1.0 FUTURE OUTLOOK

3.1 MONITORING OF STAFF ATTENDANCE

Monitoring staff attendance has been a challenge due to the current outmoded system being used to record staff attendance. The directorate in collaboration with ISTD and Management are in discussion with some system developers to install a biometric attendance system to monitor staff attendance.

APPENDIX A

FACULTY OF MANAGEMENT STUDIES

**CONFERENCES AND WORKSHOPS ATTENDED BY
STAFF IN THE FACULTY IN 2017**

INTERNATIONAL CONFERENCES/WORKSHOPS

| NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|---------------------------------|---|--|--------------------|--|
| Mrs. Fidelis Quansah | IABE 2017 Las Vegas Conference | 17 th -18 th December, 2017 | UPSA | USA |
| Prof. Abednego O. Feehi Amartey | International Conference on Management | August 4 to 8, 2017 | UPSA | Academy of Management, Atlanta, USA |
| Prof. Abednego Okoe F.Amartey | 247 th International Conference on Science, Technology & Management | August 23 to 24, 2017 | UPSA | Jerusalem, Israel |
| Prof. Abednego Okoe F.Amartey | Europeans Economic Summit | September 10 to 16, 2017 | UPSA | South Africa |
| Dr Gerald Dapaah Gyamfi | IPE Conference | August 5 to 10, 2017 | UPSA | United Kingdom |
| Prof. Goski Alabi | ACBSP | June 23 to 27, 2017 | UPSA | USA |
| Mrs. Akorfa Wuttor | PhD Residency | June 6 to 14, 2017 | UPSA | USA |
| Mr. Badu Collins Agyemang | JvR Africa Congress of Psychology | 7 th to 10 th May, 2017 | Self Sponsored | Kruger National Park , Skukuza, South Africa |
| Dr.Ummu Markwei | 2017 African Studies Annual Meeting | 16 th to 18 th November, 2017 | Self-sponsored | Chicago, USA |
| Mr. Edward Koomson | Doctoral Education Environmental Management Information System Mobility Programme | 15 th November, 2017 to 18 th December, 2017 | Self-sponsored | Mozambique |
| Mr. Augustine Awuah Peprah | Academy of Management Annual Conference | 4 th -8 th August, 2017 | Self- Sponsored | Atlanta Georgia, USA |

LOCAL CONFERENCES/WORKSHOPS

| NAME | PROGRAMME | DURATION | SPONSORSHIP | VENUE |
|-----------------------------------|--|--|---------------------------|--------------|
| Prof. Abednego Feehi Okoe Amartey | The 14 th AAU General Conference & 50 th Anniversary | 5 th - 8 th June, 2017 | La-Palm Royal Beach Hotel | Accra |
| Mrs. Fidelis Quansah | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | Accra |
| Prof. Albert Puni | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | Accra |
| Dr. Emmanuel Asamoah | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | Accra |
| Dr. Andrews Akolaa | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | Accra |

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|----------------------|--|---|----------------|---|
| Mr. Mustapha Iddrisu | 3 rd International Conference on Business Management and Entrepreneurial Development (ICBMED) | 20 th -21 st April, 2017 | UPSA | Accra |
| Mr. Emmanuel Dougan | Enterprise Africa Summit | 22 nd to 24 th November, 2017 | Self-sponsored | Kempinski Hotel, Gold Coast City, Accra |
| Mr. Stephen Onwona | WABER Conference | 18 th August, 2017 | Self-sponsored | ISSER, University of Ghana |

Source: Faculty of Management Studies December, 2017

**PUBLICATIONS BY LECTURERS IN THE FACULTY IN 2017
DEPARTMENT OF BUSINESS ADMINISTRATION**

DR. EMMANUEL SELASE ASAMOAH

1. Gyepi-Garbrah, T. and Asamoah, E. S. (2017). 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. Puni, A and Okoe, A.F. (2017) The Essential Competencies of Cross Cultural Management: A Critical Review. Journal of Management and Economics. No 2 pp 154-164.

PROF. ALBERT PUNI

1. Asamoah E.S. Puni , A and Okoe , A.F. (2017) The Essential Competencies of Cross Cultural Management: A Critical Review. Journal of Management and Economics. No 2 pp 154-164.

MR. COLLINS AGYEMANG BADU

Peer Reviewed Journal Publications

1. Sam. D. L., Bruce D., Agyemang C.B., Arkorful, H & Amponsah, B. (Accepted for Publication) Cyber bullying Victimization among High School and University Students in Ghana. *Journal of Deviant Behaviour*.

MRS. HELEN AKORFUL

1. Sam. D. L., Bruce D., Agyemang C.B., Arkorful, H & Amponsah, B. (Accepted for Publication) Cyber bullying Victimization among High School and University Students in Ghana. *Journal of Deviant Behaviour*

DR. JAMES MENSAH

1. Mensah, J. K., & Bawole, J. N. (2017). Person–job fit matters in parastatal institutions: Testing the mediating effect of person–job fit in the relationship between talent management and employee outcomes. *International Review of Administrative Sciences*, 00208523 | 7704501.
2. Mensah, J. K., Bawole, J. N., & Ahenkan, A. (2017). Local economic development in Ghana: From the 'lost decades' to a policy 'maturing' stage. *Development Southern Africa*, 1-15.

DEPARTMENT OF MARKETING

PROF. ABEDNEGO FEEHI OKOE AMARTEY

1. Asamoah, S.E, Puni, A., & Okoe, A. F (2017). The Essential Competencies of Cross Cultural Management: A Critical Review. *Journal of Management and Economics*, 2, 5-15
2. Okoe, A. F, Boateng, H., Narteh, B., & Boakye, R. O. (2017). Examining human resource practice outcomes and service innovation. *The Service Industries Journal*, 1-15.
3. Ofori, K.S., Boateng, H., Okoe, A.F · and Igor, G. (2017) Examining customers' continuance intentions toward Internet banking usage, *Marketing Intelligence and Planning*. DOI: 10.1108/MIP-11-2016-0214

4. Okoe, A.F., Boateng, H., Agyemang, G.F. & Mensah, T. D. (2017). Examining the relationship between Trustworthiness and Students' Attitudes toward Knowledge sharing, *Library Review*, 66(1/2), 16-27 (Indexed in Scopus and Ranked B by ABDC)
5. Boateng, H., Okoe, A. F., & Mensah, T. D. (2017). The relationship between human resource practices and knowledge sharing in service firms. *Business Information Review*, 34(2), 74-80.

PROF. GOSKI ALABI

1. Alabi G.B,(April,2017), *Managing for Excellence in the 21st century the Total Quality Approach*, Bloomington, IN Author House.

MRS. FIDELIS QUANSAH

1. Quansah F.K. (December, 2017), Exploring the Impact of Export Marketing Strategy on firm Export performance. *Journal of Academy of Business and Economics*.Vol. 17, No 4 ISSN:1542-8710.
2. Quansah F. K. (February, 2017), Firm Internal factors and Export performance in Ghanaian Wood Industry. *International Journal of Business and Social Science*. Vol. 8. No 2. ISSN 2219-1933
3. Quansah F. K. (December, 2017), Determinants of export performance in the wood industry in Ghana. *Business and Economics Research*.Vol 7, No2. ISSN 2162-4860.

DR. ANDREWS AKOLAA

1. Abdul-Hamid, I. K., Akolaa, A. A., & Abukari, A. J. (2017). The Consequences of Positioning Ghanaian Hotels. *Journal of Business Research*, 10. In Press.
2. Iddrisu, M., & Akolaa, A. A., (2017), Towards a Strong Corporate Reputation: The Mediating effect of Identity and Image in Managing Higher Education in Ghana. *International Journal of Advanced Educational Research*, Vol 2. Issue 5

MR. KAILAN ABDUL HAMID

1. Abdul-Hamid, I. K., Akolaa, A. A., &Abukari, A. J. (2017). The Consequences of Positioning Ghanaian Hotels. Journal of Business Research, 10in Press.
2. Hinson, R., Abdul-Hamid, I.K. & Osabutey, E.L.C. (2017).Investigating market orientation and positioning in star-rated hotels in Ghana. International Journal of Contemporary Hospitality Management, 29 (10). ISSN 0959-6119
3. Boateng, H., & Abdul-Hamid, I. K. (2017).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, 15 (1).

MR. MUSTAPHA IDDIRISU

1. Iddrisu, M., &Akolaa, A. A., (2017), Towards a Strong Corporate Reputation: The Mediating effect of Identity and Image in Managing Higher Education in Ghana. International Journal of Advanced Educational Research, Vol 2. Issue 5

MR. STEPHEN ONWONA ADJAPONG

Book Chapter

1. Adjapong, S.O (2017). Efficiency vs Effectiveness in the purchasing process. In sype G.E.(Ed) Choices and Consequences: Short cases in Management Decision making (pp.111-113). Charlotte, North Carolina: Kona Publishing and Media Group.

SENIOR MEMBERS ACADEMIC

Table 2.1: Staff List of the Faculty

| Name of Staff | Role & Position | Qualification | Status |
|----------------------|------------------------------|---|---------------|
| Mrs. Fidelis Quansah | Ag. Dean/ Senior Lecturer | PhD (Candidate) Open University of Malaysia, Accra/ Accra Institute of Technology, Accra MBA Marketing 2006, University of Ghana.MBA Marketing 2006, University of Ghana, Legon. Accra | Full Time |

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|--------------------------------------|--|--|-----------|
| Prof. Abednego Feehi Okoe Amartey | Asso. Prof./Vice- Chancellor | Doctor of Philosophy in Business Administration, Central University of Nicaragua, 2015 Doctor of Business Administration, Swiss Management Centre University, 2014 MPhil, Marketing, University of Ghana. 2012, MBA Marketing, University of Ghana 2003, Chartered Institute of Marketing (CIM,UK) | Full time |
| 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 |
| Prof. Joshua Alabi | Asso. Professor | MSc International Marketing, Strathclyde University, Glasgow 1992 MSc Industrial Economics, Moscow Institute of National Economy, 1986, SCCA, UK, 1980 | Full Time |
| Prof. Albert Puni | Asso. Prof./ Dean, Faculty of Management Studies | Doctor of Philosophy in Business Administration, Central University of Nicaragua, 2015 Doctor of Business Administration, Swiss Management Centre University, 2014 MSc. Corporate Governance, South Bank University London, 2004 ICSA, UK | Full Time |
| Dr. Gerald Dapaah- Gyamfi | Dean, Weekend School/ Senior Lecturer | PhD in Higher Education, University of Pheonix, 2016 MSc Human Resource Development, University of Manchester, UK, 2005 FCIS | Full Time |

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|------------------------------|--|---|-----------|
| Mr. Frederick Doe | Deputy Director, IPS/Senior Lecturer | PhD (Candidate) in Business Administration, Open University of Malaysia MSc. (Management Studies), University College of Northampton, UK, 2001 | Full Time |
| 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 |
| Mr. Mawuli K. Feglo | Dean & Lecturer | PhD Candidate in Economic / 2017, UGSM - Monarch Business School, Switzerland MA Economic Policy Management / 2000, University of Ghana | Full Time |
| Dr. Ampem Darko Aniapam | Vice-Dean, Management Faculty/ Lecturer | PhD in Environmental Science, University of Ghana MPhil (Environmental Science), University of Ghana, 2004 | Full Time |
| Dr. (Mrs.) Mary Naana Essiaw | Vice-Dean, Evening School/ Lecturer | PhD in Management, Swanzey University , UK, 2016 MBA (Human Resource Management) University of Ghana, 2003 | Full Time |
| 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 |
| 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 |

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|---|------------------------------|---|-----------|
| Dr. Ernest Mensah Abraham | Lecturer | PhD (Development Studies), University of Greenwich, UK, 2011. MPhil in Environmental Science, University of Ghana, June, 2004 | Full Time |
| 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 |
| 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 |
| Dr. Ummu Ibrahim | Lecturer | PhD (Sociology), University of Ghana, 2015 MPhil in Social Work, University of Ghana, 2011 | Full Time |
| Dr. James Kwame Mensah | Lecturer | PhD. in Development Administration, Graduate School of Public Administration, Thailand 2016 MPhil Public Administration, University of Ghana, 2011 | Full Time |
| Dr. Mark Boadu | Lecturer | PhD in Corporate Governance, Plymouth University, UK, 2013 Master of Public Administration, University of Ghana, 2005 | Full Time |
| Dr. Salifu Rahman Justice | Lecturer | PhD in Organisation & Management, Capella University, 2010 MSc In Management College of Saint Elizabeth, 2004 | Full Time |
| Dr. Adam Salifu | Research Fellow/ Lecturer | PhD in Social Science, 2015, MPhil in Development Studies, 2007, BA Information Studies, 2005 | Full Time |

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|-----------------------------|---------------------------------|--|--|
| Dr. Godwin Ansah | Lecturer | PhD (Candidate) in Governance and Leadership, GIMPA Doctor in Business Administration/ 2007 Breyer State University Masters' in Business Administration / 2005, Norwich Business School, UK. (University of East Anglia) | Full Time |
| Dr. Albert Martins | Lecturer | PhD (International Marketing) / 2012 London Metropolitan University (UK). MSc Marketing. 2005 University of Glamorgan (UK). MBA (Marketing). 2000. University of Ghana, Legon (Ghana). | Full Time |
| Dr. Haruna K. Rufai | Lecturer | PhD Human Work Science, Lulea University of Technology, Sweden . 2017 MPhil in Sociology, University of Ghana, 2008 | Full Time |
| Dr. Wisdom Yaw Mensah | Lecturer | PhD (Educational Studies), Ohio University, 2010. | Full Time/ Post Doctorate Leave |
| Mrs. Kafui Agormeda-Tetteh | Lecturer | MBA General, 2008.GIMPA CIM .U.K, 2016 | Full Time |
| Mrs. Benedicta Quao | Lecturer/ Research Fellow | MPhil Economics, University of Ghana, 2000 BA Economics, Univ. of Cape Coast, 1997 | Full Time |
| Mr. Joseph Gerald Nyanyofio | Lecturer | PhD (Candidate) University of Ghana MPhil Public Administration, University of Ghana, 2008 | Full Time |
| Mr. Edward Koomson | Lecturer | PhD (Candidate) University of Ghana, MPhil, Environmental Science, University of Ghana, 2006 | Full Time |
| Mr. Agyemang Badu Collins | Lecturer | PhD (Candidate) University of Ghana, MPhil Industrial Organizational Psychology, University of Ghana, 2011 | Full Time |

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|---------------------------|----------|---|-----------|
| 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 |
| Ms. Esther Julia Attiogbe | Lecturer | PhD (Candidate) University of Ghana, MPhil, Human Resource Management University of Ghana, 2007 | Full Time |
| Mercy Naa Merley DeSouza | Lecturer | PhD (Candidate) University of Ghana. MPhil in Industrial and Organizational Psychology, University of Ghana, 2012 Bachelor of Psychology, University of Namibia, 2008 | Full Time |
| Asante Rejoice Esi | Lecturer | PhD (Candidate) in Bus. Administration, Open University of Malaysia/Accra Institute of Technology MPhil in Social Psychology, University of Ghana, 2009, PgD. In Marketing CIMG 2007 Prof. Diploma in Marketing. CIMG 2006 | Full Time |
| Fred Awaah | Lecturer | MPhil in Public Administration, University of Ghana, 2012 | Full Time |
| Joshua Ofori Essiam | Lecturer | PhD (Candidate) University of Ghana MPhil Adult Education, University of Ghana, 2011 Commonwealth EMBA, KNUST, 2011 | Full Time |
| Mr. Theodore K. Tetteh | Lecturer | Masters in Business Administration, July, 2009. GIMPA / CIM | Full Time |
| Mr. Alex Quaiocoe | Lecturer | MBA Marketing / 2007, Univ. of Ghana, Legon. | Full Time |

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|----------------------------|--------------------|---|---------------------------------|
| Mr. Daniel Addae Adjepong | Lecturer | MSc Engineering Business Management / 2007-2008, Coventry University | Full Time |
| Mr. Akwasi Sarfo Kantanka | Lecturer | MPhil Marketing / 2011, University of Ghana, Legon MBA Marketing / 2004, University of Ghana, Legon | Full Time |
| Mr. George Agbemabiase | Lecturer | PhD (Candidate) in Management, Putra Business School, Malaysia MPhil in Marketing, / 2009, University of Ghana Business School | Full Time/Study Leave |
| Patience Ahwireng Obeng | Lecturer | PhD (Candidate) GIMPA, MPhil Public Administration, University of Ghana, 2011 | Full Time |
| Anthony Sumanya Kumasey | Lecturer | PhD (Candidate) University of Manchester, MPhil Public Administration, University of Ghana, 2008 | Full Time Study Leave |
| Abdulai Munkaila | Lecturer | MPhil Leadership, University of Professional Studies, Accra, 2014 | Full Time |
| Hannah E. A. Acquah | Assistant Lecturer | PhD (Candidate) Open University of Malaysia/ Accra institute of Technology. MA in Human Resource Management, University of Cape Coast 2005 | Full Time |
| Robertson Neequaye Kotey | Assistant Lecturer | PhD (Candidate) University of Ghana, MBA General Management, University of Hull, UK, 2007 | Full Time |
| Marco Elikem Mensah | Assistant Lecturer | PhD (Candidate) Australia. MBA Human Resource Mgt., Univ. Of Leicester, UK, 2005 | Full Time Study Leave |
| Effie Kwaaba Okai-Anderson | Assistant Lecturer | PhD (Candidate) GIMPA, MSc Corporate Governance, London South Bank University-UK, 2004 | Full Time |
| Emmanuel Dougan | Assistant Lecturer | MBA Management Studies, University of Leicester, UK, 2007 | Full Time |

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|--------------------------|--------------------|--|---------------------------------|
| Kudo Linus Kekeli | Assistant Lecturer | PhD (Candidate), Griffiths University, Australia, MPhil Public Administration, University of Ghana, 2008 | Full Time Study Leave |
| Dickson Armstrong Tumawu | Assistant Lecturer | PhD (Candidate), University of Cape Town MPhil (Sociology, Modern Society and Global Transformations) University of Cambridge, 2007 | Full Time |
| Asare Lawrence Offei | Assistant Lecturer | PhD (Candidate) in Public Admin. & Policy Mgt., University of Ghana MPhil, Public Admin. UG. 2012 | Full Time |
| Hector Arnold Sam-Tagoe | Assistant Lecturer | PhD (Candidate) in Public Administration, Governance and Leadership, GIMPA MA – Human Resource Development, University of Cape Coast, 2007 | Full Time |
| 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 |
| Mr. Michael Kubi | Assistant Lecturer | MPhil Leadership, UPSA, 2015 | Full Time |
| 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 |
| Alfred Amartey-Kewi | Assistant Lecturer | MPhil. In Global Leadership, University of Professional Studies, Accra, 2014 Prof. Cert. in Marketing, CIM, UK, 2003 | Full Time |

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|-----------------------------|--------------------|---|---------------------------|
| Daniel Okofo-Darteh Jnr. | Assistant Lecturer | MPhil in Leadership, University of Professional Studies, Accra, 2015 | Full Time |
| 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 |
| Mr. Anagba Kingsley Kofi | Assistant Lecturer | MPhil in Operations Management, University of Ghana, 2015 | Full Time |
| Mr. Jibreel Abubakar | Assistant Lecturer | MPhil Migration Studies, University of Ghana, 2012 M.A Human Resource Development, University of Cape Coast, 2014 | Full Time |
| Mr. Goerge Adu Appiah | Assistant Lecturer | MPhil Marketing / 2009 University of Ghana | Full Time |
| Mr. Ebenezer Arthur Duncan | Assistant Lecturer | MPhil in Global Leadership / 2013, UPSA. | Full Time |
| Mrs. Akorfa Wuttor | Assistant Lecturer | DBA (Candidate) in Quality Systems Management, The National Graduate School of Quality Management, USA MBA in Total Quality Management / 2013, UPSA. | Full Time/ Study Leave |
| Mrs. Gifty Ketemepe | Assistant Lecturer | DBA (Candidate) in Quality Systems Management, The National Graduate School of Quality Management, USA MBA in Total Quality Management / 2013, UPSA. | Full Time/ Study leave |
| Mrs. Juliana Akushika Andoh | Assistant Lecturer | PhD (Candidate) in Marketing, University of Ghana Business School MBA Marketing / 2013, University of Ghana. | Full Time |
| Mr. Leeford Ameyibor | Assistant lecturer | MBA in Total Quality Management / 2013, UPSA. | Full Time |
| Mr. Peter Kwasi Kodjie | Assistant Lecturer | M.A International Affairs. / 2016, LECIAD. MBA TQM. 2014-2016 UPSA. | Full Time |

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|-----------------------------|--------------------|---|-----------|
| 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 |
| Mr. Mustapha Iddrisu | Assistant Lecturer | MPhil in Bus. Admin. (Marketing) / 2013, University of Ghana. MSc in Global Marketing. 2012. Anglia Ruskin University Cambridge, UK Prof. Pgd in Marketing. 2007 Ghana Sch. Of Marketing | Full Time |
| Mr. Ibn Kailan Abdul-Hamid | Assistant Lecturer | PhD (Candidate) in Marketing, University of Ghana MPhil in Bus. Admin. (Marketing) / 2014. University of Ghana. | Full Time |
| Mr. Inkumsah Winston Asiedu | Assistant Lecturer | MSc in Mktg. & Mgt. / 2008, Bradford Sch. Of Mgt. UK | Full Time |
| Mr. Kwame-Adjei Michael | Assistant Lecturer | MPhil in Bus. Admin. (Marketing option) / 2013, University of Ghana. MBA in Marketing / 2006, University of Leicester Pgd. In Marketing (CIM), UK 1999 | Full Time |
| Mr. Hussein Mohammed Muniru | Assistant Lecturer | MPhil in Marketing / 2012, University of Ghana | Full Time |
| Mr. Yussif Mohammed Hardi | Assistant Lecturer | PhD in Marketing (Candidate), University of Ghana MBA in Marketing, UG 2006 | Full Time |
| Mr. Majeed Abdul Iddrisu | Assistant Lecturer | PhD (Candidate) in Management (DOM), SMC Univ., Switzerland Commonwealth Executive Masters of Bus. Admin. (CEMBA), KNUST, 2011 | Full Time |
| Mr. Stephen Onwona Adjapong | Assistant Lecturer | MPhil Curriculum Studies UCC, 2008 MBA Total Quality Management 2016, UPSA | Full Time |

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|-------------------------------|---------------------------|--|-----------|
| Mr. Alfa Atia Alpha | Assistant Lecturer | MBA in Marketing, UG. 2010 MA in Peace & Dev. Studies / 2013, University of Cape Coast | Full Time |
| Mr. Benjamin Baroson Angenu | Assistant Lecturer | MPhil Leadership, 2014, UPSA | Full Time |
| Mr. Andrew Ayiku | Assistant Lecturer | MBA Marketing, GIMPA. 2008 | Full Time |
| Mrs. Erika Mamley Osae | Assistant Research Fellow | Master of Public Administration, 2015, Maxwell School of Citizenship and Public Affairs, Syracuse University, New York, USA. | Full Time |
| Miss. Tiniwaah Deborah Mensah | Assistant Lecturer | MBA Total Quality Management 2017, UPSA | Full Time |
| Mr. Joel Quarcoe Okoe | Assistant Lecturer | MPhil in Leadership, 2017, UPSA | Full Time |
| Mrs. Beatrice Akosua Adjapong | Assistant Registrar | MA Adult Education, University of Ghana, 2010 | Full Time |
| Mrs. Harriet Adzowu | Assistant Registrar | MBA in Human Resource Management, University of Ghana, 2009 | Full Time |
| Mr. Michael Akuoku | Assistant Registrar | MEd in Educational Administration and Management, 2007, University of Education, Winneba | Full Time |

Source: Faculty of Management Studies, Database December, 2017

Table 2.2: Visiting Scholars

| Name of Staff | Role & Position | Qualification | Status |
|--------------------------|----------------------------|--------------------------|---------------|
| Prof. Austin Nathan | Associate Professor | PhD Marketing Management | Part-Time |
| Mr. Nathaniel Addy | Lecturer | MPhil in Marketing | Part Time |
| Prof. Nii Adotey Abraham | Professor | PhD in Economics | Part Time |
| Mr. Jonathan Adongo | Lecturer | MBA in Administration | Part Time |
| Mr. Lionel Abbey | Fellow | MSc Civil Engineering | Part Time |

Source: Faculty of Management Studies Database December, 2017

APPENDIX B

FACULTY OF ACCOUNTING AND FINANCE

FACULTY MEMBERS AND THEIR QUALIFICATION – 2017/18

| Name | Position/Rank | Qualification |
|------------------------|---|---|
| Mr. Stephen T. Akrobor | Director, Institute of Professional Studies | Doctorate in Finance, SMC, Institute of 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). 2011, GIMPA. |
| Dr. Kwadwo Obeng | Vice-Dean, FAF/Senior Lecturer | Doctorate in Finance, SMC (2017), MBA in Finance (March, 2009) UCC, Chartered Accountant (ICA, GH) (June, 1994) |
| Dr Mrs. Helena Ahulu | Head, Department, Accounting | Doctor of Philosophy in Accounting (April 2013) University of New England, Master of Economics, (Oct 2008) University of New England, Bsc |
| Mr. Baba Seidu Adibura | Lecturer | MBA Thesis Option Accounting (UCC) 2010 B.Com (UCC) 2005, Chartered Accountant (ICA, GH) Institute of Professional Fin. Managers (UK) 2009. Institute of Directors, (Ghana) 2009 |

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|--------------------------|---|---|
| Mr. Samuel Opoku Pimpong | Lecturer | PhD Political Science, University of Ghana, MPhil in Political Sc., UG. (June 2001) Masters in Business Administration (July 2007) Heriot-Watt University Scotland, UK, Dip. In Bus. Admin. CIMA, UK. BA Political Science (June 1997) UG |
| Dr. John Kwaku Mawutor | Dean/Senior Lecturer, School of Graduate Studies | 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 | 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, |
| Mr. Samuel Antwi | Senior Lecturer | PhD (Management Science) Finance Option (2014) Jjiangsu University P.R. of 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) |

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|------------------------------------|---|--|
| Dr. Mac Carthy John | Lecturer | <p>Doctorate in Finance, SMC University, Switzerland (Feb. 2016)</p> <p>MBA in Banking & Finance, Kings University College (Ghana 2012)</p> <p>ACCA (2002) UPSA,</p> |
| Mr. Mohamed Issah | Assistant Lecturer | <p>ACCA (2008), PGDip Financial Strategy, Oxford University .,UK,</p> <p>MSc Financial Management, University of West of England, UK,</p> <p>BSc Applied Accounting, Oxford Books Uni, UK</p> <p>ACCA Part II,IPS(2002)</p> |
| Mr. Richard Amoasi -Andoh | Lecturer | <p>ACCA (2003), ICAG MBA Finance, University of Leicester UK (2005)</p> <p>BSc Administration (Accounting), UG (1998)</p> |
| Mr. Emmanuel Fianko Asamani Junior | Lecturer | <p>MBA in Finance, University of Ghana, Legon (2012), Ghana</p> <p>ACCA (September 2011) Dip. In Edu. (June 1996)</p> |
| Mr. Bonyire Adafula | Lecturer | <p>PhD in Finance, UG, (On-going) expected year of completion-2018)</p> <p>Qualifying Cert in Law, Ghana School of Law (Sept. 2013) LLB, UG (May 2011)</p> <p>MPhil in Accounting. , UG. (June 2008)</p> |
| Mr. Lexis Tetteh | Assistant Lecturer | <p>MPhil Accounting (July 2015) UG</p> <p>BA. Business Studies (July, 2011), WIUC/ UCC</p> |
| Prof. Charles Barnor | Associate Professor/Pro-Vice-Chancellor | <p>PhD Finance, 2014, University of Walden, USA</p> <p>Master of Professional Accountancy/July, 2000/University of Canberra</p> <p>Master of Bus. Admin/August, 1999,University of Canberra</p> <p>BSc. Banking & Finance/1994, University of Ghana</p> |

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|---------------------------|---|---|
| Dr. Raymond Dziwornu | Senior Lecturer/Dean, Faculty of Accounting & 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/Senior Lecturer | PhD (Economics) -2012 University of Benin, Nigeria MPhil Economics 2002 University of Ghana BA Economics/1999/University of Ghana |
| Dr. Ibrahim Mohammed | Senior Lecturer/Director, Research and Consultancy | 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. Attah Botchwey Edward | Senior Lecturer/Head, Banking and Finance | Doctor of Philosophy (Finance)/2011/Open Univ. of Malaysia MBA (Finance & Mgt. Info. System), 2000/UGBS BSc. Mathematics 1996 KNUST |
| Dr. Quarshie Joseph | 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 |

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| 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 |
| Dr. Adom Philip Kofi | 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/Senior/ Lecturer | PhD in Higher Education Administration/ on-going at University of Phoenix, Arizona, |
| 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 |
| Ms. Deborah Adu-Twumwaah | Assistant Lecturer | MPhil Finance/Nov. 2010, University of Ghana BBA Accounting/1994/Islamic University College, Ghana |

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|-----------------------------|--------------------|---|
| 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. Joseph Adu | 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 |
| Mr. Michael Insaidoo | Assistant Lecturer | MA (Economics of Development/2011/ International Institute of Social Studies of Erasmus University, The Hague, Netherlands BA Economics/2004/Univ. of Ghana |

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|----------------------------|--------------------|---|
| Mrs. Victoria Nyarkoah Sam | Lecturer | PhD in Economics, 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 |
| 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 |

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| Mr. Samuel Arthur | Assistant Lecturer | PhD in 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, 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 |
| 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 in Economic /2013/ KNUST BA 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 |

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|--------------------------------|--------------------|--|
| Mr. Agbanyo Richard | Assistant Lecturer | PhD in Economics /UCC/Ongoing MPhil in Economics /2012/ UCC BA in Social Sci./2002/University of Cape Coast. Dip in HRM |
| 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. Eric Boachie 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 |

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|-----------------------------------|--|---|
| 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 | |
| Mr Kwasi Offei-Kwafo | Faculty Officer (Faculty of Accounting and Finance) | MBA Finance B.Ed Mathematics |
| Mrs. Leticia Gagakumah | Departmental Officer (Accounting) | MBA Finance BA Sociology |
| Ms. Vivian Aku Gbade | Departmental Officer (Banking & Finance) | MBA Finance/2012/Wisconsin International University College Chartered Professional Chartered Management Consultant BBA, UPSA |

12.2 Research Publications

During the year 2017, twenty-eight (28) research publications were made by fifteen (15) Lecturers in the Faculty. Table 25 below shows the detail of selected research papers of the Lecturers:

Table 25: Research Publications of Academic Staff for 2017

| Name | Paper | Rank |
|--|---|---------------------------|
| Department of Banking and Finance | | |
| Mr. Godwin Musah | Domeher, D., Musah, G. & Hassan, N. (2017). Inter-sectoral Differences in the SME Financing Gap: Evidence from Selected Sectors in Ghana. <i>Journal of African Business</i> . http://dx.doi.org/10.1080/15228916.2017.1265056 | Assistant Lecturer |
| | Domeher, D., Musah, G. & Poku, K.(2017). <i>Micro determinants of the Extent of Credit Rationing Amongst SMEs in Ghana</i> . International Journal of Social Economics. DOI: 10.1108/IJSE-03-2016-0089. | |

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|----------------------------------|---|---------------------------|
| Mr. Abdallah Abdul-Mumuni | Remittances and child Labour in Ghana: Does the gender of the household head matter? Accepted by <i>Development Southern Africa</i> and yet to be published. | Lecturer |
| Mr. Lawrence AsareBoadi | Boadi, A. L. , Tee, E., &Opoku, T. R. (2017). Analysis of Factors Affecting Outstanding Claim Provision of Non-Life Insurance Firms in Ghana. <i>IOSR Journal of Economics and Finance (IOSR-JEF)</i> , 8(4), III, 26-34. | Assistant Lecturer |
| | Tee, E., Boadi, A. L. , Opoku, T. R., & Obeng-Darko, T. (2017). The effect of the 2008 financial crises on Corporate Social Responsibility: Evidence from multinational companies. <i>Research Journal of Finance and Accounting</i> , 8(16), 20-30. | |
| Accounting Department | | |
| Mr Peter Ackah | Ackah, P. & Lamptey, L. (2017). Corporate Social Responsibility Reporting (CSRR) by the Banking Industry in a Developing Economy. <i>Asian Journal of Economics, Business and Accounting</i> . Article number 32353 | Assistant Lecturer |
| | Ackah, P. & Lamptey, L. (2017). Liquidity management: the practices among SMEs in a developing country. <i>International Journal of Business and Management</i> . ISSN 2321-8916 | |
| | Mensah E., Morrison A., & Ackah P. (2017) .The Impact of Inventory Management on Profitability: A Case of Distribution and Wholesale Firms in Ghana. <i>Asian Journal of Economics, Business and Accounting</i> . Article number 32545 | |
| Mr Emmanuel Mensah | Mensah, E. & Onumah, J.M. (2017). Mergers and Acquisitions in the Era of Globalization: The Ghanaian Experience. <i>Journal of Accounting and Finance</i> , 17(3), 1-21. (ISSN# 2158-3625) | Assistant Lecturer |
| | Mensah E. , Morrison A., & Ackah P. (2017) .The Impact of Inventory Management on Profitability: A Case of Distribution and Wholesale Firms in Ghana. <i>Asian Journal of Economics, Business and Accounting</i> . Article number 32545 | |
| | Mensah E., Frimpong K., & Maama, H. (2017). Environmental Reporting Practices by Listed Manufacturing Firms: The perspective of an emerging economy. <i>Asian Journal of Economics, Business and Accounting</i> . Article number 32817 | |

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|---------------------------|--|---------------------------|
| Mr Lazarus Lamptey | Lamptey, L.L. (2017). The Impact of Corporate Governance Practices on Performance of Manufacturing Firms on the Ghana Stock Exchange. <i>International Journal of Management and Commerce Innovations</i> , 5(1). | Assistant Lecturer |
| | Lamptey, L.L., K., Frimpong, & A. B., Morrison (2017). Empirical Study on the Influence of Working Capital Management on Performance of SMEs in Developing Economy. <i>British Journal of Economies, Management and Trade</i> , 17(4). | |
| | Lamptey, L.L.& P. Ackah (2017). Liquidity Management: The Practices among SMEs in a Developing Country. <i>International Journal of Business and Management</i> , 5(3). | |
| Mr Mohammed Issah | Mohammed, I. , Denizci Guillet, B., Schuckert, M. & Law, R. (2016). An empirical investigation of corporate identity communication on Hong Kong hotels' websites, <i>Journal of Hospitality Marketing & Management</i> , 25(6), 767-705. | Assistant Lecturer |
| | Issah, M., & Antwi, S. (2017). Role of macroeconomic variables on firms' performance: Evidence from the UK, <i>Cogent Economics & Finance</i> . Vol. 5 ,Iss. 1, available at http://www.tandfonline.com/doi/full/10.1080/23322039.2017.1405581 | |
| Mr Isaac Ofoeda | Ofoeda, I., Gariba, P., & Amoah, L. (2016). Regulation and performance of non bank financial institutions in Ghana. <i>International Journal of Law and Management</i> , 58 (1), 108-125 | Assistant Lecturer |
| Dr Samuel Antwi | Samuel Antwi, Eugene Oware Koranteng (2017): International Remittances and Economic Growth: Does the Measure of Financial Development matter? <i>International Journal of and management Research</i> , Vol 2, No1, pp 45-58. | Senior Lecturer |
| | Antwi, S., & Issah, M. (2017). Role of macroeconomic variables on firms' performance: Evidence from the UK, <i>Cogent Economics & Finance</i> . Vol. 5 ,Iss. 1, available at http://www.tandfonline.com/doi/full/10.1080/23322039.2017.1405581 | |
| Mr Samuel Pimpong | Pimpong, S. (2017). Public Financial Accountability: The Case of the Financial Administration Courts in Ghana. <i>International Journal on Governmental Financial Management</i> , Volume XVII, No. 2 December, 2017. | Lecturer |

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| Dr John McCarthy | MacCarthy, J (2017). Using Altman 2-score and Beneish M-score Models to Detect Financial Fraud and Corporate Failure: A case study of Enron Corporation. <i>International Journal of Finance and Accounting</i> , 6(6), 159-166, ISSN: 2168-4812. | Lecturer |
|-------------------------|---|-----------------|

Table 26: Number of Research Publications of Lecturers

| Name | Rank | Number of Publications | 2017 Publications | Conferences |
|------------------------------|--------------------|------------------------|-------------------|-------------|
| Accounting Department | | | | |
| Mr. George Quartey | Lecturer | 2 | 0 | 8 |
| Mr. Kwadwo Obeng | Senior Lecturer | 3 | 0 | 4 |
| Dr. John K. Mawutor | Senior Lecturer | 16 | 0 | 6 |
| Mr. Peter Ackah | Assistant Lecturer | 3 | 3 | 2 |
| Mr. Richard A. Fosu | Lecturer | 2 | 0 | 0 |
| Mr. Redeemer D. Y. Krah | Lecturer | 9 | 0 | 4 |
| Mr. Isaac Ofoeda | Assistant Lecturer | 5 | 1 | 0 |
| Dr. Mrs. Helena Ahulu | Lecturer | 5 | 1 | 6 |
| Mr. Samuel Pimpong | Lecturer | 1 | 1 | 1 |
| Mr. Emmanuel Mensah | Assistant Lecturer | 4 | 3 | 1 |
| Dr. John MacCarthy | Lecturer | 2 | 1 | 0 |
| Mr. Lazarus L. Lamptey | Assistant Lecturer | 3 | 3 | 0 |
| Mr. Mohammed Issah | Assistant Lecturer | 2 | 2 | 0 |

| | | | | |
|--------------------------|---------------------------|----|---|----|
| Dr. Samuel Antwi | Senior Lecturer | 2 | 2 | 0 |
| Dr. Charles Barnor | Associate Professor | 15 | 0 | 3 |
| Dr. Raymond K. Dziwornu | Senior Lecturer | 10 | 1 | 10 |
| Mrs. Gladys A. A. Nabieu | Senior Lecturer | 4 | 0 | 9 |
| Ms. Vivian E. Sampson | Assistant Lecturer | 2 | 0 | 0 |
| Mr. Adom Philip Kofi | Lecturer | 18 | 0 | 0 |
| Mrs. Christine Avortri | Assistant Lecturer | 2 | 0 | 3 |
| Mr. Danaa Natongmah | Assistant Lecturer | 7 | 0 | 0 |
| Dr. Joseph K. Tuffour | Senior Lecturer | 11 | 1 | 3 |
| Dr. Ibrahim Mohammed | Senior Lecturer | 8 | 0 | 3 |
| Mr. Samuel A. Tuffour | Assistant Lecturer | 2 | 0 | 0 |
| Mr. Adiyah Osei Bright | Research Fellow | 3 | 0 | 1 |
| Richard K. Akoto | Lecturer | 4 | 0 | 0 |
| Mr. Alhassan Bunyaminu | Lecturer | 16 | 0 | 3 |
| Mr. Samuel Arthur | Assistant Research Fellow | 1 | 0 | 1 |

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|----------------------------|--------------------|---|---|---|
| Mrs. Philomena Dadzie | Senior Lecturer | 4 | 0 | 0 |
| Ms. Deborah Adu-Twumwaah | Assistant Lecturer | 5 | 0 | 0 |
| Mr. Abdul Mumuni Abdallah | Lecturer | 3 | 1 | 5 |
| Mr. Christopher Quaidoo | Assistant Lecturer | 1 | 0 | 0 |
| Mr. Kwaku Amakye | Assistant Lecturer | 2 | 0 | 0 |
| Mr. Ravenhill A. Laryea | Assistant Lecturer | 1 | 0 | 0 |
| Mr. Timothy King Avordeh | Research Fellow | 3 | 0 | 2 |
| Mr. David Mensah | Lecturer | 0 | 0 | 5 |
| Mrs. Hamdeya Y. A. Muntala | Lecturer | 0 | 0 | 1 |
| Mr. Kwame Fosu Boateng | Assistant Lecturer | 1 | 0 | 1 |
| Mr. Godwin Musah | Assistant Lecturer | 3 | 3 | 0 |
| Dr. Edward Attah-Botchwey | Senior Lecturer | 0 | 0 | 3 |
| Mr. Lawrence Asare Boadi | Assistant Lecturer | 2 | 2 | 0 |
| Dr. Victoria Nyarkoah-Sam | Lecturer | 0 | 0 | 2 |
| Mr. Andrews Doeh Agblobi | Assistant Lecturer | 0 | 0 | 1 |
| Mr. Kofi Nyamekye | Assistant Lecturer | 0 | 0 | 1 |

| | | | | |
|-------------------|--------------------|----|---|---|
| Mr. Kofi Nyamekye | Assistant Lecturer | 0 | 0 | 1 |
| Dr. Ebow Botchwey | Lecturer | 2 | 0 | 0 |
| Mr. Kofi Osei Adu | Assistant | 15 | 3 | 0 |

APPENDIX C
FACULTY OF INFORMATION TECHNOLOGY & COMMUNICATION STUDIES

Table 2: Staff list of the Department of Information Technology Studies

| No. | NAME | RANK & POSITION | QUALIFICATION | STATUS |
|--------------------------|----------------------------|---------------------------|-----------------------|-----------|
| 1. | Mr. James Ami-Narh | Senior Lecturer/Vice Dean | MBA MIS | Full time |
| 2. | Dr. John Bosco K. Damnyag | Lecturer/ HOD | DBA, Finance | Full-time |
| 3. | Dr. Ebenezer Malcalm | Senior Lecturer | PhD Industrial Tech | Full-time |
| 4. | Mr. Lawrence K. Aziale | Lecturer | MPhil | Full-time |
| 5. | Mr. Harriet Lamptey | Lecturer | MBA- MIS | Full-time |
| 6. | Mr. Albert A. Akanferi | Lecturer | MBA in MIS | Full-time |
| 7. | Mr. William Allassani | Lecturer | MBA in MIS | Full-time |
| 8. | Dr. Ben Ocra | Lecturer | MBA in MIS | Full-time |
| 9. | Mr. Isaac Asampana | Lecturer | MSc in MIS | Full-time |
| 10. | Mrs. Maud Ashong Elliot | Assistant Lecturer | MPhil in Info. Tech | Full-time |
| 11. | Miss Augustina D. Aggor | Assistant Lecturer | MPhil | Full-time |
| 12. | Mr. Adnan Odartey Lamptey | Assistant Lecturer | MBA-MIS | Full-time |
| 13. | Mrs. Eleanor Afful | Assistant Lecturer | MSc Info. Tech | Full-time |
| 14. | Mr. Richard T. K. L. Dayie | Assistant Lecturer | MSc Info. Tech | Full-time |
| 15. | Mr. Ofoeda Joshua Kwaku | Assistant Lecturer | MPhil MIS | Full-time |
| 16. | Mr. David A. Darko | Assistant Lecturer | MSc. in Info. Tech | Full-time |
| 17. | Dr. Kofi Koranteng Adu | Assistant Lecturer | PhD in Info. Tech | Full-time |
| 18. | Ms. Lina Emefa Modidzifa | Assistant Lecturer | MA in Info. Tech | Full-time |
| 19. | Mr. Akwetey Henry Matey | Assistant Lecturer | MPhil in Info. Tech | Full-time |
| 20. | Mr. Selasie A. Brown | Assistant Lecturer | MSc. in Info. Tech | Full-time |
| Adjunct Lecturers | | | | |
| 1. | Mr. Patrick Dasoberi | Lecturer | MSc. in Info. Tech | Adjunct |
| 2. | Mr. Emmanuel Sam | Lecturer | MSc. in Info. Tech | Adjunct |
| 3. | Mr. Solomon Kutiamé | Lecturer | MSc. in Info. Tech | Adjunct |
| 4. | Dr. Stephen Nabareseh | Lecturer | PhD. in in Info. Tech | Adjunct |

Table 3: Staff list of the Department of Public Relations Management

| NO | NAME | RANK & POSITION | QUALIFICATION | STATUS |
|----|----------------------|-------------------------------|--|-----------|
| 1 | Mr. Godwin Adagewine | Dean of FITCS/Senior Lecturer | LLM, LLB Bachelor of Law | Full-time |
| 2 | Dr. Kweku Rockson | HOD / Senior Lecturer | Doctorate in Social Sciences; MA in Communication Studies; BA in English & Diploma in Communication Studies | Full-time |

| | | | | |
|----|------------------------------------|--------------------|---|---|
| 3 | Ms. Diana Sebbie | Assistant Lecturer | MPhil Communication Studies [2014] | Full-time |
| 4 | Dr. Fiona Gibson | Lecturer | PhD in Tourism MA in Journalism | Full-time |
| 5 | Mrs. Charity Boateng | Lecturer | MA, English BA (Drama) | Full-time |
| 6 | Mr. Brian Akrong | Lecturer | MA TESL, PGC Public Admin. BA English & Theatre Arts Dip. Theatre Arts | Full-time, Ongoing UPSA Sponsored PhD |
| 7 | Mrs. Peace Mawunyo Adzadi | Lecturer | MBA (HRM) BA French With Spanish | Full-time Ongoing UPSA Sponsored PhD |
| 8 | Mr. Patrick Yin Mahama | Lecturer | MPhil Political Science BA Politics with History | Full-time Self-Sponsored ongoing PhD |
| 9 | Mr. Bright Gakpe | Lecturer | MA Communication Studies BEd, Home Economics | Full-time |
| 10 | Mr. Manfred Ashiboe Mensah | Lecturer | MA Communications & MA International | Full-time |
| 11 | Mr. Joseph Brantuo | Assistant Lecturer | MPhil. French BA French | Full-time |
| 12 | Mr. Jacob Anderson | Assistant Lecturer | MPhil. English | Full-time |
| 13 | Miss Abena Kyeraa Duah | Assistant Lecturer | MPhil., [2014] Communication and Media Studies, | Full-time |
| 14 | Mr. Mohammed Sadat | Assistant Lecturer | MPhil Linguistics BA English and Linguistics | Full-time Self-Sponsored ongoing PhD |
| 15 | Mr. Stevens Justice | Assistant Lecturer | MPhil French | Full-time |
| 16 | Mr. Eric Ziem Bibiebome | Assistant Lecturer | MPhil, Linguistics | Full-time |
| 17 | Mr. Ernest Nkrumah Addo | Assistant Lecturer | MPhil English BA English with Sociology | Full-time Self-Sponsored ongoing PhD |
| 18 | Ms. Gifty Edna Anani | Assistant Lecturer | MPhil (TESL) MA (TESL) B.Ed English | Full-time Self-Sponsored ongoing PhD |
| 19 | Mrs. Theodora Dame Adjin-Tetteh | Lecturer | MPhil Communication Studies B.A Information Studies Basic Certificate in Advertising | Full-time Self-Sponsored ongoing PhD |
| 20 | Ms. Rebecca Baah-Ofori | Assistant Lecturer | MPhil. in Communication Studies, Bachelor of Arts, English | Full-time Self-Sponsored ongoing PhD |

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|--------------------------|--------------------------------|--------------------|--|--|
| 21 | Ms. Abigail Ayiglo | Assistant Lecturer | MPhil Linguistics BA Information Studies with Linguistics | Full-time Self-Sponsored ongoing PhD |
| 22 | Ms. Vincentia Abui Akrobotu | Assistant Lecturer | MA Communication Studies Diploma in Communication Studies Diploma Public Relations and Advertising | Full-time |
| 23 | Mr. Andreas Awute | Assistant Lecturer | MPhil in French | Full-time |
| 24 | Mr. Iliasu Adam | Assistant Lecturer | MA Public Administration, MA in Journalism & Diploma Journalism | Full-time |
| 25 | Mr. Andrew Quao | Lecturer | MA in Communication & Media Studies | Full-time |
| 26 | Ms. Caroline Yegblemenawo | Assistant Lecturer | MPhil French | Full-time |
| 27 | Mr. Charles Nii Ayiku | Assistant Lecturer | MBA (MIS), MA in Distance Education and Electronic Learning, and MA in Public Relations | Full-time |
| 28 | Mr. Inusah Awuni | Assistant Lecturer | MPhil, Philosophy MA, African Studies | Full-time |
| 29 | Mrs. Ivy Jones Mensah | Lecturer | MPhil, Linguistics MA T.E.S.L | Full-time Self-Sponsored ongoing PhD |
| 30 | Mrs. Shirley Banini | Lecturer | MPhil English | Full-time |
| 31 | Mrs. Vera Fordjour | Assistant Lecturer | MPhil English MA T.E.S.L | Full-time |
| 32 | Mr. Martins Segtub | Lecturer | MPhil Communication and Media Studies | Full-time |
| 33 | Mr. Samuel Darko | Assistant Lecturer | Qualifying Certificate in Law, Ghana School of Law, Makola & M.A. in Gender, Peace and Security, Kofi Annan Peacekeeping Training. | Full-time |
| ADJUNCT LECTURERS | | | | |
| 34 | Mr. Joseph Ocloo | Lecturer | MPhil, French | Adjunct Lecturer |
| 35 | Mr. James Agbo | Lecturer | MPhil, French | Adjunct Lecturer |
| 36 | Mr. Kouleavome Edoh | Lecturer | MPhil, French | Adjunct Lecturer |
| 37 | Mr. Michael Aryee | Lecturer | MPhil, Linguistic MA, Linguistic & Philosophy | Adjunct Lecturer |

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|----|---------------------------------|----------|---|------------------|
| 38 | Mr. Stanley K. M. Semarco | Lecturer | M.Phil., Psychology | Adjunct Lecturer |
| 39 | Mr. Richard Akpilimah Alugchaab | Lecturer | EMBA MA Adult Education | Adjunct Lecturer |
| 40 | Ms. Patience Anim | Lecturer | MPhil., English MA.English | Adjunct Lecturer |
| 41 | Ms. Golda N. A. Addo | Lecturer | PBM/MFDR Mgt. Practitioner M.Phil., English Literature LLB –Law | Adjunct Lecturer |
| 42 | Mr. Roland Adams | Lecturer | MPhil., Philosophy & English | Adjunct Lecturer |
| 43 | Mr. Angel Kongo | Lecturer | MPhil., Philosophy & English | Adjunct Lecturer |

Conferences, Workshops and Seminars

In 2017, some members of the Faculty of Information Technology and Communication Studies participated in capacity development programmes. Table 25 exhibits the members and programmes they took part in.

Table 25: Conferences, seminars and workshops Attended by Members of the Faculty

| | | | | | |
|---|------------------------------|---|---|-------------------|----------------|
| 30th January, 2017 | Dr Ben Ocro | Alisa Hotel, Ridge Accra, Ghana | Cloud Technology For Legal, Risk & Compliance Professionals- Accra | Participant | Self-Sponsored |
| March 2017 | Dr Ben Ocro | Accra International Conference Center-Accra | The National Philanthropy Forum-Accra | Convener of event | Self-Sponsored |
| 7 th & 8 th March, 2017 | Mrs. Belinda Adzomani-Diapim | UPSA | Empowering Service delivery excellence in higher education | Participant | UPSA |
| 31 st May 2017 | Dr Ben Ocro | University of Ghana-Legon | Employment and Entrepreneurship - CAMFED/Institute of Statistical, Social And Economic Research, University of Ghana. | Participant | Self-Sponsored |
| 21 st – 23 rd June 2017 | Dr Ben Ocro | UGBS, Legon | 4th Africa Regional Conference | Participant | Self-Sponsored |

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|--|--------------------|---|--|-------------|----------------|
| 6 th July, 2017 2017 | Dr Ben Ocra | WACSI Secretariat, Accra, Ghana | Ghana NGO Policy and Bill | Participant | Self-Sponsored |
| 4 th August, 2017 | Hajia Sadia Mahama | University of Ghana, Legon | GAUA Continuous Professional Development seminar on modern trends in university administration and management | Participant | Self-Sponsored |
| 4 th October 2017 | Dr Ben Ocra | The Foundation Center | Data Strategy and Capacity Building Scoping Conference-UNDP Ghana-Accra | Participant | Self-Sponsored |
| 28 th March 2017 | Maud Ashong Elliot | Ghana- India Kofi-Annan Centre of Excellence in ICT. | Alliance for Affordable Internet (A4AI`) | Participant | Self-Sponsored |
| October 21, 2017 | Maud Ashong Elliot | Ghana-Korea Information Access Centre (IAC) at the University of Ghana, Legon Campus. | Round Table Discussion On Internet Engineering Task Force Participation , at | Participant | Self-Sponsored |
| October 23-27, 2017 | Maud Ashong Elliot | Accra International Conference Centre | National Cyber security Week, October 2017 | Participant | Self-Sponsored |
| June 12-16, 2017 | Patrick Yin Mahama | UG, Legon | UG Pan Africa Doctoral Academy (UG-PADA) | Participant | Self-Sponsored |
| 18 th -23 rd June 2017 | Rebecca Baah-Ofori | Embu, Kenya | Mid-term Workshop on organic resource management for the improvement of soil fertility (ORM4Soil). Funded by the Research Institute for Organic Agriculture (FiBL), Switzerland. | Participant | Self-Sponsored |

APPENDIX D
SCHOOL OF GRADUATE STUDIES

35.0 International/Local Conferences/Workshop

Table 12.1: International Conferences/Seminars/Workshop

| Name | Position | Programme | Dates of Commencement and Completion | Sponsorship | Venue |
|--------------------------------|--------------------------------|--|---|--------------------|---------------------------------|
| Prof Goski Alabi | Dean, CIEC | ACBSP | June 23 to 27, 2017 | UPSA | USA |
| Prof. Abednego Okoe F. Amartey | Vice-Chancellor | International Conference on Management | August 4 to 8, 2017 | UPSA | Academy of Management, Atlanta, |
| Prof. Abednego Okoe F. Amartey | Vice-Chancellor | 247 th International Conference on Science, Technology & Management | August 23 to 24, 2017 | UPSA | Jerusalem, Israel |
| Prof Abednego Okoe F. Amartey | Vice-Chancellor | Europeans Economic Summit | September 10 to 16, 2017 | UPSA | South Africa |
| Dr. Raymond Dziwornu | Dean of Faculty and Accounting | Decomposition of Dynamic Total Factor Productivity of Insurance Companies in Ghana | October 18 to 20, 2017 | UPSA/ Self | Cape Town, South Africa |
| Mr. George Quartey | Director | 2017 ACBSP Region 8 Fall Conference | October 30 to November 5, 2017 | UPSA | Marrakech, Morocco |
| Mr. George Quartey | Director | Digital Education Show | November 13 to November 16, 2017 | UPSA | Dubai, Middle East |

Table 12.2: Local Conferences/Seminars/Workshops

| Name | Position | Programme | Dates of Commencement and Completion | Sponsorship | Venue |
|---------------------------|-----------------|--|---|--|----------------------------|
| Dr. Victoria Nyarkoh-Sam | Lecturer | Evidence to Action Conference | July 25 to 26, 2017 | The International Center for Evaluation and Development (ICED) | ISSER, Legon-Accra |
| Mrs. Gladys A. A. Nabieu | Senior Lecturer | Workshop - Theme: Structural Equation Modelling using Smart PLS. | July 25to 27, 2017 | UPSA | UPSA |
| Mrs. Gladys A. A. Nabieu. | Senior Lecturer | Workshop Title: Academic writing and Publication | August 18, 2017 | Self | ISSER, University of Ghana |
| Mrs. Gladys A. A. Nabieu | Senior Lecturer | Practitioner Forum on the Theme: Emerging issues in the Ghanaian Banking Industry | October 11, 2017 | University of Ghana Business School (UGBS) | British Council, Accra |
| Mr. Babonyire Adafula | Lecturer | An Estimation of the Underground Economy and Tax Evasion of an Emerging Economy. The | September 27, 2017 | UPSA | UPSA |

Appendix 'B' list of Teaching and Non- Teaching staff of SOGS

| No. | Name | Qualification | Rank/Position |
|-----|----------------------------------|--|---------------------------|
| 1 | Dr. John Kwaku M. Mawutor | PhD, DBA, (Finance, Switzerland) MBA (Finance, Ghana), ICA | Senior Lecturer/Dean |
| 2 | Prof. Goski Alabi (Mrs.) | PhD, DBA, MPhil, BSc. Dip.Ed. CQP,MCQI,ACMI | Professor/Dean. |
| 3 | Prof.Kwame Gyekye | PhD Philosophy | Professor |
| 4 | Prof. Albert Puni | PhD, DBA(Corporate Governance, Switzerland) MSc | Prof. /Dean |
| 5 | Prof.Abednego Feehi Oloe Amartey | PhD, DBA (Marketing, Switzerland) MBA Marketing ,CIM (UK), BA Economics & Sociology | Prof./VC |
| 6 | Prof. Charles Barnor | PhD (Finance) MBA (Finance) Australia MBA (Prof Acct.) Australia. BSc (Admin.) Ghana. CPA Australia(ASCPA) | Prof/ PVC |
| 7 | Dr. Raymond Dziwornu | PhD in Agric. Economics (2012) | Senior Lecturer/Dean |
| 8 | Dr. Joseph K. Tuffour | PhD Economics | Senior Lecturer |
| 9 | Dr. Ibrahim Mohammed | PhD (Hotel and Tourism Hospitality and Economics) | Senior Research Fellow |
| 10 | Dr. Samuel Antwi | PhD in (Management Science) Finance Option (2014) | Senior lecturer |
| 11 | Mrs. Gladys A. A. Nabieu | MPhil (Finance) BBA (Banking &Finance) | Senior Lecturer |
| 12 | Mr. Richard Quashigah | LLM BL | Lecturer |
| 13 | Mr. Babonyire Adafula | MPhil Acct. (2008), CA, BL | Lecturer |
| 14 | Dr. Emmanuel S. Asamoah | PhD Economics Management, M.Sc.Economics & Management, BA Psychology & Sociology. | Lecturer |
| 15 | Mr. Isaac Ofoeda | MPhil in Finance | Lecturer |
| 16 | Dr. Justice Salifu | PhD in Organization & Management | Lecturer |
| 17 | Mr. Michael Mickson | MPhil Educational Administration | Lecturer |
| 18 | Mr.Abdulai Munkaila | MPhilLeadership | Lecturer |
| 19 | Mr. Daniel Adjepong | MSc Engineering Bus. Mgt. (2008) ASQ, CSSBB. | Lecture |
| 20 | Mr. Robertson Neequaye Kotey | MBA (General Management) BSc Mathematics & Statistics. | Assistant Lecturer |

| | | | |
|----|--------------------------|--|-----------------|
| 21 | Dr. James Ntiamoah Doku | PhD in Finance (2014) | Lecturer |
| 22 | Dr. Joseph Quashie | PhD in Asia Pacific Studies | Lecturer |
| 23 | Mavis Kwainoe | LLM, LLB | Lecturer |
| 24 | Dr. Andrew A. Akolaa | Doctor in Bus. Adm. (2016) | Lecturer |
| 25 | Mr. James Ami-Narh | Doctor of Info. Tech (On-going). MBA in MIS, UG, 2002 | Senior Lecturer |
| 26 | Dr. Victoria Nyarkoh Sam | PhD in Quantitative Economics (2016) | Lecturer |
| 27 | Dr. Ernest Abraham | PhD Development Studies | Lecturer |

Table I.2: Senior Members–Academic (Adjunct)

| No. | Name | Qualification | Rank |
|-----|-----------------------------|--|-----------------|
| 1. | Dr. Ted Sun | DBA, PhD. | Professor |
| 2 | Prof. K. B. Piron | PhD (Marketing Management) | Professor |
| 3 | Prof. Steve O. Agyei-Mensah | Management Information System | Professor |
| 4 | Prof. Nathan Austin | Marketing Management | Professor |
| 5. | Dr. Ezekiel Nii Noye Nortey | PhD, Statistics | Senior Lecturer |
| 6. | Mr. Edward Abroakwah | MScOil and Gas | Lecturer |
| 7. | Mr. Nathaniel Addy | MSc Marketing | Lecturer |
| 8 | Mr. Robert Nyarkoh | ICA | Lecturer |
| 9 | Mr. Augustine Addo | MBA ICA | Lecturer |
| 10 | Dr. Sampson Amofo | MSc Finance MBA(MGT) | Lecturer |
| 11 | Mr. Martin K.Yamborigya | ICAG MBA Project Mgt | Lecturer |
| 12 | Mr. Musah Mohammed | MBA Oil and GasACCA | Lecturer |
| 13 | Mr. Abdul-Karim Adam | MBA Oil and Gas Management. | Lecturer |
| 14 | Mr. Emmanuel Appiah Essel | MBA in Banking & Finance | Lecturer |
| 15 | Dr. Nii Ayitey Akoto | MSc. Petroleum Eng. | Lecturer |
| 16 | Mr. Edward Abrokwah | MPA Fin, & Fiscal Policy. MSc Trade & Finance | Lecturer |
| 17 | Mr. Jerome Cudjoe Katsektor | MBA Pet. Acct. & Fin. ICAG | Lecturer |
| 18 | Mr. Prosper Dormekpor | MBA Finance (GIMPA) CIT, ICAG | Lecturer |
| 19 | Mr. Peter Dorkenoo | ICAG, MA Local Gov't Adm & Orgn. | Lecturer |
| 20 | Dr. Yahaya Abdul -Rahman | PhD Public Admin. ICAG | Lecturer |
| 21 | Mr. Angelo George Habib | MSc Internal Audit Mgt and Consultancy. MIIA, ACCA | Lecturer |
| 22 | Mr. Jonathan Adongo | | Lecturer |
| 23 | Mr. Lionel Abbey | MSc Quality Mgt. CQP, MCQI, ACMI, FCQI. | Lecturer |

Source: Human Resource Directorate, 2017

Table I.3: Administrative Staff–Senior Members

| No. | Name | Qualification | Rank |
|-----|------------------------|-------------------------|---------------------|
| 1 | Ibrahim Monipaak Amadu | MPhil (Dev't Stds), BEd | Assistant Registrar |
| 2 | Samuel Mensah | MBA Finance | Assistant Registrar |

Source: Human Resource Directorate, 2017

Table I.4: Administrative Staff–Senior Staff

| No. | Name | Qualification | Rank |
|-----|--------------------|----------------------------|----------------------|
| 1 | Mr. Charles Darkey | Professional Diploma in IT | Assistant IT Officer |

Source: Human Resource Directorate, 2017

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

| No. | Name | Qualification | Rank |
|-----|-----------------------------------|--------------------------|-----------------------------|
| 1 | Mr. Yahaya Abdulai | MBA Acct. & Finance | Graduate Research Assistant |
| 2 | Ms. Dorcas Oye Hayford | MBA Acct. & Finance | Graduate Research Assistant |
| 3 | Mr. Emmanuel Adjei Nketia | MBA Pet. Acct. & Finance | Graduate Research Assistant |
| 4 | Mr. Desmond Aboagye | MBA Acct. & Finance | Graduate Research Assistant |
| 5 | Mr. Joel Okoe Quacoo | MPhil Leadership | Graduate Research Assistant |
| 6 | Mr. Akoto Fred | Bus Administration | National Service Person |
| 7 | Ms. Oppong Boatemaa | Dip in Management | National Service Person |
| 8 | Ms. Maame Korantema Aboagye-Darko | BSc HRM | NationalServicePerson |
| 9 | Ms. Kenyenso Agatha | HND Marketing | National Service Person |
| 10 | Ms. Gasu Akpene Yawa | BSc Accounting | National Service Person |
| 11 | Mr. Afram Kwadwo Issac | BSc Accounting | National Service Person |
| 12 | Mr. Albert NiiArmah | BSc Accounting | National Service Person |
| 13 | Mr. Bernard Odei Asare | BSc.Marketing | National Service Person |
| 14 | Mr. Bernard Amoah | BSc Marketing | National Service Person |
| 15 | Mr. Enoch Gyamfi | Bus Administration | National Service Person |
| 16 | Mr. Raphael Doe Gawugah | BSc Banking and Finance | National Service Person |
| 17 | Mr. Dickson Addo | BSc Accounting | National Service Person |
| 18 | Ms. Hannah Owusu | BSc Banking and Finance | National Service Person |

Source: Human Resource Directorate, 2017

Core and Elective Courses for all MBA, MSc & MPhil Programmes

| Year One | | | |
|---------------------|-------------|--|---------------------|
| 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 | | | |
| 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 | | | |
| 11 | MCPC611 | Business Leadership and Ethics | 3 |
| 12 | 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 |
| 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

| No. | CODE | SUBJECT | CREDIT | CUMMLATIVE 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 Qualitative Design | 3 | 12 |
| 5 | MCPC609 | Legal Environment of Business | 3 | 15 |
| | TOTAL | | 15 | |

Semester Two

| No. | CODE | SUBJECT | CREDIT | CUMMULATIVE CREDIT |
|------------|--------------|--|---------------|---------------------------|
| 6 | MPGL602 | Principles of Accounting and Finance for Leaders | 3 | 18 |
| 7 | MPGL604 | Strategic Leadership | 3 | 21 |
| 8 | MPGL606 | Leading People And Managing Organizations | 3 | 24 |
| 9 | MPGL608 | Understanding Global Economy | 3 | 27 |
| 10 | MPGL610 | Ethics in Management | 3 | 30 |
| | TOTAL | | 15 | |

Second Year (Semester One)

| | CODE | SUBJECT | CREDIT | CUMMULATIVE CREDIT |
|----|--------------|---|---------------|---------------------------|
| 11 | MBCG601 | Corporate Governance: Theories and Practice | 3 | 33 |
| 12 | MBCG605 | Project Management | 3 | 36 |
| 13 | MPGL609 | Research Method II (Quantitative) | 3 | 39 |
| 14 | MPCPC605 | Management Information Systems | 3 | 42 |
| | TOTAL | | 12 | |

MBA PETROLEUM ACCOUNTING AND FINANCE

Semester One

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

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

Semester Two

| | CODE | SUBJECT | CREDIT | CUMMULATIVE CREDIT |
|----|--------------|---|---------------|---------------------------|
| 15 | MBAP608 | Management Accounting for Production Activities and Revenue | 3 | 48 |
| 16 | MBAP618 | Corporate Governance and Natural Resources Management | 3 | 51 |
| 17 | MBAP616 | Total Quality Management and Quality Improvement Programme | 3 | 54 |
| 18 | MBAP622 | Seminars/ Practitioners' Forum | 3 | 57 |
| 19 | MBAP606 | Environmental Management & Auditing for Oil & Gas Industry | 3 | 60 |
| 20 | MBAP620 | Project work | 6 | 66 |
| | TOTAL | | 18 | 66 |

Semester One

| | CODE | SUBJECT | CREDIT | CUMMULATIVE 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 | CUMMULATIVE 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 | CUMMULATIVE CREDIT |
|----|--------------|-------------------------------|---------------|---------------------------|
| 12 | MCPC613 | Strategic Management | 3 | 33 |
| 13 | MBIA603 | Conduct of Audit7 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 | CUMMULATIVE CREDIT |
|----|--------------|--|---------------|---------------------------|
| 17 | MBIA608 | Managing the Internal Audit Function | 3 | 48 |
| 18 | MBIA610 | Taxation and Fiscal Policy | 3 | 51 |
| 19 | MBIA612 | Business Process & Entrprise 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 :lcampus December, 2017

APPENDIX E
FACULTY OF LAW

Faculty Members

Table 4: Senior Members – Academic

| No. | Name | Qualification | Rank | Status |
|------------|----------------------------------|--|--------------------|---------------|
| 1. | Professor Kwame Frimpong | JSD [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. Francisca Kusi-Appiah | Doctor of Philosophy (PhD) [2017] University of Dundee (CEPMLP), Dundee, UK Master of Laws (LLM) [2011] University of Houston, Law Centre, Texas, USA | Lecturer | Full Time |
| 4. | Miss. Mavis Ekuu 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. Rowland Atta-Kesson | LLM [2009] Indiana University Robert H. McKinney School of Law, Indianapolis, Indiana, USA | Lecturer | Full Time |
| 7. | Mr. Albert Quashigah | LLM, [2012], George Washington University Law School, Washington D.C. | Assistant Lecturer | Full Time |
| 8. | Mr. Richard Dua- Ansah | LLM [2013] University of Mutari, Zimbabwe | Assistant Lecturer | Full Time |

| | | | | |
|-----|--------------------------|---|--------------------|-----------|
| 9. | Mr. Paul Mba Yelzaalem | LLM [2014] George Washington University Law School, Washington D.C. | Assistant Lecturer | Full Time |
| 10. | Mr. Vitus Gbang | LLM[2013] Boston College, USA | 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 |

Table 5: Senior Members Non- Teaching

| No. | Name | Qualification | Rank |
|-----|-------------------------|---|----------------------------|
| 1. | Mrs. Leticia Akyeampong | MPhil, Educational Administration (2010) University of Cape Coast | Assistant Registrar |
| 2. | Mr. Thomas A. K. Asante | MEd Educational Administration and Management (2010). UEW | Assistant Registrar |
| 3. | Mrs. Joyce Sackey | MBA, TQM (2016) University of Professional Studies, Accra | Junior Assistant Registrar |

12.1 Conferences/ Workshops/Seminars

Table 13 below shows Conferences, workshops and Seminars attended by members:

| No | Name | Programme | Duration | Sponsorship | Venue |
|----|--|--|--|-------------|--------------------------|
| 1 | Prof. Kwame Frimpong | International Association of Law Schools - 2017 Africa (IALS) Law Deans Forum | 11th -13th May, 2017 | UPSA | University of Cape Coast |
| 2 | Mr. Thomas Appiah Kubi Asante & Leticia Akyeampong | ICBMED Conference | 20 th -21 st April, 2017 | UPSA | UPSA |

| | | | | | |
|---|---|--|--|---|---------------------------------------|
| 3 | Dr. Francisca Kusi-Appiah | Seminar- Impact of Brexit on the Energy Market (CEPMLP @ 40 Seminar: Global Energy and Resources Transition) | 22-23 rd May 2017 | Self | Dundee, Scotland, UK |
| 4 | Prof. Kwame Frimpong | “The Rule of Law in the Sub-Saharan Africa: Promises, Progress, Pitfalls and prospects” | 27 th June to 1 st July, 2017 | Institute for International and Comparative Law in Africa (ICLA) & Konrad Adenauer Stiftung | University of Pretoria, South Africa |
| 5 | Mr. Rowland Atta-Kesson & Mrs. Leticia Akyeampong | Inter-Faculty research seminar: “How to Publish an Article in A Reputable Journal’ | 15 th June, 2017 | UPSA | UPSA |
| 6 | Prof. Kwame Frimpong | 12 th Biennial Convocation of Advocates Africa | 18 th August, 2017 | Self | Accra |
| 7 | Mr. Rowland Atta-Kesson | Ghana Bar Association Annual Conference | 10 th -15 th September, 2107 | Self | Sunyani |
| 8 | Prof. Kwame Frimpong | The Fifth Stellenbosch Annual Seminar on Constitutionalism in Africa (SASCA5) | 17 th to 22 nd September, 2017 | Stellenbosch Institute for Advanced Study, STIAS and the Rule of Law in Sub-Saharan Africa Program of the Konrad Adenauer Stiftung. | Stellenbosch, Cape Town, South Africa |

| | | | | | |
|----|--|--|---------------------------------|------|------------------------------|
| 10 | Mr. Rowland Atta-Kesson | University of Ghana School of Law, Annual Legon Law Lecture | 11 th October, 2017 | Self | University of Ghana, Accra |
| 11 | Prof. Kwame Frimpong & Mr. Rowland Atta-Kesson | The Inaugural UPSA Annual Leadership Lecture, on Equipping the Youth to Renegotiate African's Position in the Era of Africa's Rising | 15 th November, 2017 | UPSA | UPSA |
| 12 | Dr. Francisca Kusi-Appiah | Conference- Mergers and Acquisition in Ghana in the Absence of a Competition Law (World Competition 2017) | 5 th December 2017 | Self | Coconut Groove, Accra, Ghana |

APPENDIX F

OTUMFUO CENTRE FOR TRADITIONAL LEADERSHIP

List of Diploma Participants

| No. | Name | Traditional Area |
|------------|---|--|
| 1 | Yinbun Naba Musah Akambonga | Frafra Chief, Kumasi |
| 2 | Nene Asada Ahor I | Manya Krobo Traditional Area |
| 3 | Nana Apata Kofi V | Gomoa Ajumako Traditional Area |
| 4 | Alhaji P. Kpangriwura S. A. Abdul -Karim | Gonja Traditional Area (Kusawgu) |
| 5 | Tejepewura Saaka A Sadick Bonyanso I | Gonja Traditional Area (Mankpa n) |
| 6 | Nene Tettey Kodjo III | Prampram Traditional Area |
| 7 | Nana Ankamu Otabil IX | Gomoa Ajumako Traditional Area |
| 8 | Nana Apaaba IV | Gomoa Ajumako Traditional Area |
| 9 | Nii Yartey Obedru I | Ngleshie Alata Traditional Area |
| 10 | Nii Ayi Krotia I | Ngleshie Alata Traditional Area |
| 11 | Brigitte Elorm Adorkor | Greater Accra Regional House Of Chiefs |
| 12 | Nii Bortey Okplen Djalesane II | Nungua Traditional Area |
| 13 | Nii Bortei Sango II | Nungua Traditional Area |
| 14 | Mamaga Ametor II | Alavanyo Traditional Area |
| 15 | Asafoatse Ayiku Toti meh IV | Prampram Traditional Area |
| 16 | Nii Teye Kojo I | Gbetseli-Kpone Traditional Area |
| 17 | Odeefuo Amoakwa Buadu VIII | Breman Asikuma Traditional Area |
| 18 | Jaminja Alhaji Malba | Dagbon (Chereponi) Traditional Area |
| 19 | Chief Fulani li Alh. Abdul Mumin Abububakar | Ayigya Zongo, Kumasi |
| 20 | King (Dr.) Odaifio Welentsi III | Nungua Traditional Area |
| 21 | Vincent D. T. Nartey | Ngleshie Alata Traditional Area |
| 22 | Nii Kwashie Gborlor IV | Ngleshie Alata Traditional Area |
| 23 | Nii Ayi Okudzeman IV | Ngleshie Alata Traditional Area |
| 24 | Narteh Realbell | Manya Krobo Traditional Area |

| | | |
|-----------|--------------------------------------|---------------------------------|
| 16 | Naa Alhaji Baburonone Amadu Hassan | Ullo Traditional Area |
| 17 | Naa Bortelely Atseafo II | Nungua Traditional Area |
| 18 | Nii Borteyfio Bortekwei Afadi-Nsro I | Nungua Traditional Area |
| 19 | Nii Bortey Kofi Frankwa II | Oyibi (Nungua Traditional Area) |
| 20 | Pe Charles Awiah Awampaga II | Paga Traditional Area |
| 21 | Pe Parekuri Thomas A. Aluah | Paga Traditional Area |

Resource Persons and Course Allocation PART I

| No. | Course | Resource Person |
|------------|--|--------------------------------|
| 1 | Strategic Leadership | Mr. Munkaila Abdulai |
| 2 | Land Administration | Mr. Kwesi Duatey |
| 3 | Conflict Management | Lepowura M.N.D Jawula |
| 4 | Chiefs as Partners of Development | Nana Kobina Nketsia |
| 5 | Chieftaincy and Social Cohesion and Solidarity | Naa Prof. Nabila |
| 6 | Gender and Chieftaincy | Dr. Mavis Dako-Gyeke |
| 7 | Chieftaincy in Ghana: Historical and Comparative Perspectives | Dr. Alhassan Sulemana Anamzoya |
| 8 | Records and Documentation | Dr. Adams Musah |
| 9 | Basic Book-Keeping and Accounts | Dr. Kwaku Mensah Mawutor |
| 10 | The Administration of the Chieftaincy Institution in the Modern Ghanaian State | Mr. Denkyira |

List of Participants for Part II - Chieftaincy Management and Administration

| No. | Name | Traditional Area |
|-----|--------------------------------------|---|
| 1 | Borowasiwura Seidu A. Fatawu | Gonja Traditional Area |
| 2 | Nana Bondzie Essuman I | Gomoa Ajumako Traditional Area |
| 3 | Abutu Kapori | Gonja Traditional Area |
| 4 | Kansawurche Azara. V. Bukari (Hajia) | Gonja Traditional Area |
| 5 | Nii Borlabi Kukubi Okanshan VI | Nungua Traditional Area |
| 6 | Nana Odum Kweku Essilfie III | Breman Asikuma Traditional Area |
| 7 | Nana Kwaw Fosu III | Breman Asikuma Traditional Area |
| 8 | Frederick Takyi Danful | Registrar, Breman Asikuma Traditional Council |
| 9 | Nana Otubea II | Nkonya Traditional Area |
| 10 | Ogyedom Ama Tsetsewa I | Gomoa Akyempim Traditional Area |
| 11 | Queen Boresah Fantevie | Bole Traditional Area |
| 12 | Mary Quaicoe | Western Regional House Of Chiefs |

List of Participants for Part I- CERTIFICATE of Participation

| No | Name | Traditional Area |
|----|--------------------------------|----------------------------------|
| 1 | Togbe Kwaku Ayim IV | Ziavi Traditional Area |
| 2 | Dasebre Dr. Amankona Diawuo II | Berekum Traditional Area |
| 3 | Togbega Gabusu VI | Gbi Traditional Area |
| 4 | Togbe Osei Tutu Brempong III | Wusuta Traditional Area |
| 5 | Togbega Delume VII | Ve Traditional Area |
| 6 | Togbe Nakakpo Dugbaza VII | Tefle Traditional Area |
| 7 | Nene Ayiku Larkpleh II | Prampram Traditional Area |
| 8 | Mama Komla-Teng II | Kpando Aloyi Traditional Area |
| 9 | Togbe Amoani III | Hlefi Traditional Area |
| 10 | Nana Esi Nisin VII | Ekumfi Traditional Area |
| 11 | Mr. Elijah Kwesi Asare | Central Regional House Of Chiefs |
| 12 | Mr. Kosky Oduro Debrah | Central Regional House Of Chiefs |
| 13 | Nana Gyimah V | Breman Asikuma Traditional Area |
| 14 | Nana Bobie Fokuo III | New Juaben Traditional Area |
| 15 | Nii Bue Nortey Baako I | Ngleshie Alata Traditional Area |

Resource Persons and Course Allocation - PART II

| No. | Course | Resource Person |
|-----|---|--------------------------------|
| 1 | Networking and Lobbying | Doliwura Malik Zakariah |
| 2 | Change Management | Mr. Munkaila Abdulai |
| 3 | The Laws of Chieftaincy (Customary Laws) as Tools of Reforms and National Integration | Justice S. A Brobbey |
| 4 | Financial Management | Dr. Kwaku Mensah Mawutor |
| 5 | Chieftaincy and Democracy | Lepowura M.N.D Jawula |
| 6 | Theories of Traditional Leadership | Dr. Alhassan Sulemana Anamzoya |
| 7 | Women in Traditional Leadership | Dr. Mavis Dako-Gyeke |
| 8 | A Philosophical Understanding of the Chieftaincy Institution | Prof. Kobina Nketia |
| 9 | Sources of Authority and Jurisdiction | Dr. Kwesi Appiah |
| 10 | Sources of Authority and Jurisdiction | Dr. Kwesi Appiah |

Resource Persons and Course Allocation - PART III

| No. | Course | Resource Person |
|-----|---|-----------------------|
| 1 | Leadership In The Ghanaian Context, Traits and Leadership <ul style="list-style-type: none"> • Communication | Dr. Kwesi Appiah |
| 2 | Strategic Leadership <ul style="list-style-type: none"> • Introduction to Strategic Planning • Vision Formulation | Dr. Kwesi Appiah |
| 3 | Judicial Ethics | Dr. Kwesi Appiah |
| 4 | Introduction to Mission Statement and Formulation <ul style="list-style-type: none"> • Introduction to Values and Formulation of Individual Values • Stakeholder Analysis | Dr. Kwesi Appiah |
| 5 | Introduction to Environmental Scanning | Dr. Kwesi Appiah |
| 6 | Introduction and Development of Implementation Plans and Evaluation, and Monitoring in the Strategic Planning Process | Dr. Kwesi Appiah |
| 7 | The Legal Dispute Settlement by Customary Arbitration and Alternative Dispute Resolution | Justice S. A Brobbey |
| 8 | Issues of Judicial Reviews and Appeals | Justice S. A Brobbey |
| 9 | Conflict Resolution and Peace Building | Lepowura M.N.D Jawula |
| 10 | Governance | Prof. Albert Puni |