



KIM UNIVERSITY

QUALITY MANAGEMENT SYSTEMS BASED ON ISO 9001:2015

STUDENTS' HAND BOOK

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TABLE OF CONTENTS

FOREWORD FROM THE CHAIRMAN'S DESK	4
GENERAL BACKGROUND OF THE UNIVERSITY	6
1.1. Foundation.....	6
1.2. Fundamental Statements.....	6
1.2.1 Vision.....	6
1.2.2 Mission Statement	6
1.3. KIM Philosophy.....	7
1.4. Customer Service	7
1.5. Our Core Objectives.....	7
1.6. Our Core Values.....	7
ACADEMIC AND PROFESSIONAL PROGRAMMES	9
2.1 Degree Programmes	9
2.2 Professional Courses	9
GOVERNANCE AND MANAGEMENT	11
3.1 Governance Structure	11
3.2 Management Team	11
DEGREE PROGRAMME AND CURRICULUM.....	12
4.1 The Credit Accumulation Modular System of Learning (CAMS).....	12
4.2 The Programmes Rationale.....	12
4.3 Duration of the Study.....	15
4.4 Sessions of the Study.....	15
4.5 How will I learn?.....	15
PROGRAMME STRUCTURES	16
BACHELOR OF BUSINESS MANAGEMENT PROGRAMME (BBM)	16
BSC COMPUTER SCIENCE PROGRAMME STRUCTURE (BSc.CS).....	21
BACHELOR OF SCIENCE IN ECONOMICS WITH HONOURS (BSc. Econs)	24
BSC. IN LOGISTICS & SUPPLY CHAIN MANAGEMENT (BSC. LSC)	26
MASTER OF BUSINESS ADMINISTRATION (MBA) STRUCTURE.....	28
ADMISSION AND REGISTRATION.....	29
5.1 Admission.....	29
5.2 Registration	30
5.3 Transfer of Credits	31
FEES STRUCTURE AND PAYMENTS	32
6.1 Fees Structure	32
6.2 Fees Payments	32
CLASS ATTENDANCE AND COMPLETION OF MODULES	32
7.1 Attendance Percentage	32
7.2 Division of Learning Hours	33
7.3 Deferment of Studies:	33
EXAMINATIONS AND EVALUATION OF LEARNING	34
8.1 Continuous Assessments.....	34
8.2 Examinations	34
8.3 CAT and Final Examination Malpractices	35

8.4	Examination Rules And Regulations	36
	STUDENTS PROGRESSION.....	38
9.1	Progression by Prerequisite	38
9.2	Progression by Programme	38
9.3	Progression by Level	38
9.4	Progression by Credit Accumulation:	38
9.5	Repeating a Year	38
9.6	Exceptional Progression:	38
9.7	Exit Awards	39
	RESEARCH PROJECTS AND INDUSTRIAL ATTACHMENT	39
10.1	Final Year Research Project	39
10.2	Industrial Attachment (Internship)	40
	SUPPORT SERVICES	40
11.1	Scholarship Opportunity for Registered Students:.....	40
11.2	Library Services.....	40
11.3	ICT Services	41
11.4	Career Advisory Centre and Dean of Students' Office	41
	COMPLETION OF STUDIES AND CLASSIFICATION OF DEGREE	42
12.1	Completion of a Degree Programme	42
12.2	Classification of Bachelor Degrees.....	42
12.1	Requirements for Graduation	43
	GENERAL CONDUCT	43
13.1	Official Names of the Students.....	43
13.2	Change of Names.....	44
13.3	Class/Examination Boycotts.....	44
13.4	Procession and Demonstration:	44
13.5	Disciplinary Offenses:	44
13.6	Public Functions	45
13.7	Correspondence.....	45
13.8	Publications.....	46
13.9	Consumption of Drugs, Alcohol and Smoking	46
13.10	Collection of money	46
13.11	General morality.....	46
	INTERPRETATION AND REVIEW OF RULES AND REGULATIONS	46
14.1	Misinterpretation of the Rules & Regulations	46
14.2	Review of the Regulations:	46

FOREWORD FROM THE CHAIRMAN'S DESK

INSERT CHAIRMAN'S
PHOTO

Chairman, University Council

I am pleased to write this foreword to the students through their handbook which details the establishment of KIM

University, its programs, general guidelines, rules and regulations governing students' life in KIM. It is equally important to include a brief genesis of KIM and how it evolved from the International College of Accountancy and Management (ICAM). Initially ICAM was created with the objective of training professional Accountants as it was stipulated in its constitution of 4th June, 2003.

On 8th December 2005, ICAM board of directors passed a resolution to change the name of ICAM to Kigali Institute of Management (KIM) and introduce a degree programme called Bachelor of Business Management (BBM). KIM opened its doors on its own premises for the degree programme on 16th February, 2006. It took over from ICAM and broadened its objectives in order to fit well into the Rwandan Government Vision 2020 of promoting Human Resource Development which is in conformity with the creation of a knowledge based economy with people as its core resource base. Kigali Institute of Management (KIM) finally became KIM University on 4th February, 2016. It is set to offer A Degree Programme in Business Management with a bias in Accounting and Finance Options. This is in addition to the existing professional programmes in accounting, Management and Information Systems.

Compared to the traditional Bachelor of Business Administration (BBA), new subjects such as company law, management accounting, financial reporting framework, corporate finance and public sector accounting have been introduced to enrich our degree programme and make it more relevant to the strategic challenges facing the 21st Century organizations' dynamic business environment.

Our commitment is giving our students a rigorous training to acquire high level skills that will make them enter the labor market with a “competitive edge”. The study method shall combine theory and practice to ensure mastery of skills. We shall also create an interface unit between programmes offered by the University and the industry requirements through the internship, campus recruitment, project work programmes and public lectures by practitioners.

People with different expertise and practical experience from industry shall be involved in our programme development, teaching and evaluation. This relationship shall help the University to modify its program on continuous basis so as to produce graduates who are able to meet the expectations and are relevant all the time. We already have strong ties with RUMA Certified Public Accountants, a highly rated consultancy firm that is well placed to solicit for placements of some of the University’s graduates.

KIM University so far enjoys collaboration and education partnership with ICPAR, ABMA (UK) and KASNEB for professional programmes. We shall build on these relationships to seek for their intervention particularly in the area of quality control. We endeavor to use ICT tools in a bid to modernize our core business functions particularly in the areas of academic registry (students’ records, curricular and performance), ICT-led teaching methodologies, digital library services and subscription to electronic resources, and information management and dissemination system.

At KIM University, we emphasize actions other than words. For that matter, we end as we wait for your judgment based on your own observations.

Peter Rutaremara

The Chairman of the Board of Directors

GENERAL BACKGROUND OF THE UNIVERSITY

1.1. Foundation

KIM University (*former Kigali Institute of Management-KIM*) was incorporated in 2003 to provide unparalleled opportunities for learning and professional advancement into the 21st Century in Management disciplines. It started as International College of Accountancy and Management (ICAM). It changed to Kigali Institute of Management (KIM) in 2005 and became KIM University in 2016 with different degree programs which include: Bachelor of Business Management (BBM), Bachelor of Economics, Logistics and Supply Chain Management and Masters' Degree in Business Administration with different specializations.

The University is committed to innovation and excellence in provision of internationally recognized professional programmes and intellectual development. We are a dynamic team committed to multi-cultural learning, with excellent links to progressive institutions of higher learning at both local and international levels. The University provides a conducive student friendly environment and mixed student community and is a regional leader in Management education. Its mode of learning currently is open for day, evening and weekend basis. KIM University has a flexible timetable that is customized to suit the ever-dynamic student and corporate training needs respectively.

1.2. Fundamental Statements

1.2.1 Vision

We aspire to be recognized widely as the premier university providing exemplary programs which integrate academic excellence with professional competence to achieve socio-economic transformation.

1.2.2 Mission Statement

Our mission is to educate and nurture talented and motivated men and women - through quality undergraduate, graduate and professional executive education programs - to become successful, creative and innovative professionals and enable them excel in their chosen professions and to lead rewarding lives.

1.3. KIM Philosophy

KIM undertakes the development of a wholesome and well-rounded person that easily fits into civil, business, management and economic communities with effective, focused and visionary contributions.

In line with the vision and mission KIM offers education and training that is aimed at reducing poverty through self-reliance, reducing inequality and improvement of human life. This accounts for the reason why KIM stands for Skills for Competence. We believe that agencies that implement programs that directly or indirectly reduce poverty, need focused training in order to efficiently implement their programs.

1.4. Customer Service

At KIM, we believe that the client is the most valuable person around us. To satisfy our client, KIM has identified and will continue to introduce education and training programs that are purposively relevant, market driven and customer oriented. At KIM, we have established and consolidated a unique culture of mutually beneficial exchanges between all our stakeholders namely: the students, staff, the community, the general public and all development agencies both in public and private spheres of life.

1.5. Our Core Objectives

In addition to achieving distinctive mastery of the core knowledge and skills in their respective fields, our programs aim to:

- ✚ Provide a unique educational experience that is directed toward developing the whole person
- ✚ Nurture exceptional talents among our students to make them more effective professionals
- ✚ Provide Innovative programs and foster market-led research among staff and students that aim at offering effective solutions to socio-economic problems

1.6. Our Core Values

KIM is committed to these core values, which guide us in carrying out our mission and realizing our vision:

- ✚ **Excellence** - We seek uncompromising standard of excellence, in teaching and, learning, creativity, and research within and across disciplines and in service to our students and our stakeholders.
- ✚ **Engaged learning** - We strive to integrate academic reflection with real-life experience from the community, industry to enshrine our students with hands-on market relevant skills and competencies
- ✚ **Commitment** - We endeavor to educate the whole person, nurture and challenge students intellectually, socially, spiritually, morally and aesthetically, preparing them assume leadership in their professional, civic and personal lives
- ✚ **Creativity** - Our programs are designed to enable students solve real-world; open-handed problems with creativity and risk-taking to obtain solutions that are relevant, practical and sustainable.
- ✚ **Service to Others** - We promote a culture of service to and among our students and staff, and the society in general as we work with all our partners to build a caring society.

ACADEMIC AND PROFESSIONAL PROGRAMMES

2.1 Degree Programmes

KIM University offers:

1) Bachelor of Business Management (BBM) with specializations in:

- ✚ Accounting
- ✚ Finance and Banking
- ✚ Procurement and Logistics

2) Bachelor of Science in Economics with specializations in:

- ✚ Health Economics
- ✚ Labour & Demography
- ✚ Financial Economics
- ✚ Agricultural Economics
- ✚ Environmental Economics

3) Bachelor of Science in Logistics & Supply Chain Management

4) Masters in Business Administration (MBA) with specializations in:

- ✚ Accounting & Finance,
- ✚ Strategic Management,
- ✚ Logistics & Supply Chain,
- ✚ Human Resource,
- ✚ Marketing and
- ✚ Project Management

2.2 Professional Courses

KIM University also offers professional programmes and is an accredited center for:

- ✚ Certified Accounting Technician (CAT) ICPAR
- ✚ Accounting Technicians Diploma (ATD) KASNEB
- ✚ Certified Public Accountant (CPA) ICPAR
- ✚ Certified Public Accountant (CPA) KASNEB
- ✚ Chartered Institute of Procurement & Supply (CIPS-UK)
- ✚ Certified Procurement and Supply Professional of Kenya (CPSPK)
- ✚ Diploma in Credit Management (DCM) KASNEB

- ✚ Diploma In Information Communication Technology- (DICT) KASNEB
- ✚ Certified Information Communication Technologist (CICT) KASNEB
- ✚ Certified Investment and Financial Analysts (CIFA) KASNEB
- ✚ Certified Credit Professionals (CCP) KASNEB
- ✚ Investment and Securities Technicians (IST) KASNEB
- ✚ CISCO
- ✚ Diploma and Certificates in Insurance – Kenyan College of Insurance

GOVERNANCE AND MANAGEMENT

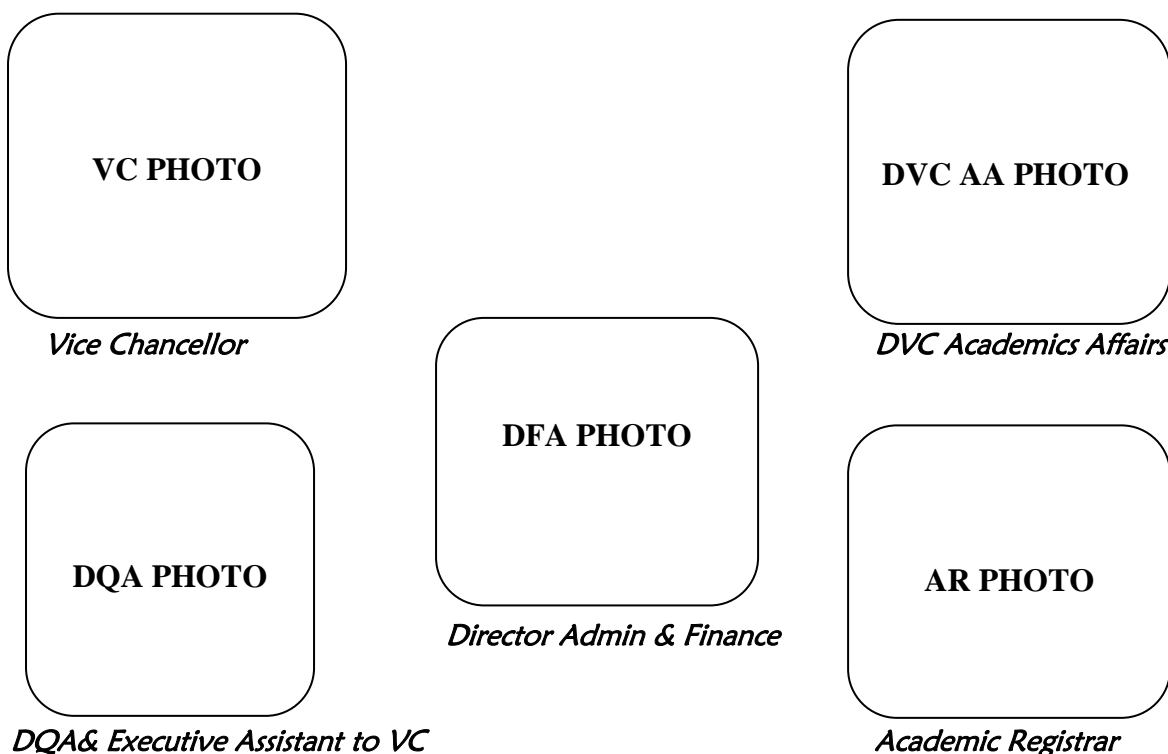
3.1 Governance Structure

The University has a Board of Directors which is its supreme organ. Below the Board are: Senate (the supreme academic organ of the University), Executive Council (the administrative organ of the University), and various boards, committees and councils such as the admissions board, quality assurance board, faculty council, board of examiners, finance committee, library board, research and publications committee, students disciplinary committee, staff review committee, estates and infrastructure committee, ICT committee, marketing and public relations committee, safety and security committee and procurement and disposal of assets committee.

3.2 Management Team

The day to day operations are entrusted to the Vice Chancellor who is the Chief Executive Officer of the University. He is assisted in his work by a team of high caliber managers that include: the Deputy Vice Chancellors Academics Affairs, Academic Registrar, Deans of Faculty, Heads of Department, Director of Finance and Administration, Human Resource Manager, Director of Quality Assurance, Dean of Students and Career Advisor and a number of academic and administrative staff.

Senior Management Team



DEGREE PROGRAMME AND CURRICULUM

4.1 The Credit Accumulation Modular System of Learning (CAMS)

KIM University adopted the Credit Accumulation Modular System of Learning (CAMS) since 2011. The students under this system, progress by accumulating credits for modules they pass. They may graduate with different levels of exit awards depending on the number of credits accumulated. Upon accumulation of 120 credits in a year at the level of Certificate of Higher Education, students are promoted to the next level of Diploma in Higher Education, Advanced Diploma in Higher Education and Ordinary Degree in Business Management respectively. Upon accumulation of 480 credits, students shall be awarded an honors Bachelor's Degree in business Management with relevant specializations.

4.2 The Programmes Rationale

4.2.1 Bachelor's Degree in Business Management

The Bachelor's Degree in Business Management was introduced in cognizance of the fact that Rwanda lacks sufficient and qualified manpower in specialized business field such as Accounting, Finance & Banking and Procurement & Logistics Management. The transformations and technological changes experienced by modern organizations are increasing the demand for professionals with managerial skills at all levels. The programme addresses this worldwide growing demand for professionals with managerial capabilities in various functional areas of Business Management. The BBM programme was designed to equip prospective managers and administrators with essential knowledge and skills in the various management areas

4.2.2 Bachelor of Science in Economics

The Bachelor of Science in Economics was developed to generally educate students and develop their economic analytical and investigative skills. This degree leads to competency in a wide range of techniques and skills much sought after by employers. Economics graduates use their understanding of economics relationships and markets to work for manufacturing firms, financial services firms, consulting firms, the health care industries, government agencies, and nonprofit organizations. Economists conduct research, analyze data and develop forecasts. Economists with a good background in the field of Health economics, Labour and Demography, Financial

economics, Agricultural economics and Environmental economics are competitive in the modern day industry and job market.

Students learn to develop effective decision-making and problem-solving skills to manage the flow of products, information and funds within the supply chain. Logistics is a booming industry, full of opportunity and growth. A logistics degree has become popular among aspiring business professionals. Students who are equipped for efficient flow of organizations products at various positions as: *Planner or Analyst* , *Buyer*, *Inventory Specialist*, *Materials Planner*, *Transportation Coordinator*, *Traffic Analyst*, and *Production Coordinator / Operations Planner / Analyst*.

4.2.3 Masters in Business Administration (MBA)

KIM University MBA equips a student to think like a business leader, trains them to understand complex business issues and think strategically. KIM University MBA enhances and provides the students with the lacking business skills. It enhances their soft skills such as leadership, cross cultural understanding, teamwork and all important characteristics for future business leaders. The MBA study furnishes students with skills to investigate business concepts in a disciplined, holistic and practical ways, with the necessary frameworks and models to analyze real world business threats and opportunities.

4.2.4 Bsc. in Logistics and Supply Chain Management

The rapid rate of economic growth in Rwanda has positively affected all the public and private sectors. This has created high demands for Logistics and Supply Chain Managers to provide solid foundations for a course in Logistics and Supply Chain Management. The 2012 skill gap audit conducted by RDB indicated that managerial competences and skills are some of the highly needed skill for economic growth. With the envisaged projected growth in the Rwandan economy for the coming decade(s) there is need for provisioning of Logistics and Supply Chain Management education that would nurture skills for filling the gap.

Logistics and supply chain (SC) Management is one of the key drivers of economic development and growth in the developing countries. Effective organization and management of businesses is, therefore, important in realizing rapid economic

progress. The development of this curriculum has benefited from broader array of stakeholders including managers of Logistics and SC firms and graduates with similar backgrounds. The programme is structured to prepare students to cope with some of the recent developments and trends in both the national and global economies. Furthermore, the program reflects the current thinking and direction taken by similar programmes by contemporary universities in the region and world-wide. The purpose of this curriculum is to produce graduate students who will contribute to the national economic development by applying the skills learned during the programme to real life Logistics and SC management situations.

This is done by totally immersing students into the Logistic and SC management environment during training. Students that go through this unique programme learn the theory behind success in Procurement, Logistic and SC management while, at the same time, acquiring practical work experience to prepare them for the responsibilities that await them in the industry. This programme focuses on training all-around logistics and SC management talents with high quality skills, knowledge and strong practical ability, who will suit the needs of economic and social development.

After the students get the bachelor's degree, they can study further for logistics and SC Management at Professional (Chartered Institute of Purchasing Supply-CIPS and Chartered Institute of Logistics and Transportation-CILT) and Master's degree, work in business and commercial enterprises, logistics and SC enterprises and government, embarking on logistics and SC management, logistics and SC operation management, logistics system design, logistics system analysis and design among others.

4.2.5 Bsc. in Computer Science

Rwanda is one of the few countries in Africa, and within the East African region, that has heavily invested in the development of its ICT Infrastructure. On many occasions it has been given as model of how a country can develop its ICT industry when the leadership is has got the commitment and involvement. The importance of ICT as a driver and backbone of social and economic transformation is amplified in the Rwanda Vision 2020 which derives from the *National ICT Strategy and Plan NICI, Rwanda ICT Strategic and Action Plan (NICI Phase I, II and III)* and the National Information and Communications Infrastructure Policy and Plan, adopted in 2000.

ICT being central to Rwanda' Vision 2020, there is need to train manpower and human resource in this area that is likely spar economic development and social transformation for the next decades to come.

Although the government of Rwanda has invested heavily in the development of ICT Infrastructure, ICT human power and resource is it's at its low level. This calls upon all stakeholders in both government and private sector to explore ways of how this gap can be bridged. One way of bridging this gap is by training this human resource at the available institutions of higher learning. It is against this background that KIM University is proposing to introduce a Bachelor of Science in Computer Science programme. This curriculum is intended to equip students with the required theoretical knowledge, practical skills and competencies which can later be used to spar the growth of Information Technology and Information Systems in the different sectors of government, and private organizations.

4.3 Duration of the Study

Degree Programmes: The Bachelors of Business Management (BBM) and BSc. degree programmes are three (3) academic year programme consisting of 4800 credit hours operating a trimester system.

Masters Programme: The MBA programme is two (2) academic year programme consisting of 600 credit hours operating a trimester system.

4.4 Sessions of the Study

The programme is conducted as:

- ✚ Day program
- ✚ Evening program and
- ✚ Weekend program

4.5 How will I learn?

You will learn through a combination of lectures, tutorials, problem based learning (PBL) techniques and practical work. Workshop teaching in small groups is combined with your practical project work. Students will also be required to undergo intensive and rigorous field attachment (industrial training) culminating into project work in their area of specialty. The superiority of this project work will make these students qualify for the Award: Bachelor Degree with Honours.

PROGRAMME STRUCTURES
BACHELOR OF BUSINESS MANAGEMENT PROGRAMME (BBM)

Total Number of Modules = 44

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS		
Level 1 Certificate of Higher education	YEAR 1	Trimester I	<i>Core Modules</i>					
			COM 1101	Communication skills 1: Beginners Level	Audit	Audit		
			MGT 1102	Business Mathematics	15 credits	150 hours		
			ACC 1101	Principles of Accounting I	15 credits	150 hours		
			MGT 1101	Principles & Practices of Management I	10 credits	100 hours		
			ECO 1101	Introduction to Microeconomics	10 credits	100 hours		
		<i>Trimester Sub Total</i>					50	500
		Trimester II	<i>Core Modules</i>					
			ENG 1202	Communication Skills II – Intermediate Level	Audit	Audit		
			ACC 1201	Principles of Accounting II	15 credits	150 hours		
			MGT 1201	Principles & Practices of Management II	10 credits	100 hours		
			ECO 1102	Introduction to Macroeconomics	10 credits	150 hours		
			CSC 1101	Introduction to Micro Computer Applications	10 credits	150 hrs		
		<i>Trimester Sub Total</i>					50	500
Level 2 Diploma in Higher Education	YEAR 1	Trimester III	<i>Core Modules</i>					
			COM 1301	Communication Skills III – Critical Thinking	Audit	Audit		
			ACC 2101	Intermediate Accounting	15 credits	150 hours		
			MGT 2101	Business Statistics	15 credits	150 hours		
			MGT 1202	Business Communications Skills	10 credits	100 hours		
			LAW 1201	Business Law I	10 credits	100 hours		
	<i>Trimester Sub Total</i>					50	500	
	YEAR 2	Trimester I	<i>Core Modules</i>					
			DES 2101	Fundamentals of Development Studies	10 credits	100 hours		
			HRM 2101	Human Resource Management	10 credits	100 hours		
FIN 2101			Financial Management	15 credits	150 hours			
MGT 2201			Production & Services Operations Management	15 credits	150 hours			
LAW 2201	Business Law II	10 credit	100 hours					
<i>Trimester Sub Total</i>					50	500		

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS		
Level 3 Advanced Diploma	YEAR 2	Trimester II	<i>Core Modules</i>					
			MKT 2101	Principles of Marketing	10 credits	100 hours		
			MGT 2102	Entrepreneurship Development	10 credits	100 hours		
			LSC 1101	Introduction to Procurement and SCM	10 credits	100 hours		
			<i>Electives/Specializations/Majors</i>					
				<i>Accounting (choose only two)</i>				
			ACC 3101	Cost Accounting I	15 credits	150 hours		
			ACC 3102	Auditing and Assurance	15 credits	150 hours		
				<i>Finance and Banking(choose only two)</i>				
			FIN 3102	Financial institutions and markets	15 credits	150 hours		
			FIN 3103	Security Analysis & Portfolio Management	15 credits	150 hours		
			FIN 3104	Banking Theory & Practice	15 credits	150 hours		
				<i>Logistics and Supply Chain Mgt (Choose only two)</i>				
			PLM 3101	Purchasing Principles, Processes and Practice	15 credits	150 hours		
			PLM 3102	Stores and Inventory Management	15 credits	150 hours		
				<i>Marketing Management (choose only two)</i>				
			MKT 3101	Consumer Behaviour	15 credits	150 hours		
			MKT 3102	Sales Force Management	15 credits	150 hours		
			MKT 3103	Advertising and Sales Promotion	15 credits	150 hours		
				<i>Human Resource Management (Choose only two)</i>				
HRM 3101	Organizational Leadership	15 credits	150 hours					
HRM 3102	Human Resource Planning	15 credits	150 hours					
	Trimester Sub Total			60	600			
Level 4 Ordinary Degree		Trimester III	<i>Core Modules</i>					
			FIN 3101	Taxation	10 credits	100 hours		
			MIS 3101	Management Information Systems	10 credits	100 hours		
			MGT 3101	Quantitative Techniques for Business	10 credits	100 hours		
			<i>Electives/Specializations/Options/ Majors</i>					
				<i>Accounting</i>				
			ACC 3201	Cost Accounting I	15 credits	150 hours		
			ACC 3202	Specialized Accounts	15 credits	150 hours		
ACC 3203	Management Accounting	15 credits	150 hours					

Level	Year	TRIM	Codes	Module Title	Credit Units	Credit Hours		
Level 4 Ordinary Degree (continued)	YEAR 2 (Cont'd)	Trimester III (continued)	<i>Electives/Specializations/Options/ Majors(Continued)</i>					
				<i>Finance and Banking</i>				
			FIN 3201	Advanced Financial Management			15 credits	150 hours
			FIN 3203	Computer Application in Finance			15 credits	150 hours
			FIN 3204	Banking Operations and Laws			15 credits	150 hours
				<i>Logistics & Supply Chain Mgt (Choose only two)</i>				
			PLM 4101	Storage and Inventory Management			15 credits	150 hours
			PLM 3202	Commercial Relationships and Contract Management in Procurement			15 credits	150 hours
				<i>Marketing Management</i>				
			MKT 3201	Market Research			15 credits	150 hours
			MKT 3202	Retail Marketing			15 credits	150 hours
			MKT 3203	Services Marketing			15 credits	150 hours
				<i>Human Resource Management</i>				
			HRM 3201	Management Employee Relations			15 credits	150 hours
			HRM 3202	Employment Law			15 credits	150 hours
			HRM 3203	Reward and Compensation Management			15 credits	150 hours
			HRM 3204	Human Resource Training and Development			15 credits	150 hours
			<i>Trimester Total</i>		60 Credits	600 hours		
Level 5 Honors Degree with Honours	YEAR 3	Trimester 1	<i>Core Modules</i>					
			RES 3201	Research Methods I			10 credits	100 hours
			MGT 3201	Project Management			10 credits	100 hours
			HRM 3201	Organizational Behaviour			10 credits	100 hours
				<i>Specialization/Options/Majors</i>				
				<i>Accounting Option (Choose Only two)</i>				
			ACC 3202	Cost Accounting II			15 credits	150 hours
			ACC 3203	Specialized Accounts			15 credits	150 hours
			ACC 3304	Advanced Auditing			15 credits	150 hours

5	YEAR	TRIM	Codes	Module Title	Credit Units	Credit Hours					
Bachelor Degree with Honours	YEAR 3 (continued)	Trimester I (Continued)	<i>Specialization/Options/Majors - Continued</i>								
				<i>Finance and Banking Option (Choose Only two)</i>							
			FIN 3201	Advanced Financial Management			15 credits	150 hours			
			FIN 3202	Public Finance Management			15 credits	150 hours			
			FIN 3203	Computer Application in Finance			15 credits	150 hours			
			FIN 3204	Banking Operations and Laws			15 credits	150 hours			
				<i>Logistics & Supply Chain Mgt (choose only two)</i>							
			PLM 3201	Transport and Physical Distribution			15 credits	150 hours			
			PLM 3202	Legal & Ethical Aspects in Supply Chain Mgt			15 credits	150 hours			
				<i>Marketing management Option</i>							
			MKT 3201	Market Research			15 credits	150 hours			
			MKT 3202	Retail Marketing			15 credits	150 hours			
			MKT 3203	Services Marketing			15 credits	150 hours			
				<i>Human Resource Mgt Option (Choose only Two)</i>							
			HRM 3201	Management Employee Relations			15 credits	150 hours			
			HRM 3202	Employment Law			15 credits	150 hours			
			HRM 3203	Reward and Compensation Management			15 credits	150 hours			
			HRM 3204	Human Resource Training and Development			15 credits	150 hours			
				<i>Trimester Sub Total</i>				<i>60 credits</i>	<i>600 hours</i>		
				Trimester II	<i>Core Modules</i>						
					RES 3201	Research Methods II		Audit	Audit		
					FIN 4101	Introduction to Risk Management and Insurance			10 credits	100 hours	
					MGT 4101	Strategic Management			10 credits	100 hours	
					MGT 4102	International Business Management			10 credits	100 hours	
						<i>Specialization/Options/Majors</i>					
						<i>Accounting Option</i>					
					ACC 4101	Computer application in Accounting			15 credits	150 hours	
					ACC 4102	Corporate Reporting			15 credits	150 hours	
						<i>Finance and Banking Option</i>					
					FIN 4102	Money and Banking			15 credits	150 hours	
					FIN 4103	International Business Finance			15 credits	150 hours	
					FIN 4104	E-Finance and Internet Banking			15 credits	150 hours	
		FIN 4105	Bank Credit Management			15 credits	150 hours				

LEVEL	YEAR	TRIM	Codes	Module Title	Credit Units	Credit Hours			
Bachelor Degree with Honours	YEAR 3 (Continued)	Trimester II (Continued)	<i>Specialization/Options/Majors - Continued</i>						
				<i>Logistics and Supply Chain Management (choose 2)</i>					
			01	Retail Procurement Management			15 credits	150 hours	
			02	Public Procurement			15 credits	150 hours	
			03	Commercial Relationship & Contract Mgt			15 credits	150 hours	
				<i>Marketing Management Option</i>					
			MKT 4101	Marketing Strategy and Planning			15 credits	150 hours	
			MKT 4102	Relationship Marketing			15 credits	150 hours	
			MKT 4103	Electronic Marketing			15 credits	150 hours	
			MKT 4104	Public Relations Management			15 credits	150 hours	
				<i>Human Resource Management Option</i>					
			HRM 4101	Occupational Health and Safety			15 credits	150 hours	
		HRM 4102	Strategic Human Resource Management			15 credits	150 hours		
		HRM 4103	International Human Resource Practices			15 credits	150 hours		
			Trimester Total				60 credits	600 hours	
			Trimester III	<i>Core Modules</i>					
		MGT 4201		Business Ethics			10 credits	100 hours	
		MGT 4202		E- Business			10 credits	100 hours	
				<i>Specialization/Options/Majors</i>					
		ACC 4201		Industrial Attachment in Accounting			10 credits	100 hours	
		FIN 4201		Industrial Attachment in Finance and Banking			10 credits	100 hours	
		LSC 4201		Industrial Attachment in Logistics and Supply Chain Mgt			10 credits	100 hours	
		MKT 4201		Industrial Attachment in Marketing Management			10 credits	100 hours	
		HRM 4201		Industrial Attachment in Human Resource Management			10 credits	100 hours	
		ACC 4202		Research Project in Accounting			20 credits	200 hours	
FIN 4202	Research Project in Finance and Banking			20 credits	200 hours				
LSC4202	Research Project in Logistics and Supply Chain Mgt			20 credits	200 hours				
MKT 4202	Research Project in Marketing Management			20 credits	200 hours				
HRM 4202	Research Project in Human Resource Management			20 credits	200 hours				
	Trimester Sub Total				50 credits	500 hours			
TOTAL					480	4800			

BSC COMPUTER SCIENCE PROGRAMME STRUCTURE (BSc.CS)

Note: The programme is structured as a Trimester system covering three academic years (*Total No. of modules = 44*)

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS
Level 1 Certificate of Higher education	YEAR 1	I	ENG 1101	Communications Skills I	Audit	Audit
			MGT 1101	Principles & Practice of Management I	10	100
			CSC 1101	Introduction to Computer Applications	15	200
			IT 1101	Introduction to computers & Internet	15	150
			CSC 1102	Discrete Mathematics I	20	150
			Trimester Sub Total	60	600	
		II	ENG1201	Communication Skills II	Audit	Audit
			MGT 1201	Principles & Practice of Management II	10	100
			CSC 1201	Programming & Programming Methodology	20	200
			CSC 1202	Computer Architecture & Organization	15	150
			CSC 1203	Discrete Mathematics II	15	150
Trimester Sub Total	60	600				
Level 2 Diploma in Higher Education	YEAR 1	III	COM 1301	Communication Skills III	Audit	Audit
			ACC 1101	Principles of Accounting I	15	150
			CSC 1301	Computer Programming in C	20	150
			IT 1301	Internet Technologies & Web Page Authoring	15	150
			CSC 1302	Computer Repair, Management & Maintenance	10	100
			Trimester Sub Total	60	600	
	YEAR 2	IV	MGT 2102	Entrepreneurship Development	10	100
			ACC 1201	Principles of Accounting II	10	150
			CSC 2101	Introduction to Operating systems	10	100
			CSC 2102	Object-Oriented Programming with C++	20	200
			CSC 2103	Systems Analysis & Design	10	100
Trimester Sub Total	60	600				
Level 3 Advanced Diploma	YEAR 2	V	CSC 2201	Ethical & Social Issues in Computing	10	100
			ACC 4101	Computerized Accounting	10	100
			CSC 2202	Data communication and Networking	15	150
			IT 2202	Database Management Systems	15	150
			IS 2201	Information Systems Fundamentals	10	100
			Trimester Sub Total	60	600	

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS
Level 4 Ordinary Degree		VI	CSC 2301	Data Structures and Algorithms	10	100
			SEN 2302	Software Engineering	10	100
			CSC 2302	UNIX/Linux Operating System Implementation	10	100
			IT 2301	Web-based Database Development	10	100
			RES 2301	Research Methods in Computing Science I	10	100
			IA 2301	6 weeks - Industrial Attachment	10	100
			<i>Trimester Sub Total</i>	60	600	
Level 5 Bachelor Degree with Honours	YEAR 3	VII	CSC 3101	Design & Analysis of Algorithms	15	150
			CSC 3102	Object-Oriented Programming with JAVA	20	200
			MTH 3103	Introduction to Statistics & Probability	15	100
			RES 3101	Research Methods in Computer Science II	10	100
				<i>Specialization/Options/Majors</i>		
				<i>Computer Science Major(Choose only one)</i>		
			CSC 3104	Computer Graphics	10	100
			CSC 3105	Introduction to Graph Theory	10	100
			CSC 3106	Scientific Computing for Computer Science	10	100
			<i>Trimester Sub Total</i>	60	600	
		VIII		<i>Information Technology Major (Choose only one)</i>		
			IT 3104	Managing IT & Software Projects	10	100
			IT 3105	Information & Network Security	10	100
			IT 3106	Distributed and Expert Computing Systems	10	100
				<i>Trimester Sub Total</i>	60	600
				<i>Information Systems Major(Choose only one)</i>		
			IS 3104	Information Use & Management	10	100
			IS 3105	Systems Simulation & Modeling	10	100
		IS 3106	Decision Making & Decision Support Systems	10	100	
			<i>Trimester Sub Total</i>	60	600	
		VIII	RES 3203	Research Methods in Computing Science III	Audit	100
			CSC 3206	Artificial Intelligence	10	100
			IA 3202	6-weeks Industrial Attachment	10	100
				<i>Specialization/Options/Majors</i>		
	<i>Computer Science Major(Choose only two)</i>					
SEN 3201	Software Modeling & Design with UML		10	100		
CSC 3202	Oracle Data base Management systems	10	100			

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS
			CSC 3204	Geographic Information systems & Processing	10	100
			CSC 3205	Cryptography and Network Security	10	100
			<i>Trimester Sub Total</i>	<i>30</i>	<i>300</i>	
				<i>Information Technology Major(Choose only two)</i>		
			IT 3204	Information Assurance & Security	10	100
			IT 3205	Electronic Media Systems & Multimedia	10	100
			IT 3206	Software Engineering for Internet Applications	10	100
				<i>Trimester Sub Total</i>	<i>30</i>	<i>300</i>
				<i>Information Systems Major(Choose only two)</i>		
			IS 3204	Knowledge-based Systems & Knowledge Mgt	10	100
			IS 3205	e-Governance and e-Services	10	100
			IS 3206	Contemporary Issues & Cases in Information Systems	10	100
				<i>Trimester Sub Total</i>	<i>30</i>	<i>600</i>
		IX	CSC3307	Research Project in Computer Science	20	200
			IT 3307	Research Project in Information Technology	20	200
			IS 3307	Research Project in Information Systems	20	200
				<i>Specialization/Options/Majors</i>		
				<i>Computer Science Major (Choose only two)</i>		
			CSC 3304	Digital Image and Video Processing	10	100
			CSC 3305	Audio and Speech Signal Processing	10	100
			CSC 3306	Mobile and Wireless Communications Systems	10	100
			<i>Trimester Sub Total</i>	<i>30</i>	<i>300</i>	
				<i>Information Technology Major (Choose only one)</i>		
			IT 3304	Internet, e-Business and e-Commerce	10	100
			IT 3305	Application Development with Visual Basic & .NET Platform	10	100
			IT 3306	User Interface Design	10	100
				<i>Trimester Sub Total</i>	<i>30</i>	<i>300</i>
				<i>Information Systems Major (Choose only one)</i>		
			IS 3304	Strategic Management of Information Systems	10	100
			IS 3305	Information Systems in Business	10	100
			IS 3306	Modelling Information Systems with DEMO	10	100
				<i>Trimester Sub Total</i>	<i>30</i>	<i>300</i>
				TOTAL	480	48000

BACHELOR OF SCIENCE IN ECONOMICS WITH HONOURS (BSc. Econs)

Note: The Programme is structured as a Trimester System Covering Three Academic Years (*Total No. of Modules = 45*)

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS		
Level 1 Certificate of Higher education	YEAR 1	I	COM 1101	Communication Skills I – Beginners Level	Audit	100 hrs		
			MGT 1102	Business Mathematics	15	150 hrs		
			ECO 1101	Introduction to Microeconomics	15	150 hrs		
			CSC 1101	Introduction to Micro-Computer Application	15	150 hrs		
			ACC 1101	Principles of Accounting I	15	150 hrs		
		Trimester Sub Total					60	600
		II	COM 1201	Communication Skills II – Intermediate Level	Audit	100 hrs		
			ECO 1201	Introduction to Macroeconomics	15	150 hrs		
			ECO 1202	Mathematics for Economics I	15	150 hrs		
			ACC 1201	Principles of Accounting II	15	150 hrs		
FIN 2101	Financial Management		15	150 hrs				
Trimester Sub Total					60	600		
Level 2 Diploma in Higher Education	YEAR 1	III	COM 1301	Communication Skills III – Critical Thinking	Audit	100 hrs		
			MGT 1201	Principles & Practice of Management II	15	150 hrs		
			ECO 1301	Mathematics for Economics II	15	150 hrs		
			ECO 1302	History of Economic Thought	15	150 hrs		
			ECO 1303	Intermediate Microeconomics	15	150 hrs		
Trimester Sub Total					60	600		
Level 3 Advanced Diploma	YEAR 2	I	DES 2101	Fundamentals of Development Studies	10	100 hrs		
			ECO 2101	Intermediate Macroeconomics	15	150 hrs		
			ECO 2102	Statistic for Economics I	15	200 hrs		
			ECO 2103	Development Economics	10	150 hrs		
			LSC 1101	Introduction to Procurement and SCM	10	100 hrs		
Trimester Sub Total					60	600		
Level 3 Advanced Diploma		YEAR 2	II	MGT 2201	Entrepreneurship Development	10	100 hrs	
				ECO 2201	Advanced Microeconomics	15	150 hrs	
				ECO 2202	Statistic for Economics II	15	150 hrs	
				ECO 2203	Computer Packages for Economics Analysis (SPSS)	10	100 hrs	
	HRM 2101			Human Resource Management	10	100 hrs		
Trimester Sub Total					60	600		
Level 4 Ordinary Degree	YEAR 2	III	ECO 2301	Advanced Macroeconomics	10	100 hrs		
			ECO 2302	Econometrics I	15	150 hrs		
			ECO 2303	International Economics	10	100 hrs		

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS		
Level 5 Bachelor Degree with Honours	YEAR 3		ECO 2304	Agricultural Economics	15	150 hrs		
			MGT 1302	Business Communications Skills	10	100 hrs		
			Trimester Sub Total			60	600	
		I	RES 3101	Research Methods I	10	100 hrs		
			ECO 3101	Econometrics II	10	100 hrs		
			ECO 3102	Rural and Urban Economics	10	100 hrs		
			MGT 3101	Project Management	10	100 hrs		
			Choose One elective course					
			FIN 2201	Financial Institutions and Markets	10	100 hrs		
			ECO 3103	Land Economics and agriculture development	10	100 hrs		
			ECO 3104	Health Economics	10	100 hrs		
			ECO 3105	Environmental Economics I	10	100 hrs		
			ECO 3106	Labour Economics I	10	100 hrs		
			Trimester Sub Total			50	500	
			II	ECO 3201	Public Finance and Fiscal Policy	10	100 hrs	
				ECO 3202	Regional and Global Economics	10	100 hrs	
				ECO 3203	Development Planning and Policy	10	100 hrs	
				RES 3202	Research Methods II	Audit	Audit	
				Choose One elective course				
				ECO 3204	Applied Public Finance	10	100 hrs	
				ECO 3205	Agricultural Production Economics and farm management	10	100 hrs	
				ECO 3206	Economics of Health Care Systems	10	100 hrs	
		ECO 3207		Environmental Economics II	10	100 hrs		
		ECO 3208		Labour Economics II	10	100 hrs		
		Trimester Sub Total			40	400		
		III	COM 2101	Kinyarwanda Language and Culture	Audit	Audit		
			ECO 3301	Research Project Report	20	200 hrs		
			ECO 3302	Industrial attachment	10	100 hrs		
			MGT 3301	Business Ethics & Corporate Governance	Audit	100 hrs		
			Choose One elective course					
			ECO 3303	Advanced Monetary Economics	10	100 hrs		
			ECO 3304	Agricultural finance and co-operatives	10	100 hrs		
			ECO 3305	Economic Evaluation and Health Financing	10	100hrs		
			ECO 3306	Environmental and Natural Resources Economics	10	100 hrs		
			ECO 3307	Population and Labour Economics	10	100hrs		
			Trimester Sub Total			40	400	
		TOTAL					480	4800

BSC. IN LOGISTICS & SUPPLY CHAIN MANAGEMENT (BSC. LSC)

The programme is structured as a Trimester system covering three academic years with 480 credit (45 Modules)

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS
Level 1 Certificate of Higher education	YEAR 1	I	COM 1101	Communication Skills I – Beginners Level	Audit	Audit
			MGT 1101	Principles and Practice of Management I	15	150 hrs
			ACC 1101	Principles of Accounting 1	15	150 hrs
			LSC 1101	Introduction to Purchasing and Supply Chain Mgt	15	150 hrs
			LSC 1102	Procurement Principles, Processes & Practices	15	150 hrs
			Trimester Sub Total			60
		II	COM 1201	Communication Skills II- Intermediate Level	Audit	Audit
			ACC 1201	Principles of Accounting II	15	150 hrs
			MGT 1201	Principles and Practice of Management II	15	150 hrs
			LSC 1201	Stores and Inventory Management	15	150 hrs
			LSC 1202	Transportation & Physical Distribution Mgt	15	150 hrs
Trimester Sub Total			60	600		
Level 2 Diploma in Higher Education	YEAR 1	III	COM 1301	Communication Skills III – Critical Thinking	Audit	Audit
			ECO 1101	Introduction to Micro Economics	15	150 hrs
			MGT 1102	Business Mathematics	15	150 hrs
			LSC 1301	International Procurement	15	150 hrs
			CSC 1101	Introduction to Micro Computer Applications	15	150 hrs
			Trimester Sub Total			60
	YEAR 2	IV	ECO 1201	Introduction to Macro Economics	15	150 hrs
			HRM 2101	Human Resource Management	10	100 hrs
			MKT 2201	Principles of Marketing	10	100 hrs
			LSC 2101	Commercial Relationships & Contracts Mgt in Procurement	15	150 hrs
LSC 2102	Warehouse Management	10	100 hrs			
Trimester Sub Total			60	600		
Level 3 Advanced Diploma	YEAR 2	V	FIN 2101	Financial Management	15	150 hrs
			MGT 1301	Business Statistics	15	150 hrs
			ACC 2202	Cost Accounting	15	150 hrs
			LSC 2201	Strategic Procurement and Supply Chain Management	10	100 hrs
			MGT 1302	Business Communication Skills	10	100 hrs
			Trimester Sub Total			60

LEVEL	YEAR	TRIM	CODE	MODULE TITLE	CREDIT	HOURS		
Level 4 Ordinary Degree		VI	MGT 2301	Quantitative Techniques in Logistics Management	10	100 hrs		
			ACC 2303	Management Accounting	15	150 hrs		
			LSC 2301	Logistics Information Systems	20	200 hrs		
			MGT 2101	Production & Services Operations Management	15	150 hrs		
			Trimester Sub Total				60	600
Level 5 Bachelor Degree with Honours	YEAR 3	I	RES 3101	Research Methods I	10	100 hrs		
			LSC 3101	E- Procurement	10	100 hrs		
			LAW 1301	Business Law 1	10	100 hrs		
			MGT 2201	Entrepreneurship in Logistics	10	100 hrs		
			LSC 3102	Legal & Ethical Framework in Procurement & Supply Chain	10	100 hrs		
			Trimester Sub Total				40	400
		II	RES 3201	Research Methods II	Audit	Audit		
			LSC 3201	Public Procurement	10	100 hrs		
			MGT 3202	International Business Management	10	100 hrs		
			LSC 3202	Procurement Ethics, Auditing & Investigation	10	100 hrs		
			LSC 3203	Supply Chain Vulnerability & Insurance Management	10	100 hrs		
			Trimester Sub Total				40	400
		III 14 wks	COM 2101	Kinyarwanda Language and Culture	Audit	Audit		
			LSC 3301	Negotiation and Contract Management	10	100 hrs		
			LSC 3302	Research Project	20	200 hrs		
			LSC 3303	Industrial Attachment	10	100 hrs		
			Trimester Sub Total				40	400
TOTAL					480	4800		

Programme Learning outcomes are indicated in the last column.

MASTER OF BUSINESS ADMINISTRATION (MBA) STRUCTURE

YEAR ONE TRIMESTER ONE (Students take ALL 6 modules)			
CODE	COURSE UNIT	CREDITS	HOURS
Core Courses			
MBA 5101	Developing Skills for Effective Management	10	100
ECO 5101	Managerial Economics	10	100
ACC 5101	Financial Accounting	10	150
MIS 5101	Management Information Systems	10	150
MBA 5102	Strategic Management	10	100
FIN 5101	Corporate Finance	10	150
TOTAL		60	700
YEAR ONE TRIMESTER TWO (Students take ALL 6 modules)			
CODE	COURSE UNITS		
Core Courses			
MBA 5201	Quantitative Analysis and Techniques	10	150
MBA 5202	Research Methods	10	100
MKT 5201	Strategic Marketing Management	10	100
HRM 5203	Strategic Human Resource Management	10	100
MBA 5203	Production and Services Operations Management	10	100
ACC 5201	Management Accounting	15	150
TOTAL		60	600
YEAR TWO TRIMESTER ONE (Students take ALL 6 modules in areas of specialization)			
CODE	COURSE UNITS		
Accounting & Finance Specialization			
FIN 6101	International Financial Management	10	100
FIN 6102	Security Analysis and Portfolio Management	10	100
ACC 6101	Advanced Corporate Reporting	10	100
ACC 6102	Advanced Auditing and Investigation	10	100
ACC 6103	Tax Planning & Management	10	100
MBA 6101	Entrepreneurship Project	10	100
TOTAL		60	600
Marketing Management Specialization			
MKT 6101	Market Research	10	100
MKT 6102	Promotion and Advertising	10	100
MKT 6103	International Marketing Strategy	10	100
MKT 6104	Services Marketing Management	10	100
MKT 6105	E-Marketing	10	100
MBA 6101	Entrepreneurship Project	10	100
TOTAL		60	600
Logistics & SCM Specialization			
PLM 6101	Procurement Management	10	100
PLM 6102	International Supply Chain Management	10	100
PLM 6103	Commercial Relationships and Contracts Management	10	100
PLM 6104	Warehousing, Inventory and Physical Distribution Mgt	10	100
PLM 6105	Procurement Law and Ethics	10	100
MBA 6101	Entrepreneurship Project	10	100
TOTAL		60	600
Human Resource Management Specialization			
HRM 6101	Human Resource Accounting	10	100
HRM 6102	Talents Management	10	100
HRM 6103	Management Employee Relations	10	100

CODE	COURSE UNIT	CREDITS	HOURS
HRM 6104	Reward and Compensation Management	10	100
HRM 6105	Employees Development	10	100
MBA 6101	Entrepreneurship Project	10	100
		60	600
	Project Management Specialization		
PPM 6101	Project Management Theory and Practice	10	100
PPM 6102	Project Leadership	10	100
PPM 6103	Economic and Financial Analysis in Project Management	10	100
PPM 6104	Project Procurement and Contract Management	10	100
PPM 6105	Project Monitoring, Evaluation and Risk Management	10	100
MBA 6101	Entrepreneurship Project	10	100
		60	600
	Strategic Management		
STM 6101	Strategic Organizational Transformation	10	100
STM 6102	Strategic Leadership	10	100
STM 6103	Global Business Strategy	10	100
STM 6104	Strategic Competitive Analysis	10	100
STM 6105	Strategic Entrepreneurship	10	100
MBA 6101	Entrepreneurship Project	10	100
		60	600
YEAR TWO TRIMESTER TWO			
MBA 6201	Dissertation	20	200
TOTAL		200	2000

ADMISSION AND REGISTRATION

5.1 Admission

5.1.1 Minimum Entry Requirement

Masters Programme

Applicants for the Master of Business Administration (MBA) program are required to have First degree certificates with at least second lower division class, senior six certificates. Applicants who might not have attained the above performance level but have other relevant qualifications and/or working experience may be considered case by case.

Bachelor's Degree

Applicants for the Degree program are required to have senior six certificates with a minimum of 2 principal passes.

Other requirements are:

- Application fee
- A dully filled application form
- Certified copies of Academic certificates/ resultslip from REB/WDA
- International students should obtain an equivalent of their marks from REB/WDA/HEC
- A copy of the National Identity Card / passport for foreign students.
- 2 Passport size photographs

Professional Courses: Applicants for professional courses are assessed for registration by the relevant examination bodies.

5.1.2 Application procedures

The applicants are required to complete official application forms enclosing certified copies of academic testimonials, copy of the National identity card, notarized copy of the passport in lieu of the national identity card and recent two passport size photographs. All applications are subject to a selection process. Applicants will be notified soon after the selection process is completed. Where necessary, KIM University deserves the right to interview the applicant. Students must ensure that the names and particulars provided on the application forms are genuine and shall not be arbitrarily changed except with permission of courts of law. Whatever information is provided shall appear on relevant academic documents (final Transcripts and Certificates) and national identity card.

5.1.3 Change of Admission Regulations

The University deserves the right to review or change the admission regulations without giving a prior notice.

5.2 Registration

5.2.1 New and Continuing Registration: To register, new students must bring the admission letter. KIM University management may demand for the original copies of the Academic and other important documents. The registration shall be done two weeks before the commencement of the academic year. Students failing to register before the deadline will forfeit their place of admission.

5.2.2 Continuing Registration: Continuing students must register their presence with the University at the beginning of each trimester/module. Students failing to register before the deadline will not be attended to.

5.2.3 Registration Fees: To register, students must show evidence from the Accountant that he/she has paid registration fees, Student ID fees, Library and Computer service fees, Guild fees and Insurance Premium fees and at least fees for first module.

5.2.4 Students' Identity Card: All registered students will be issued with ID cards. No student shall be allowed in the campus without a valid ID card. No student is allowed to attend lectures, do any practical work or sit for any examination or use any of the

institute facility/property without student ID card. Student's Identity Cards shall be issued once every year, in other words Identity cards shall have a validity period of one year only.

5.2.5 Forged Documents: Cases of falsification of documents or giving any false or incomplete information shall lead to the automatic cancellation of admission/registration. Legal actions may also be taken against the culprit. A student found to have presented falsified documents shall lose his/her place in the Institute (shall be dismissed) any time it is discovered and shall automatically lose all achievements (awards) attained to date of the discovery.

5.2.6 Submission of Notarized Copies of Original Certificate: Students who were allowed to register with notarized confirmation of results must submit notarized copies of their certificate after one year upon the release of the Certificates by Rwanda Educations Board (REB). Failure of submission shall amount to deregistration of the student and seizure of trimester results.

5.3 Transfer of Credits

5.3.1 Possibility: Students from other Institutions of Higher Learning (HLIs) in Rwanda or outside may on case by case be admitted and registered in KIM University on credit transfer arrangements.

5.3.2 Credit Transfer: Students entering the University from another HLI as transfer students cannot transfer the grades they achieved elsewhere. However, the University will only transfer credits for courses that have a KIM equivalent module in first and second years only.

5.3.3 Authority for Credit Transfer: Any course to be accepted for transfer credit can only be considered by the Head of Department, Faculty, School or Centre as an equivalent of a course/module in the student's programmes. An evaluation is then made of each course and a determination arrived at by the Head of Department, Faculty, School or Centre based on clearly articulated standards (Transfer Equation). No more than half of the credits required for graduation at KIM may be taken at another HLI.

5.3.4 Credit Transfer Payments: Candidates for credit transfers are required to study, be examined and pay for all modules in preceding levels in which they had not accumulated credits in their former HLI.

5.3.5 Rights and Obligation under Credit Transfer: Once admitted, transferred students shall be subject to the same regulations, rules and policies governing all students at KIM, and shall be accorded the same class standing and other privileges as all other students on the basis of the number of credits earned.

FEES STRUCTURE AND PAYMENTS

6.1 Fees Structure

6.1.1 Common Fees: Fees common to all students can be obtained from the finance/academics offices.

6.1.2 Fees Variations: Fees may vary between different cohorts of students as may be determined from time to time by management.

6.2 Fees Payments

6.2.1 Tuition fee is paid at the beginning of each Module.

6.2.2 New Students Fee Payment: To register, new students must pay the registration fee, guild fees, insurance, as well as the module fee.

6.2.3 Continuing Students Fee Payment: No continuing student will be allowed to do an examination of any module without having paid for that particular module and any other related fee that needs to be cleared.

6.2.4 Paying in Installments: May be negotiated and obtained from Director of Finance and the beneficiary must sign the contractual agreement and abide by it.

6.2.5 Modes of Payment: To avoid risks of handling cash in the office and in transit to the bank, all payments must be done through the bank. Original copy of the bank slip must be presented to the Accountant to obtain a receipt for proof of fees payment. Any of the following Bank Account Numbers can be used:

Account Name: KIM University

Account Number: 022-0139147721-91

Bank: COGEBANK

6.2.6 Non-Refund of Fees: Under no circumstance, shall registration and tuition fees paid be refunded.

CLASS ATTENDANCE AND COMPLETION OF MODULES

7.1 Attendance Percentage

7.1.1 Class Attendance: Students are urged to participate diligently in lectures, tutorials, exercises and examinations. The participation is compulsory. A student

anticipating being absent from classes shall seek permission from the Head of Department. A student who misses classes for medical reasons shall submit within two days written evidence from approved physicians. Morning classes start at 8.00 a.m. and end at 5.30 p.m. Evening classes start at 5.30 p.m. and end at 9.30 p.m. Any student who fails to report for classes twenty minutes after the scheduled time will not be allowed in class.

7.1.2 Minimum Acceptable Level of Attendance: To sit for examinations, a student must have achieved at least 80% attendance in the module and the entire trimester.

7.1 Required Number of Credit Hours Per Level

In line with the Rwanda National Qualifications Framework, a certificate program consists of not less than 1200 Credit Hours, a Diploma is 2400 Credit Hours, Advance Diploma is 3000 Credit Hours, Ordinary Bachelor Degree is 3600 Credit Hours, Honours Bachelor Degree is 4800 Credit, Postgraduate Certificate is 5400 Credit Hours, Postgraduate Diploma and Masters is 6000 Credit Hours.

7.2 Division of Learning Hours

Learning Hours and Course works are subdivided into lectures, seminars and workshops, laboratory (*practical work*), structured exercises, set reading, self-directed study, and assignments preparation and writing. All activities outside the lectures constitute PBL hours. The specific number of hours for each learning activity is defined in each module description form. Lecture hours vary between a minimum of 36 hours and 48 hours depending on whether a module is 10 or 15 credits.

7.3 Deferment of Studies:

- a) Students wishing to postpone their studies may be permitted only after producing satisfactory evidence giving reasons for postponement. Reasons supplied shall be considered on their own merits.
- b) Students deferring studies must fill and submit the Deferment Forms. Upon resumption of studies, such a student is required to fill and submit a Resumption Form. Students who do not register their deferment may be required to pay tuition for the period they were away.
- c) Students may defer studies for only two academic years at a time and this may be formally renewed once depending on the gravity of the case. Thereafter, a student may be de-registered.

EXAMINATIONS AND EVALUATION OF LEARNING

8.1 Continuous Assessments

8.1.1 Composition of Continuous Assessments: Students' performance in all courses shall be assessed continuously throughout the trimester. Such continuous assessments shall consist of tests, structured exercise and take home individual assignments, group assignment and presentations.

8.1.2 Weights of Continuous Assessments: The weight of continuous assessment in every subject shall be 60% and the examinations shall carry a weight of 40%. All students are obliged to respect all instructions concerning written Continuous Assessment Tests (CAT) and submission of assignments. Failure to respect such instructions may lead to the disqualification of the students.

8.2 Examinations

8.2.1 Period of Examinations: Examination shall be done at the end of every module or trimester. All students are obliged to respect final examinations instructions, failure to respect such instructions may lead to the disqualification of the students.

8.2.2 Pass Mark: A minimum score of 50% (i.e. the total of continuous assessment and institute examination) is required for the student to pass a module. Students scoring less than 50% in any module shall be regarded to have failed in that module.

8.2.3 English Language Pass Mark: Any student without a minimum score of 50% pass mark in English Language in any trimester where it is taught and examined will not graduate. To qualify to sit for the English Language examinations, students must have at least 70% attendance in the course of English Language in that trimester.

8.2.4 Retaking a Module: If a student fails any module, he/she shall retake the module in a new trimester or period when that module is being offered. A student retaking a module must attend lectures and obtain new continuous assessment marks. The student shall pay specific amount for the retaken module.

8.2.5 Absconding: Student who shall not appear for any examinations without permission from the University shall be regarded to have absconded and shall do that module when it is offered and pay a specific amount for the missed module. Also a student who absents himself/herself from studies for more than four weeks consecutively without prior permission from the University shall repeat the trimester.

8.2.6 Release of Results: Final results shall always be approved by the senate of the University and published within three weeks after the date of the last examination in the Trimester. The University will withhold the results of students with outstanding accounts of unpaid fees or non-submission of senior six certificates.

8.2.7 Remark Appeals: To appeal against examination results, the student must apply to the head of department concerned within two weeks after the release of final results. Students requesting for a remark shall pay a non-refundable fee of 5,000RwF and is applicable within one month after the official publication of the results.

8.2.8 Examination Booklets and Answer Scripts: Examination booklets are the property of the University and students are allowed to handle them only during examinations. Used answer booklets are stored in the archive for a maximum of Ten (10) years.

8.2.9 Examination Time Table: The time table for CAT and final examinations shall be in the modular time table for the trimester and posted on the notice board.

8.3 CAT and Final Examination Malpractices

8.3.1 Gravity of Offences: Cheating or malpractices in CAT and Final Examinations of any form is a grave offence.

8.3.2 Forms of Cheating: Cheating in CAT or Final Examinations shall be understood to include any attempt on the part of the candidate to exchange notes, answers, copy from electronic device, written materials, talking or discussing examination question in the examination room or carrying out any other act that may be interpreted as gain of unfair advantage and breach of examination rules and regulations.

8.3.3 Role of Disciplinary Committee: All cases of cheating shall be brought to the Disciplinary Committee. The disciplinary Committee shall study case by case and has final authority to take disciplinary measures found appropriate subject to Senate approval.

8.3.4 Forms of Corrective Measures

Punishment may include but is not limited to one or several of the following:

- a) The student may be suspended for a period ranging from one trimester to two years (*maximum possible on first offence*).

- b) That particular examination the student is caught cheating or all the examinations of that trimester may be cancelled and the student is asked to repeat the entire examination(s) of the session under a new arrangement.
- c) That particular examination the student is caught cheating or all the examinations of that trimester may be cancelled and the student is asked to repeat the module including paying tuition fees for that course, writing CATs, Assignments and Final Examinations.
- d) The student may be warned in writing and/or counseled.
- e) The Disciplinary committee can take any other measures not mentioned above which it finds appropriate depending on the circumstances of each case.
- f) If the student commits any type of examination malpractice offence the second time, he/she shall be expelled from the University
- g) Impersonation cases lead to automatic termination
- h) Any corrective measure given, however heavy or light shall be accompanied by a warning letter.
- i) Other HLLs shall be communicated to in writing.

8.4 Examination Rules And Regulations

8.4.1 Publication: Examination rules and regulations shall be periodically published through a circular. They are also spelt out on the examinations answer booklets and on examination question papers and may be revised from time to time.

8.4.2 Examinations Attendance: All students attending the examination must sign the attendance list. Signing the attendance list is a provisional evidence that you actually attended and done the exam. If you do not sign the attendance list, your script shall not be marked. A signature put on a wrong list, name or registration number shall not be recognized for the purpose of providing evidence to confirm attendance.

8.4.3 Submission of Answer Scripts: If the invigilators discover and confirm immediately at the end of a particular examination that your answer script was not submitted, you shall be considered not to have done that examination regardless of your signing the examination attendance form.

8.4.4 Deception: You should not deceive the Registrar or the exam invigilator by giving false or misleading information.

8.4.5 Unauthorized Materials: You are not allowed to take to your exam chair, possess, use or intend to use any book, note, mobile phone or other materials except those authorized by the Registrar. If you are found to have taken to your seat or possess unauthorized materials which are related to the syllabus being examined, it will be assumed that you intended to use them to gain unfair advantage in the exam.

8.4.6 Unauthorized Assistance: You may not assist, attempt to assist, obtain or attempt to obtain assistance by improper means from any other person during your exams.

8.4.7 Communication during Examinations: Communication between students is forbidden during examinations. You are not allowed to talk or to exchange tools such as calculators, rulers, pens, etc. If you need any assistance, simply raise up your hand for the Invigilator's attention.

8.4.8 Invigilator's Rules: You are required to comply with the exam invigilator's rules. Invigilators are obliged to report any cases of irregularity or improper conduct to the Registrar

8.4.9 Powers of Chief Invigilators: The Chief Invigilator is empowered to discontinue your exam if you are suspected of misconduct and to exclude you from the exam hall.

8.4.10 Unprofessional Conduct: You may not engage in any other unprofessional conduct designed to assist you in your exam attempt.

8.4.11 Leaving the Exam Room: Once the exam has started, you are allowed to leave the examination hall only after the first 1 hour of the examination has elapsed. You may be accompanied by relevant staff, provided gender related privacy is respected.

8.4.12 Writing on Question Papers: Students should not write on the question paper during the examination, they should use inner and outer covers of the examination booklet for all rough work. Any exception to this rule shall be provided for in the instruction section of the examination.

8.4.13 Unauthorized Dressing: Students are not allowed to enter examination hall with caps, coats, sweaters or other top wears.

8.4.14 Body Search: All students entering examination hall shall be subject to body search and are thus called upon to cooperate in the matter.

8.4.15 Prohibition of Mobile Phones: Students should not enter into the examination room with mobile telephones.

8.4.16 Ending the Examinations: Once the time to stop is announced by the invigilator, students must not stand up until their papers are collected by the invigilators.

8.4.17 Penalties for non-compliance: Failure to respect examination rules and regulations is an offence punishable as stated 8.3.4.

STUDENTS PROGRESSION

9.1 Progression by Prerequisite

Students may not undertake a second or subsequent module unless they have obtained credit for the prerequisite of that module.

9.2 Progression by Programme

Students may not take exams in more than one programme of study in the same period.

9.3 Progression by Level

Subject to any exceptions approved by the Senate, a student must have obtained a minimum number of credits in a lower level before progressing to the next level.

9.4 Progression by Credit Accumulation:

Students are required to accumulate at least 120 Credits before proceeding to the following level or year of study. KIMU operates on a trimester system and whenever a student fails a paper (module), he/she has to join the class where it is being offered. Students are allowed to progress provided they have accumulated the required number of credits.

9.5 Repeating a Year

After second year, students who fail more than four modules in the main examinations (whether accumulated from first or second year) must retake and pass all the courses failed before progressing to third year. Such a student must attend at least 80% of the lectures, obtain new coursework marks and sit for final examination. Such a student is required to pay retake fees for all the modules failed.

9.6 Exceptional Progression:

Except with special permission or approval of the Senate upon recommendation of the academic board of the Department, Faculty, School or Centre, no candidate shall be allowed to repeat any year of study on the grounds of 9.3 provided that:

9.6.1 A student who has not accumulated all the Credit Units failed less than five modules in the year, but, only once, be allowed to carry over into the next level or academic year such number of failed modules.

9.6.2 When internal Department, Faculty, School or Centre examination regulations permit or require, a student who has failed in a prerequisite trimester module may be allowed to repeat such during the academic year to enable him/her to proceed with the rest of the programme in that year.

9.7 Exit Awards

a) A student who has accumulated the required number of credits at any level and who wishes to terminate his/her study at that point for any reason may be awarded an exit award appropriate for that level.

b) To qualify for an award, the cumulative total number of Credits as defined by the RNQF must be achieved.

RESEARCH PROJECTS AND INDUSTRIAL ATTACHMENT

10.1 Final Year Research Project

10.1.1 Obligation: All final year students are required to undertake a detailed research project and submit a report before he/she is allowed to graduate.

10.1.2 Weighting of Research Projects: A research project shall be weighted at the equivalent of at least two modules and shall be supervised by a competent Lecturer and the report evaluated by at least two examiners.

10.1.3 Duration for Research Projects: The project work shall be spread over two trimesters of the final year of the degree course. After the end of the first trimester of the final year, students must submit progress reports of the work done during the trimester. The final project report must be submitted to the HOD through the supervisor at the end of second trimester.

10.1.4 Failure of the project report: Any student who fails the project work will be allowed to repeat it and pay full tuition fees for each repeat.

10.2 Industrial Attachment (Internship)

10.2.1 Obligation: Each student in the final year of study is required to undertake an industrial attachment and submit a report.

10.2.2 Supervision of IA: Each student on internship shall be assigned a supervisor to monitor and evaluate progress.

SUPPORT SERVICES

11.1 Scholarship Opportunity for Registered Students:

KIMU has competitive full scholarship scheme to enable first year students to register for Certified Accounting Technician (CAT) programme of the ICPAR examinations. These students are provided free tuition for CAT and those who demonstrate adequate commitment and pass rate are registered for the CAT examinations following a successful attempt of part one examination.

11.2 Library Services

11.2.1 Accessibility to the Library services;

KIMU Library services are reserved only to the following people:-

- a) Registered student at KIMU
- b) Permanent or Part time Academic staff of KIMU
- c) KIM Alumni
- d) Academic and Scientific Researchers from other Institutions with a prior permission from the Library Management
- e) Outsiders with permission from Library Management

11.2.2 Registration for Library Use: No person shall borrow books from the Library until he/she has signed and renewed a **Library Card** agreeing to abide by the Library Regulations. It is the responsibility of the borrower to ensure that the address given on his/her student's identity/library card is up-to-date.

11.2.3 Materials that cannot be borrowed:

The following reference documents cannot be borrowed;

- a) Dictionaries, Journals, Magazines, Newspapers, references and other documents which are identified as such by a special mark.
- b) Periodicals
- c) Thesis or memoirs
- d) Works bound in several volumes

e) Other precious documents or deemed to be so by the Library.

11.2.4 Theft or damage of the library document: The theft or theft attempt or damage of the library document shall result in suspension of the use of library resources for ever plus a fine equivalent to the value of document attempted to steal or damage. Failure to pay the fine, a guilty person shall be suspended from the University for one academic year and suspend a student from using the library for one year. In case of the second offense, the offender shall be dismissed from the University forever.

11.2.5 Conduct in the Library Room: Every library user must maintain silence, no use of mobile in any way, no wearing hats, overall, no smoking, no eating or drinking in the library. Bags, briefcases shall be kept outside the library at the users' risk. Users are advised not to keep valuable items in bags or brief cases. On leaving the library, users may be checked where necessary.

11.3 ICT Services

11.3.1 Availability of Computer and Internet Services: KIMU has two internet enabled computer laboratories for use by students for lectures, individual study and research. Students with laptops may also access internet services using the KIMU wireless networks broadcast over the KIMU campus.

11.3.2 Computer Laboratory Rules: Students are required to abide by computer laboratory rules and regulations published by the ICT department. For instance, drinking and eating in the laboratories are completely prohibited. No liquid may be brought into the laboratory. KIMU prohibits the viewing of pornographic materials on its campus.

11.4 Career Advisory Centre and Dean of Students' Office

11.4.1 Purpose: The sole purpose of the career advisory centre is to help students to clearly define their career path, understand their work environment, labour market demands, employability and visibility and to empower them with the necessary skills to meet all work and life challenges.

11.4.2 Responsibility: The career advisory centre is managed by the Dean of Students who offers guidance and counseling services to all students.

11.4.3 Practical Essential Skills: The students are provided with essential skills that enhance their strengths and passions in the following areas:

- i) The centre offers advice, guidance and information at all stages of career planning and helps students to research all the options open to individuals.
- ii) Information on relevant employers and vacancies are provided for those with specific career goals.
- iii) Practical help in completing applications and preparing for interviews are offered.
- iv) The centre coordinates students' industrial attachment and work placements as well as alumni activities.
- v) The office has the responsibility to provide a wide array of services for physically challenged students.
- vi) The centre coordinates all students' activities (*sports, clubs, associations, etc*).
- vii) The centre provides First Aid and coordinates medical emergencies.

COMPLETION OF STUDIES AND CLASSIFICATION OF DEGREE

12.1 Completion of a Degree Programme

12.1.1 Content Requirement: A student is considered to have completed studies if he/she has successfully studied and passed all the modules required by the programme and accumulated the required 480 Credits and met all obligations of the University and is now eligible for graduation.

12.1.2 Duration for Completion of a Degree Programme: The maximum year for completion of a degree programme is 6 years. Students who fail to complete their studies within this timeframe shall be discontinued and awarded a lower qualification (e.g. certificate or diploma) if they merit it.

12.2 Classification of Bachelor Degrees

A student who qualifies for the award of a degree shall be placed in one of the following classifications based on the final average obtained from all modules undertaken during the study:

Marks (%)	Degree Classification	Grade
80-100	First Class	A
70-79	Second Class Upper Division	B
60-69	Second Class Lower Division	C
50-59	Third Class	D
Below 50	Fail	F

GRADUATION

12.1 Requirements for Graduation

Students who fulfill all the requirements for the graduation shall be conferred with their degrees at an official graduation ceremony. A student shall be deemed eligible for the award of a graduation certificate if there is evidence of: admission to the program, regular enrolment and attendance in the program, attaining the required satisfactory performance in the required examinations of minimum of 480 credits, and discharge of all obligations owed to the University including payment of fees return of library books, etc.

12.2.1 Graduation Clearance: All candidates for graduation must obtain total clearance from the Department/Faculty, Registrar's Office, Library, ICT and Finance Offices using official clearance forms. During this time, they should ensure that all details relating to their transcripts are correct and valid.

12.2.2 Publication of Names: Only students whose names appear in the graduation book shall be awarded certificates. The list of students whose names have been approved by different Departments, Faculties, Schools, Centres and Senate for the conferment of degrees and award of diplomas are compiled by academics and published in graduation booklets.

12.2.3 Convocation Fee: All graduating students are required to pay a compulsory graduation/convocation fee to be determined by the Senate from time to time and pay for transcripts and certificates.

12.2.4 Rehearsals for all Graduating Candidates: Rehearsal shall be conducted at KIM main campus one day prior to the graduation ceremony.

12.2.5 Collection of Certificates and Transcripts: A graduate will be required to present to the RAA a duly filled and signed clearance form before collection of transcripts and certificates.

GENERAL CONDUCT

13.1 Official Names of the Students

For the purpose of the institute, students shall be known by the names as appearing in the registration forms and official documents submitted during registration.

13.2 Change of Names

A student wishing to change names may apply to the institute and if the institute is satisfied that legal requirements have been met, student shall be officially allowed to use the new name(s).

13.3 Class/Examination Boycotts

Class or Examination boycott or attempt to boycott is strictly prohibited. Disciplinary measures shall be taken against any one (individually or a group) guilty of boycott. A person or group of persons who may be discontented with the class conduct by a lecturer or examination conduct are allowed to present their grievances in writing to the Vice Rector Academics, who will present the case to senate for assessment and appropriate actions there on.

13.4 Procession and Demonstration:

Any student or students wishing to organize a procession/demonstration within the institute shall request in writing to the institute authority, stating the purpose of the procession/demonstration and the names of the organizers. The general instructions to students during conduct of approved procession/demonstration shall be issued by circulars from time to time.

13.5 Disciplinary Offenses:

The University under its disciplinary committee may take disciplinary measures against any student guilty of committing any of the following offenses, notwithstanding that he/she (guilty person) is prosecuted and/or punished by a court of law.

- i) Conduct which does or is likely to cause damage, defamatory or violence to person or person's property within the institute
- ii) Act or conduct which is likely to obstruct or frustrate the holding of any lecture, class, meeting, functions or any lawful activity organized by the institute
- iii) Using force against, or striking a fellow student, staff or any other person inside or outside the campus
- iv) Intentionally damaging or destroying an institute property
- v) Theft committed within the institute where a student charged is convicted
- vi) Unauthorized possession of a key to the institute property

- vii) Refusal or failure to comply with a lawful order or directive issued under the institute regulations or issued by any competent authority of the institute
- viii) Use of abusive, slanderous, obscene or threatening language by any student against fellow student or staff of the institute in course of performance his/her duty
- ix) Forging a document or making a false document or perpetrating forgery with the intention to cause loss to any person, or institute or any other external entity, whether in cash or otherwise
- x) Failure or refusal to abide by the ruling, decision or penalty imposed by disciplinary authority or any other competent authority of the institute
- xi) Forming or establishing unauthorized student groups which are likely to cause disunity and/or disorder at the institute or in the wider community
- xii) Without derogating the right to freedom of expression, willful writing of defamatory literature or uttering insults or obscene language by any student(s) against another student(s) or staff of the institute
- xiii) Rape, indecent assaults or Sexual harassment of whatever form and kind
- xiv) Mismanagement and /or embezzlement of student's organizations fund established under the auspicious of the students organizations in accordance with the relevant provisions of the student's organizations constitutions for the time being in force.

13.6 Public Functions

Any student or students wishing to organize a Public function within or outside the campus shall request in writing to the institute authority, stating the purpose of the function, date, time and place of the function, and the names of the organizers. The general instructions to students during conduct of approved public function shall be issued by circulars from time to time.

13.7 Correspondence

All official correspondence by students to Government or other official bodies both within and outside the country shall be channeled through the Rector.

13.8 Publications

Any intention to produce a student publication within the institute must be made only after getting a written approval from the Rector. The members of editorial Board shall be held jointly responsible for the full content of such publication.

13.9 Consumption of Drugs, Alcohol and Smoking

It is strictly prohibited to smoke within the campus. Any student gets drunk either within the campus by voluntary consumption of an alcohol shall be guilty of an offense. It is an offense for a student to consume, cultivate or peddle narcotic or other drugs recognized by law within or outside the campus.

13.10 Collection of money

Permission to make any general collections of money other than fees for recognized and registered organizations or clubs must be obtained in writing from the institute authority. Students are encouraged to ask for licenses of other valid authority of any collector who comes from outside the institute.

13.11 General morality

Public nuisance or immorality contrary to good morals of our Rwandan culture is prohibited and punishable

INTERPRETATION AND REVIEW OF RULES AND REGULATIONS

14.1 Misinterpretation of the Rules & Regulations

Where the dispute arises due to the interpretation of the examination rules, the Senate shall be the final authority to the ruling.

14.2 Review of the Regulations:

These rules and regulations are subject to review from time to time as may be determined by the senate.