

**REVISED CURRICULUM
OF
PUBLIC ADMINISTRATION**

Curriculum Development Project

Sponsored by

**Ministry of Education
Islamabad**



**UNIVERSITY GRANTS COMMISSION
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CURRICULUM DIVISION, UGC

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PREFACE

Curriculum of a subject is said to be the throbbing pulse of a nation. By looking at the curriculum of a subject, one can judge the state of intellectual development and the state of progress of a nation. The world has turned into a global village, new ideas and information are pouring in a constant stream. It is, therefore, imperative to update our curricula by introducing the recent developments in the relevant fields of knowledge.

In exercise of the powers conferred by Sub-section (1) of section 3 of the Federal Supervision of Curricula Textbooks and Maintenance of Standards of Education Act 1976, the Federal Government vide Notification No.D773/76-JEA (Cur.), dated December 4, 1976, appointed University Grants Commission as the Competent Authority to look after the Curriculum Revision Work beyond Class XII at Bachelor level and onwards to all Degrees, Certificates and Diplomas awarded by Degree Colleges, Universities and other Institutions of higher education.

In pursuance of the above decisions and directives, the Commission is continually performing curriculum revision in collaboration with the Universities. According to the decision of the 44th Vice-Chancellors' Committee, curriculum of a subject must be reviewed after every 3 years. For the purpose, various Committees are constituted at the national level comprising senior teachers nominated by the Universities. Teachers from local degree colleges and experts from user organizations, where required, are also included in these Committees.

The National Curriculum Revision Committee on Public Administration its meeting held in May, 2002 at the U.G.C. Regional Centre, Karachi finalized the draft curriculum after due consideration of the comments and suggestions received from the Universities and Colleges where the subject under consideration is taught.

The Final draft prepared by the Curriculum Revision Committee duly approved by competent authority is being circulated for implementation by the Universities.

(PROF. DR. ALTAF ALI G. SHAIKH)
ADVISER (C&T)

June, 2002

INTRODUCTION

A final meeting of the National Curriculum Revision Committee for Public Administration was held from 6-8 May 2002 at University Grants Commission, Regional Centre, Karachi. The following members attended the meeting:

1. Dr. Muhammad Zafar Iqbal Jadoon, Chairman
Professor & Chairman,
Institute of Administrative Sciences
University of the Punjab,
Lahore
2. Dr. Abu Zar Wajidi, Co-Chairman
Dean
Faculty of Arts
University of Karachi,
Karachi
3. Dr. Khawaja Alqama, Member
Professor,
Department of Political Science &
International Relations,
Bahauddin Zakaria University,
Multan
4. Mr. Majed Rashid, Member
Professor,
Department of Business Administration/
Commonwealth Programme,
Allama Iqbal Open University, Islamabad
5. Mr. Mitho Khan Bhatti, Member
Assistant Professor,
Institute of Management Science,
University of Balochistan,
Quetta
6. Mr. Siraj Jamal Siddiqui, Member
Professor
Department of Public Administration,
University of Sindh,
Jamshoro

- | | | |
|-----|---|-----------|
| 7. | Dr. Bahadur Shah,
Chairman,
Department of Public Administration,
Gomal University,
D. I. Khan | Member |
| 8 | Mr. Akhtar Baloch,
Assistant Professor and Incharge,
Department of Public Administration,
University of Karachi,
Karachi | Member |
| 9. | Mr. Khalid Iraqi,
Assistant Professor,
Department of Public Administration,
University of Karachi,
Karachi | Member |
| 10. | Dr. Bushra Hamid,
Program Co-Ordinator (Public Administration),
Institute of Management Studies,
University of Peshawar,
Peshawar | Secretary |

Dr. Iqbal A. Panhwar, Director General, UGC, Karachi initiated the meeting by welcoming the participants. Members of the committee unanimously selected Dr. Zafar Iqbal Jadoon as Chairman and Dr. Bushra Hamid as Secretary.

In the light of the comments of Dr. Panhwar the committee agreed upon the following agenda for this meeting.

1. To finalize the draft curriculum for MPA revised by the committee in its meeting held from January 8-10, 2002.
2. To review the recommendation of the meeting held from 8-10, January 2002.
3. To design as directed by the UGC, the curriculum for BPA (Hons) 3 years program leading to one year Master of Public Administration.

Proceeding:

In the light of the comments received from various universities, on the revised curriculum of MPA 2 years program the committee finalized the curriculum with minor modification.

The committee, in line with the policy of UGC designed 3 Years program of B.P.A. (Hon.) program leading to one-year program of Masters in Public Administration.

The proposed 3 years B.Sc.(Hons) program consists of 124 credit hours spreading over taught courses and workshops on Management Skills and computer applications including six to eight weeks Internship program. Each course /workshop is of credit hours.

Under the proposed scheme of studies the BPA (Hons) 3 years program leading to one year MPA, the Bachelor students will completes all the requirements of Bachelor Degree in six semester and those interested in MPA degree will complete the courses offered in the seventh and eighth semester including thesis and will pass comprehensive examination.

At the end, the committee applauded hospitality and co-operation extended to all members by Dr. Iqbal A. Panhwar and Mr. Dholan Khiyani.

The chair also acknowledged with thanks the active participation of the committee including Mr. Barkat Ali, Director, Institute of Management Sciences, University of Balochistan, Quetta and Ms, Shazia Khawar, Department of Management Sciences, Fatima Jinnah University, Rawalpindi, who could not attend this meeting due to some official engagement.

BACKGROUND

Considering the different market structure in different regions each institution has been developing and modifying its curriculum to make its graduates competitive in the market.

The mushrooming of private institutions is causing an increase in the quantity of graduates being produced in the market without any assessment of the demand for such graduates. Due to lack of any regulatory mechanism the quality of the graduates produced by these institutions is questionable.

Most entrants in the Management Sciences programs coming from our traditional system of education find themselves lacking in communication and language skills there is need to develop an ongoing program of training and reinforcement in these skills.

There is dire need of introduction of a culture of research in Management Sciences. There is need to explore why such a culture is lacking and to introduce a comprehensive framework to develop research orientation amongst students. There is need to encourage research in the context of Pakistan, as there is lack of any material related to the Pakistani market.

There is need for introducing specialization in emerging functional areas such as health administration, urban governance, environmental Management, and I.T.

Trend Analysis

Globalization is offering threats and opportunities for all sectors including the Public Sector. New power centers are evolving and there is need to be better prepared by giving an International perspective to Public Administration studies in Pakistan. The role of state, Private sector and civil society are being redefined. The government is now more as catalyst. The role of the government is emerging as minimum in a decentralized structure and is more that of a regulatory and controlling body thus addressing issues of transparency, efficiency, accountability and corruption.

The committee identified the following trends in Management Science higher education, in Pakistan:

- Increase in entry of private sector institutions in this market
- Public servants are the potential target market for Public Administration programs due to decreasing in opportunities for foreign training.
- Development of self-finance and self-supporting programs in many institutions.
- Initiation of Evening Executive Programs, Certificates and Diplomas in many institutions.

The Target Group:

The requirement of different regions is different and thus needs to be analyzed. The following target market of MPA program were identified in Public Administration Programs

1. Fresh Graduates
2. In-Service Personnel
3. Non-Governmental Organizations

Dr. Bushra Hamid,
Program Coordinator,(Public Administration),
Institute of Management Studies,
University of Peshawar,
Peshawar

Dr. M. Zafar Iqbal Jadoon
Professor and Chairman,
Institute of Administrative Sciences,
University of the Punjab,
Lahore

3 Years Programme in Public Administration (B.P.A)
ALLOCATION OF COURSES

Semester-I

- 301. Politics and Administration
- 302. Basic Mathematics
- 303. English-I
- 304. Introduction to Behavioral Sciences
- 305. Computer Application

Semester-II

- 306. Islamic and Pakistan Studies
- 307. Macro and Micro Economics
- 308. Principles of Marketing
- 309. English II
- 310. Fundamentals of Accounting and Auditing

Semester-III

- 401. Management of Pakistan Economy
- 402. Constitutional and Administrative Law
- 403. Organizational Theory
- 404. Statistics
- 405. Philosophy

Semester-IV

- 406. Social Research Methods
- 407. Business Finance
- 408. Industrial Relations
- 409. Effective Communication
- 410. Tools of E-Commerce

Semester-V

- 501. Public Administration and Society
- 502. Quantitative Techniques for Management
- 503. Principles of Management
- 504. Computer Application
- 505. Financial Accounting
- 506. Economic Analysis

Semester-VI

- 507. Human Resource Management
- 508. Financial Administration
- 509. Public Administration in Pakistan
- 510. Research Methods and Techniques
- 511. Marketing Management
- 512. Management Skills-A

SEMESTER - I

301 POLITICS AND ADMINISTRATION

- State, Government and Society
- Theories of State
- Forms of Government
- Political System and Institutions
- Democracy and Dictatorship
- Islamic Concept of State and Government
- Bureaucracy and Democracy
- Good Governance
- Political Culture
- Government and Society in Pakistan
- Military in Politics
- Political Administration in Development Countries

BOOKS RECOMMENDED:

1. Riggs, F. W., (1996) *Frontiers of Development Administration*, Durham: Duke University Press.
2. Almond, G. A. & Verb Sydni, (1986) *The Civic Culture*, 3rd ed. Princeton: Prince Uni. Press.
3. Corry, A.(1998) *Elements of Democratic Government*, New York: McGraw Hill.
4. Heady, Ferrel, (1996) *Public Administration: A Comparative Perspective* 5th ed. New York: Marcel Dekker.
5. Malik,, Iftikhar *State and Civil Society*
6. Rizvi , Hassan Askari, *Military and Politics in Pakistan*

302. BASIC MATHEMATICS

The course is designed to give non-intimidating presentation of mathematical concepts, principles and techniques most useful for students in business management. The main objectives of the course are to enhance students' competency in application of mathematics to solve business management problems and to improve their level of initiative sophistication for further advanced business analysis.

MATHEMATICAL FUNCTIONS

- 1.1 Functions Defined
- 1.2 The Nature and Notation of Functions
- 1.3 Domain and Range Considerations

- 1.4 Types of Functions.
 - Constant Functions
 - Linear Functions
 - Quadratic Functions
 - Cubic Functions
 - Polynomial Functions
 - Graphical Representation of Functions

LINEAR EQUATIONS

- 2.1. Characteristics of Linear Equations
- 2.2. Graphical Characteristics
- 2.3 Slope - Intercept Form
- 2.4: Determining the Equation of a Straight Line Linear Equations involving more than two variables

SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS

- 3.1. Introduction
- 3.2 Two variables Systems of Equations.
- 3.3 Gauss - Jordan Procedure
- 3.4 Applications of Linear Equations and Systems of Equations

NONLINEAR FUNCTIONS AND THEIR APPLICATIONS

- 4.1 Non Linear Functions-Introduction
- 4.2. Quadratic Functions, Characteristics and Their Applications
- 4.3 Polynomial Functions.
- 4.4 Exponential Functions & Applications
- 4.5 Logarithmic Functions, Properties of Logarithmic Functions.

MATRIX

- 5.1 Introduction to Matrices
- 5.2 Types of Matrices
- 5.3 Matrix Operations
- 5.4 Inverse of Matrix
- 5.5 The Determinant & its Properties
- 5.6 The Method of Cofactors

DIFFERENTIATION AND ITS APPLICATIONS

- 6.1 Limits and Continuity
- 6.2 Average Rate of Change
- 6.3 The Derivative
- 6.4 Differentiation
- 6.5 Higher-Order Derivatives
- 6.6 Identification of Maxima and Minima
- 6.7 Revenue, Cost and Profit Applications
- 6.8 Marginal Approach to Profit Maximization

INTEGRATION AND ITS APPLICATIONS

- 7.1 Anti Derivatives
- 7.2 Rules of Integration
- 7.3 Additional Rules of Integration
- 7.4 Differential Equations
- 7.5 Techniques of Integration
- 7.6 Definite Integrals
- 7.7 Applications of Integral Calculus

MATHEMATICS FOR FINANCE

- 8.8 Simple Interest Vs Compound Interest
- 8.9 Future & Present Value of a Single Payment
- 8.10 Applications of Single Payment
- 8.11 Future & Present Value of Annuity: an Ordinary Annuity & an Annuity due
- 8.12 Applications of Annuity

BOOKS RECOMMENDED:

1. OPrank S. Budnick, *Applied Mathematics for Business Economics and Social Sciences*, McGraw Hill.
2. Ernest F.Haeussler, Jr. Richard S.Paul, *Introductory Mathematical Analysis (For Business, Economics and the Life and Social Sciences)*, Prentice Hall.
3. Louise Swift, *Mathematics and Statistics for Business, Management & Finance*, Macmillan.

303. ENGLISH-I

- Introduction
- Need for Business English Skills
 - a) Listening Skills
 - b) Reading Skills
- Language and Communication
- Using Words Effectively
 - a) Parts of Speech
 - b) Non-Verbal Communication
 - c) Anonyms, Antonyms and Homonyms
 - d) Frequently Misused Words
- Fundamental Writing Principles
 - a) Techniques and Style
 - b) Phrases
 - c) Sentences
 - d) Punctuation and Effective Use

- Organizing the Thought Process
 - a) Brainstorming
 - b) Grouping
 - c) Sequencing
 - d) Outlining
 - e) Paragraphs
 - f) Compositions
 - g) Assignments and Short Paper

- Improve Writing Techniques
 - a) Summary Development
 - b) Precis Development
 - c) Critical Review
 - d) The Research Paper
 - e) Letters

- Vocabulary Development
 - a) Etymology
 - b) Abbreviations
 - c) Acronyms
 - d) Business Terminology
 - e) Increasing Word Power (Grammatical Rules) English Grammar
 - f) Punctuation Rules
 - g) Capitalization Rules
 - h) The Rules Of Grammar
 - i) Correct English Usage
 - j) Principles of Grammar

- Basics of Business Communication
 - a) Adoption and Selection of Words
 - b) Writing for Effect
 - c) Common Business Idioms, Phrase and Terms

BOOKS RECOMMENDED

1. Ketteley and Thompson, *English for Modern Business*
2. Readers Digest *Write Better, Speak Better*

304. INTRODUCTION TO BEHAVIORAL SCIENCE

This course is designed to familiarize the students with the core concepts, applied to the study of Human Behavior.

Course Description:

Introduction to the academic discipline, subject matter, institutional organization and interdisciplinary nature, development of personality, characteristics of individual behavior, role of culture, social order and control, socio-cultural change.

Course Contents:

- Introduction to Behavioral Science
- The field of Sociology and Psychology
- Sociology
 - Society
 - Family
 - Culture--Norms, Values
 - Individuals (Man as a social animal)
 - Groups and its dynamics
 - Communication and Conflict

- Psychology
 - Learning
 - Perception
 - Attitudes
 - Personality
- The field of Organizational Behavior

BOOKS RECOMMENDED:

1. Luthans F.(1991) *Organizational Behavior*, New York: McGraw Hill Inc.
2. Schermerhorn, J. R., J.G. Hum and R.N. Osborn,(1998) *Managing Organizational Behavior, 3rd ed.* New York: John Wiley & Sons Inc.
3. Schafer R.T. and R.R. Lamn, (1999) *Sociology: A Brief Introduction*, New York: McGraw Hill Inc.
4. Jessor W. E. and J. S. Gilberg (2000) *Classics of Organizational Behavior, 2nd ed.* Illinois the Interstate Printers and Publishers Inc.
5. Katz, D. and Kahan R.,(1998) *The Social Psychology of Organizations*, New York: John Wiley & Sons Inc.
6. Any latest book available on the subject.

305 COMPUTER APPLICATION

The course covers the introduction, concept of computer hardware, software, operating systems and application Packages of MS- OFFICE. The main objective of this course is to teach computing concepts to students as end-users, to emphasize that why Computers are such an integral part of organization today. Our approach is to strike a proper balance between the **WHY** and the **HOW** of computer use.

In order to introduce students to hands-on computer use, some practical assignments are also included in course.

INTRODUCTION

- 1.1 Brief history of computer and its application.
- 1.2 Major Components of a computer.
- 1.3 Computers and Society.
- 1.4 The social impact of computer age.
- 1.5 Legal and moral aspects of using Internet.

WINDOWS-2000

- 2.1. Introduction and concept of Operating Systems
- 2.2. Functions
- 2.3. Accessories

MS-WORD

Introduction to Word Processing, inserting, deleting text, save and exit file, open and close file, copy and paste text. Find and replace contents, bold, underline, italic, font and font size, paragraph settings, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

MS-EXCEL

Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut copy and paste the data, formatting, cell, column, bold, italic, underline, font and font size, borders. Formula writing, print preview and print, insert: cell, row, column, pictures, fill and filter data, generating charts, spell checker, find and replace.

MS-POWER POINT.

Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions. Preparing handouts and slides for display.

MS ACCESS

Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

BOOKS RECOMMENDED:

1. Peter, N.,(2001) *Introduction to Computers*, N. Y. :McGraw Hills.
2. Printed Material & Hand Outs.
3. Lucas, H., (1999) *The Analysis, Design and Implementation of Information System.7th ed.* N. Y. :Mc Graw Hill.
4. Swortzfasr, G., (1997) *Visual Basic*, Scot Dale: The Coriolis Group.

SEMESTER II**306 ISLAMIC AND PAKISTAN STUDIES****HOLY QURAN & SUNNAH**

1.1 Holy Quran

- Introduction
- Importance & Characteristics

1.2 Sunnah

- Twenty selected Hadith with translation
(Mention in Islamiat Compulsory for Degree classes published by Allama Iqbal Open University)

Fundamental Doctrine of Islam

- a. Tawheed (Oneness of Allah)
- b. Prophet-hood
- c. The Day of Judgement
- d. Namaz (Abadaat)
- e. Saum (Fasting)
- f. Zakat
- g. Hajj
- h. Jihad

LIFE OF THE HOLY PROPHET

- 3.1 Life of Holy Prophet
- 3.2 Treaty of Madina (Misaq-e-Madina)
- 3.3 Conquest of Mecca
- 3.4 Hajat-ul-Widda

ETHICAL VIEW OF ISLAM & CHARACTERISTICS ISLAMIC CULTURAL

- 4.1 Character Building
- 4.2 The Concept of Ethics
- 4.3 The Moral Values: Truthfulness, Tawakal, Taqwa, Fulfillment of Promises, Simplicity, the steam of Parents and Guardians, Behaviorism & Broadness.
- 4.4 Islamic Society: Kisb-e-Halal, Human Dignity, Social Justice, Adl-e-Shoora,

INFLUENCE OF THE ISLAMIC CIVILIZATION

- 5.1 Panacea of our problems
- 5.2 Our future, unity, political stability

PAKISTAN STUDIES

THE PAKISTAN IDEOLOGY

- 1.1 Aims and objectives for Establishment of Pakistan
- 1.2 Definition and explanation of Pakistan Ideology
- 1.3 The Pakistan Ideology in the light of Allama Iqbal & Quaid-I-Azam

HISTORICAL BACKGROUND OF PAKISTAN IDEOLOGY

- 2.1 Constitutional Reforms 1909, 1919 and Act of India 1935
- 2.2 Political Struggle, the Khilafat Movement.

THE PAKISTAN MOVEMENT

- 3.1 Muslim National & Education of National Ideology
- 3.2 The Problem of Independence for India & the Muslims
- 3.3 Allama Iqbal's Address at Allahabad.
- 3.4 The 1937 Elections & the Attitude of Congress Ministries
- 3.5 The Pakistan Resolution 1940
- 3.6 The 1946 Elections and Transfer of Power

EMERGENCE OF PAKISTAN

Important events and Hurdles at the time of Emergence of Pakistan & Efforts of Government

- 5.1 The objective
- 5.2 The Resolution of Pakistan
- 5.3 The Islamic Clauses in the Constitution of Pakistan: 1956, 1962 & 1973
- 5.4 The Preliminary Steps for Islamic Order

OUR LAND-PAKISTAN

Geographical Unity-Location; Geographical Importance's Rural & Urban Areas, Natural Resources; Agriculture; Industry; Export & Import; Manpower.

BOOKS RECOMMENDED:

1. M. D.Zafar, *Pakistan Studies*, Aziz Book Depot, Urdu Bazar, Lahore.
2. *Pakistan Studies for Degree Classes*, Published by: Allama Iqbal Open University, Islamabad.

While keeping the Islamic Values and basic Characteristics of Islamic Society the guideline may be provided in such a way that should be applicable in business.

BOOKS RECOMMENDED:

1. *Islamiat Compulsory for degree classes*, published by Allama Iqbal Open University, Islamabad.
2. M.D. Zaffar. *Islamic Education (Compulsory) for degree classes*, Aziz Book Depot, Urdu Bazar, Lahore.

307 MACRO AND MICRO ECONOMICS**MACRO ECONOMICS**

- Introduction
- Markets and Government in Modern Economy
- Overview of Macro Economics
- Measuring economic activity
- Consumption and investment
- Fundamental aggregate demand and supply
- Govt. Taxation and Expenditure
- Curbing market power
- Efficiency versus equality
- The Multiplier and fiscal policy
- Money and Banking
- Monetary Policy
- Unemployment and Fundamentals of aggregate supply
- Ensuring price stability
- International Trade and Exchange Rates
- Comparative Advantage

MICRO ECONOMICS

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. The course attempts to demonstrate the relevance and usefulness of economic analysis to real business situations. Emphasis is placed on optimal decisions making within the firm the strategic relationship with other business.

BASIC ECONOMIC CONCEPTS

- 1.1 Economics: Basic Themes and Nature
- 1.2 Micro versus Macro Economics
- 1.3 Positive versus Normative economics.
- 1.4 Basic economic problems
- 1.5 Economics relevance to business organizations

DEMAND AND SUPPLY ANALYSIS

- 2.1 The demand function.
- 2.2 Changes in demand.
- 2.3 The supply function.
- 2.4 Changes in supply.
- 2.5 Equilibrium of Supply & Demand
- 2.6 Elasticity of demand / supply and its measurement.

APPROACHES TO UTILITY ANALYSIS

- 3.1 Cardinal approach and consumer equilibrium.
- 3.2 Ordinal approach and consumer equilibrium.
- 3.3 Price, Income and Substitution effects on consumer equilibrium.

PRODUCTION ANALYSIS

- 4.1 Basic production concepts.
- 4.2 Total, Average and Marginal Product
- 4.3 Returns to scale.
- 4.4 Short-run and long run production.
- 4.5 Least-cost factor combination.
- 4.6 Producer equilibrium.

COST AND REVENUE ANALYSIS

- 5.1 Various cost concepts
- 5.2 The cost of production: Short-run cost, long-run cost.
- 5.3 Revenue and revenue curves: Total, average and marginal revenues.
- 5.4 Profit-Maximization

MARKET STRUCTURES AND PRICING

- 6.1 Market and its forms
- 6.2 Price and out-put under perfect competition.
- 6.3 Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.

RESOURCE ALLOCATION

- 7.1 The theory of Marginal Productivity.
- 7.2 Market demand for resources.

RESOURCE MARKETS

- 8.1 Land and rent.
- 8.2 Labor and wages.
- 8.3 Capital and interest.
- 8.4 Entrepreneur ship and profit.

BOOKS RECOMMENDED

1. Samuelson, P. A. and Nordhaus, W. D, (1998)*Economics, 16th Edition*, N. Y.: McGraw Hill International Editions
2. Parkin, Micheal, *Economics*
3. Samuelson and Nordhaus, (1987) *Economics, 16th Edition*. New Delhi: Tata McGraw Hill.
4. Ruffin and Gregory,(1983) *Principles of Economics 2nd.Edition*,. Illinois: Scott Foresman and Company.
5. Scott and Nigro: (1992) *Principles of Economics 2nd Edition*, New York; Macmillan Publishing Co., Inc.
6. G.S. Gupta, (1996) *Managerial Economics*, London: McGraw Hill.
7. David M. Winch,(1992) *Microeconomics: Problems and Solutions*, Oxford: Oxford University Press.

308 PRINCIPLES OF MARKETING

Introduction

Marketing in Changing World: Creating Customer Value and Satisfaction

Strategic Planning and the Marketing Process

The Global Marketing Environment

Marketing Research and Information Systems

Consumer Markets and Consumer Buyer Behavior

Business Markets and Business Buyer Behavior

Marketing Segmentation, Targeting, and Positioning for Competitive Advantage

Product and Services strategy

New Products Development and Product Life-Cycle Strategies

Pricing Products: Pricing Considerations and Approaches

Pricing Products: Pricing Strategies

Distribution Channels and Logistics Management

Retailing and wholesaling

Integrated Marketing Communication Strategy

Advertising, Sales Promotion and Public Relations

Personal Selling and Sales Management

Direct and Online Marketing

Competitive Strategies: Building Lasting Customer Relationships

The Global Marketplace

BOOKS RECOMMENDED:

1. Stanton, W. J. (1997) *Fundamental of Marketing*, London: McGraw Hill
2. , Kotler, P. (1998) *Principle of Marketing*, N. Y. : McGraw Hill

309. ENGLISH-II**COURSE DESCRIPTION OF B.P.A. (HONOURS)**

This course is designed to recapitulate and re-enforce the knowledge of English Grammar learnt at graduation level and to develop the language skills i.e. listening, speaking, reading and writing.

OUTLINE

- I. Tenses and their uses
- II. Sentences:
 Patterns
 Kinds
 Analysis
 Transformation
- III Punctuation
- IV Idioms.
- V World-building
- VI Listening Skill
- VII Writing Skill
- VIII Reading Skill

RECOMMENDED READINGS:

1. Bounwool,D, RI spits, Advanced reading writing Holt Rinehart, Oxford Uni. Press.
2. Blunall J., at. Al. Functions in English, oxford University press
3. Classin, H., Better business English, R.C.O.
4. Daily, E.P.,Jr. at. Al,actical Writer, holt Rinehart
5. Hoper S.G. Quick English Reference, Oxford University Press.
6. Hombey. Oxford Advanced Learner`s Dictionary, Oxford University press
7. Quick, R, et. Al. University Grammar of English, Longman`s.

310 FUNDAMENTAL OF ACCOUNTING AND AUDITING

This course is designed to introduce basic concepts, standards and practices of accounting systems. It aims at equipping the students with knowledge of accounting methods and techniques. It will also help the students to understand mechanics and design of accounting system used in various forms of business organization. Moreover it will provide working background to the preparation of a set of corporate financial statements.

INTRODUCTION TO ACCOUNTING

- Nature and function of Accounting
- Various areas of Accounting
- Forms of Business enterprises
- Provides and users of Accounting Information
- Accounting Concepts and Conventions

ACCOUNTING AS INFORMATION SYSTEM

- Accounting inputs: Financial Transactions and Accounting equation
- Accounting Process: Recording, Classifying, Summarizing, Preparation of Trial Balance, Adjustments and Closing Process.
- Accounting Outputs: Preparation of Financial Statements (with and without worksheet), Owner's equity statement. Income Statement and their in repetition.

ACCOUNTING FOR MERCHANDISING BUSINESS

- Accounting for purchases under periodic and perpetual Inventory Systems
- Accounting for Sales
- Preparation of Financial Statements (with and without worksheet) Techniques
- Inventory Valuation Methods LIFO, FIFO, Average cost, LCM
- Estimation of ending inventory, Retail method, Gross margin

INTERNAL CONTROL AND ACCOUNTING SYSTEMS

- Basic Principles of Internal Control
- Accounting System Components: Specialized Journals and subsidiary ledgers
- Management Control Over Cash
- The Checking Accounting and Reconciliation
- The Imprest Fund System
- The Voucher System
- Pay Roll System

ACCOUNTING FOR SHORT TERM MONETARY ASSETS AND CURRENT LIABILITIES

- Short Term Investment
- Accounting for Receivables, Discounting of Notes Receivables
- Accounting for Accounts Payable, Notes payable

ACCOUNTING FOR TANGIBLE ASSETS, INTANGIBLE ASSETS & NATURAL RESOURCES

- Capital versus Revenue Expenditure
- Classification of tangible assets
- Acquisition Cost of Tangible assets
- Depreciation and its measurement methods
- Accounting for Subsequent expenditure
- Disposal of fixed assets (Retirement Trade in, Sale)
- Immunization Policy and Depletion methods

ACCOUNTING FOR CORPORATION

- Formation of corporation: Legal and operative aspects with reference to Pakistan (Companies ordinance, 1984)
- Types of capital stock
- The components of stockholder's equity
- Accounting for issuance of stock
- Dividends (cash, non-cash, liquidating & stock), retained earnings & its appropriation (reserves)
- Stock splits, stock reserves/consolidation, treasury stock, prior adjustments

AUDITING

The course intends to enable the students to comprehend basic principles, procedures and techniques of auditing and to apply them with the legal and professional requirements.

AUDITING

1. Auditing concepts and objectives. Types of audit, relationship between internal and external audit, audit evidence.
2. Accounting concepts, engagement letter, true and fair, materiality, audit risk, going-concern.
3. Auditor appointment, resignation, removal, powers, duties & rights, remuneration under Companies Ordinance 1984.

4. Auditor's professional responsibility, professional independence, confidentiality, byelaws and directives issued by ICAP relating to misconduct.
5. Principles and objectives of quality control.
6. Audit plans and programs: Review of clients' accounting systems & procedures audit planning memorandum. Detailed audit programs. Audit working papers. Monitoring time & costs.
7. Audit working papers and documentation of audit work.
8. Internal controls: Definition and classifications of control principles & techniques of internal control. Ascertaining & recording systems and controls. Timing and scope of tests controls reliance on internal audit.'
9. Audit evidence: Nature and sources, objectives, valuation and completeness (cutoff) sufficiency, relevance and reliability.
10. Audit techniques and procedures: Inspection, observation, enquiry, computation management representation, sampling techniques, compliance techniques, substantive testing & analytical review.
11. Stages of an audit: Post balance sheet events; contingencies and capital commitments, review of audit works, review of the company's report and accounts.
12. The reporting function: Statutory audit reports, audit report of sole proprietorship, partnership and non-profit organization.

BOOKS RECOMMENDED:

1. Khawaja Amjad Saeed. *Principles of Auditing*, Institute of Business Management, Lahore.
2. Khawaja Amjad Saeed. *Principles & Procedures of Auditing*, Institute of Business Management, Lahore.
3. Alvin A. Arens, James K. Loebbecke, *Auditing, 7th Edition*, Prentice Hall.
4. John Dunn, *Auditing (Theory & Practice)*, 2nd Edition, Prentice Hall.
5. *International Auditing Standards*, New York, International Federation of Accountants
6. Spice & Peglar, *Spicer & Peglar's Practical Auditing*, Butter worth & Co. Ltd.
7. Robert F. Meigs, Mary A.Meigs,Mark Bettner,Ray Whitfington *Accountings: the basis for business decisions*, Eleventh Edition,The Mc-Graw Hill Inc.
8. Meigs Williams, Haka, Bettner, *Accounting*
9. Eric G. Flamholtz, Diana Troik Flamholtz, Micheal A. Diamond, *Principles of Accounting*, Macmillan Publishing Co. New York
10. Eric G.Flamholtz,Diana Troik Flamholtz,Micheal A.diamond, *Financial Accounting*. Macmillam Publishing Co. New York
11. Imdaek Helm Kemp, Smith, *Principles of Accounting*, John willey

SEMESTER III

401. MANAGEMENT OF PAKISTAN ECONOMY

- Planning Machinery
- Fiscal Policy
- Monetary Policy
- Local Government Finance
- Federal-Provincial Fiscal Relations
- Development Planning
- Economic History of Pakistan
- Management of State Enterprises
- Privatization, Liberalization and Deregulation
- Regulation Authorities

BOOKS RECOMMENDED:

1. Amjad, Rashid and Waqar Hussain, *Management of Pakistan's Economy*, 2nd edition
2. Ahmed, Noman, *Political and Economic History of Pakistan*, 2nd edition
3. Saeed, K. A, *Economy of Pakistan*, 3rd edition

402. CONSTITUTIONAL AND ADMINISTRATIVE LAW

This course is designed to equip the students with the basic understanding of constitutional and administrative law in general and with reference to Pakistan.

1. Constitutional theory and practice
2. Fundamental Principles and Doctrines of Constitutional Law
3. Institutions of Government
4. Administrative Law
 - Meaning
 - Context
 - Functions
5. Process of Government
6. Sources of Governmental Power
 - Parliamentary Legislation
 - Delegated Legislation
7. Judicial Review

8. Judicial Remedies
9. Administrative Tribunals (Ombudsman)

BOOKS RECOMMENDED:

1. Jennings, W. I., (1966) *The Law and the Constitution*, 2nd ed. London: University of London.
2. Stevens, I. N., (1993) *Constitutional and Administrative Law*, London: Mc Donald & Evans.
3. Stevens, I., (1996) *Constitutional and Administrative Law*, London: Pitsman.
4. Foulkes, D., (1995) *Administrative Law*, London: Butterworth.
5. Barnett, H., (1998) *Constitutional and Administrative Law*, 2nd ed. New Delhi: Law Publishers.
6. Allen, M. J., (1998) *Cases and Materials on constitutional and Administrative Law*, New Delhi: Lawman.

403. ORGANIZATIONAL THEORY

ORGANIZATION THEORY

The objective of the course is to make the student aware of different concepts related to organizations / corporations and their administrative structures. Further to this course is designed to equip the students with the ability to understand and identify and differentiate among various administrative organizations with their theoretical bases.

COURSE OUTLINE

Organization

Definition, Kinds, Development,
Approaches and Bases
The formal and Informal Organization
Principles of Organization

Theories of Administrative Organization

- | | |
|------------------------|----------------------|
| 1. Work Process | FW Talyer |
| 2. Executive Process | Henry Fayol |
| 3. Time and motion | Emorson and Gilberth |
| 4. PODCORB view | Luther Gulick |
| 5. Bureaucratic Theory | Max Weber |
| 6. Hawthorn Studies | Elton Mayo |
- Public Corporation
Definition and Development
Differences with Public Department, Boards and Commission

Emergence of Public Corporations in Pakistan
Studies of Public corporations

CASES

PIDC, WAPDA,
IDBP, PIA etc.

BOOKS RECOMMENDED:

1. Negro, Flax A(1992) *Modern Public Administration* 7th. ed. New York Harper & Row.
2. Shaikh, H. A. (190) *Public Administration Theory and Practice*, Karachi: Kifayat Academy.
3. Piffner, J.M Sherwood,(1999) *Administrative Organization* 6th. Ed. New Jersey Englewood Cliff.
4. Tyagi, A. R., (1994) *Public Administration* 7th ed. New Delhi: Atama Ram & Sons.
5. Stillman H. Richard J. (1994) *Public Administration Concept and Cases*, Boston: Houghton Mifflin.
6. Dale, Ernest,(1997) *Management: Theory and Practice* 7th. Ed., London Mc Graw Hill.
7. Ahmed, Sultan (1997) *Public Administration: with reference to Pakistan*, 2nd ed. Lahore Famous Book.

404 STATISTICS

The course is designed to give non-intimidating presentation of statistical concepts, and techniques most useful for students in business management. The mains of the course are to enhance students' competency in application of statistics to business management problems and to improve their level of quantitative sophistication advanced business analysis.

INTRODUCTION

- 1.1 Definition
- 1.2 Descriptive Statistics & Inferential Statistics
- 1.3 Statistics Applications in Business

DATA CONDENSATION AND PRESENTATION

- 2.1 The Data Array and Frequency Distribution
- 2.2 Graphical Representation

MEASURES OF CENTRAL TENDENCY

- 3.1 Means: (Arithmetic, Geometric, Harmonic)
- 3.2 The Median
- 3.3 The Mode
- 3.4 Quartiles

MEASURES OF DISPERSION

- 4.1 Range
- 4.2 The Semi-Inter-quartiles Range
- 4.3 The Mean Deviation
- 4.4 The Variance and Standard Deviation

INDEX NUMBERS

- 5.1 Defining an Index Number
- 5.2 Un-weighted Aggregates Index
- 5.3 Weighted Aggregates Index
- 5.4 Average of Relative Methods
- 5.5 Quantity and Value Indies

SIMPLE REGRESSION AND CORRELATION

- 6.1 Introduction
- 6.2 Estimation using the regression line
- 6.3 Fitting a straight line by the least square method
- 6.4 Correlation analysis
- 6.5 Making inferences about population parameters
- 6.6 Using regression and correlation analysis

MULTIPLE REGRESSION AND CORRELATION

- 7.1 Multiple regression and correlation analysis
- 7.2 Finding the multiple regression equations.
- 7.3 Curvilinear regression equations.

TIME-SERIES ANALYSIS

- 8.1 Time-Series Components
- 8.2 Linear Trends
- 8.3 Quadratic Trend Equations
- 8.4 Comparing Trend Fits
- 8.5 Exponential Trends
- 8.6 Measures Trend, Cycle & Seasonal Variation

BOOKS RECOMMENDED:

1. Richard, L. I., (1987) *Statistics for Management* 4th ed; New Jersey: Mc Grew Hill
2. Martian, S. K. & Sobal Gross Marion, (1983) *Statistics for Business and Economics* 1st Ed; New York : Mc Grew Hill.

405. PHILOSOPHY

This course module is a study and survey of the main field and problems of philosophy. The course is more concerned with the sort of thinking that makes for wisdom rather than the sort that makes for cleverness. A course similar to this one is taught to science and technology students in the West under the title of Liberal Studies.

Course Outline:

1. What is Philosophy
Socrates: Socratic method
Wittgenstein: Puzzlement and philosophy
 - a) philosophy and Science
 - b) philosophy and Religion
 - c) the Nature, Method and Utility of Philosophy
 - d) styles of Philosophy
2. Understanding Important Philosophy Areas
 - a) Ontology
 - b) Epistemology
 - c) Cosmology
 - d) Axiology
3. Main Schools of Thought/Theories of Philosophy
 - a) Idealism
 - b) Realism
 - c) Naturalism
 - d) Pragmatism
 - e) Existentialism
 - f) Post-Modernism
4. Meaning of Life, Human Destiny and related issues
5. Facts and Values
6. Philosophy and general culture of a society
7. Mind-Body Problem and self-identity
8. Philosophy and religious Weltanschauungs
9. Ethics and emerging problems of science and technology, in particular Genetic Engineering, environmental and ecological problems.

BOOKS RECOMMENDED:

1. John Edward Bentley, *Philosophy: An Outline-History*
2. Bertrand Russel, *History of Western Philosophy*
3. Earnest Gellner, *Postmodernism, Reason and Religion*
4. Nicolas, Capaldi and Luis E. Navia, *Journeys Through Philosophy: A Classical Introduction*

5. William James Earle, *Introduction to Philosophy*
6. Crane Brinton, *The Shaping of the Modern Mind*
7. C.E.M. Joad, *Guide to Philosophy*
8. Abraham Kaplan, *The New World of Philosophy*
9. Goerge Pitcher, *The Philosophy of Wittgenstein*
10. Robert Paul Wolff, *About Philosophy*
11. Margret Chattergee, *Philosophical Inquiries*
12. Absar Ahmad, *Knowlwdge-Morality Nexus*
13. Absrar Ahmad, *Self and Self-Identity in Contemporary Philosophy*
14. Mortimer J. Adler, *Ten Philosophical Mistakes*
15. Samual Enoch Stumps, *Socrates to Sartre: A History of Philosophy*
16. John Hospers, *An Introduction to Philosophical Analysis*
17. Allama Muhammad Iqbal, *Reconstruction of Religious Thought in Islam*
18. Paul Edwards, *Encyclopaedia of Philosophy*, 8th Vol.
19. A.J.Ayer, *Philosophy in the Twentieth Century*
20. Edward de Bono, *Thinking Course*
21. Daniel Kolak and Raymond Martin, *Wisdom without Answers: A Guide to the Experience of Philosophy*, 2nd Ed.
22. Peter Carruthers, *Introducing Persons: Theories and Arguments in the Philosophy of Mind*
23. Lewis Mumford, *Techniques and civilization*
24. Absar Ahmad, *Kant and Kieragaard: A Comparative Study*
25. Peter Laslett, *the Phisical Basis of Mind: A Series of Broadcast Talks*
26. John Dewey, *Freedom and Culture*

SEMESTER IV

406 SOCIAL RESEARCH METHOD

A. OBJECTIVES:

This course explores tools and techniques of social research methodology. It also describes how to assemble, analyze and interpret the data. The course is designed to familiarize the student with a variety of research methods so that he can choose method(s) most appropriate for a given area of exploration. The objective of the course is to train students in conducting research on different socio-economic problems and in writing report.

B. CONTENTS:

- I. Nature of Social Research.
- II. Types of Research.
- III. Phases of research: Theory, fact, concept.
- IV. Formulation and statement of problem.
- V. Formulation and testing hypothesis.

- VI. Measurement Scale. VII. Research Designs.
- VIII. Sampling Theory.
- IX. Data Collection techniques: observation, I interview, questionnaire.
- X. Research Report
Index, References & Bibliography.

BOOKS RECOMMENDED:

1. Seltiz and Jahoda, *Research Methods in Social Research Relations*.
2. Keringler, *Foundations of Behavioural Research*.
3. Muhammad Iqbal Saif, *The Basics of Research Process*.
4. Good and Hatt, *Methods in Social Research*.
5. Shurter, Williams & Broke, *Business Research and Report Writing*.
6. Hubell G.S. *Writing Term Papers and Report*.
7. Murphy, *Effective Business Communication*.
8. Pauling V. Young, *Scientific Social Surveys and Research*.
9. Bernard S. Phillips, *Social Research: Strategy and Tactics*.
10. Festinger & Katz, *Research Methods in Behavioural Sciences*.
11. Khan, Matin A., *Research Methodology for Business and social Problems*, Islamabad: University Grants Commission.

407 BUSINESS FINANCE

This is an introductory course. This course is designed to pave sound conceptual introduction and practical workable understanding of modern fundamentals of business finance. This course develops an insight into financing and current assets management issues.

An Introduction

- 1.1 Nature, Scope and functions
- 1.2 Financial decisions areas
- 1.3 Objectives of business finance
- 1.4 Framework for business finance

Forms of Business Organizations

- 2.1 Sole proprietorship, partnership and corporation: Legal & operative aspects
- 2.2 Legal framework for corporation in Pakistan

Working Capital Management

- 3.1 Concepts and components
- 3.2 Determinants of working capital requirements
- 3.3 Working capital conversion cycle and identification of business risk
- 3.4 Working capital policies
- 3.5 Working capital ratios analysis
- 3.6 Methods of working capital financing: running finance, cash finance, demand finance, musharaka and commodity operations

Cash and Marketable Securities Management

- 4.1 Objectives of cash management
- 4.2 Rational for holding cash
- 4.3 Determinants of cash needs
- 4.4 Cash management strategies & processes
- 4.5 Motives, characteristics of marketable securities
- 4.6 The basic marketing securities
- 4.7 The selection criteria
- 4.8 Optimal cash balance models: Baumol & Miller-orr

Receivable Management

- 5.1 Objectives, costs & benefits
- 5.2 Commercial credit instruments
- 5.3 Credit policy: Grant & collection
- 5.4 Analysis of changes in credit policy

Inventory Management

- 6.1 Characteristics of inventory
- 6.2 Objectives
- 6.3 Techniques: The ABC Systems & The EOM Model
- 6.4 Monitoring and evaluation of inventory, management

Short Term Financing

- 7.1 Nature
- 7.2 Determinants of short term funds needs
- 7.3 Sources and types of borrowing: Trade Credit, commercial bank loans
- 7.4 Collateral supported loans, commercial paper
- 7.5 Evaluation of alternative sources of STF

Intermediate Financing

- 8.1 Commercial banks term loans
- 8.2 Insurance company term loans
- 8.3 Equipments financing
- 8.4 Lease financing

Long Term Finance

- 9.1 Common Stock
- 9.2 Long term debt
- 9.3 Preferred stock

BOOKS RECOMMENDED:

1. Ramesh K.S.Rao, *Fundamentals of Financial Management*, Maxwell Macmillan

2. Weston & Bringham, *Essentials of Managerial Finance*, The Dryden Press
3. James C. Van Horne, *Financial Management & Policy*, Prentice Hall
4. Khan & Jain, *Financial Management: Text and Problems*, Tata McGraw Hill, New Dehli
5. Richard Breely & Stewart Myers, *Principles of Corporate Finance*, McGraw Hill
6. Schall & Halley, *Introduction to Financial Management*, McGraw Hill
7. Chandra, *Financial Management*, Tata McGraw Hill, New Dehli
8. I.M.Pandey, *Financial Management*; Vikas

408. INDUSTRIAL RELATION

COURSE OBJECTIVES

The course contents to examine and analyze employee's management relation and to create awareness among the employees about rules, and acts of Industrial Relations.

OUTLINE

- I. Employees and Industrial Relation
- II. Significance of Industrial Relation
- III. Industrial Action, Industrial Relation principles
- IV. Industrial Dispute
- V. Industrial Dynamics
- VI. Industrial Relation Act 1971
- VII. Industrial Relation Audit
- VIII. Labor Management & Relations practices
- IX. Wages and Salary Administration procedures, time study, rate setting, job evaluation
- X. Collective bargaining & Contract administrate.
- XI. Pakistan Labor Laws.

BOOKS RECOMMENDED

1. Ali, Hamid, (1998) *The Enactment of Industrial Relation*, Karachi: Labor Law Publisher, 1998
2. Kannan, S. (1996) *Industrial and Labour Law Procedure*, New Delhi: U K Publishers.
3. Bhargava, V.B. (1996) *Industrial & Labour Law*, Lucknow: Vinod Law Publications.
4. Armstrong, M, (1994) *Strategies for Human Resource Management*, New York: Mac Graw Hill.
5. Beal, E. F, Wickersham, D and Philip K Kienast,(1986) *The Practice of Collective Bargaining*, Homewood Il Irwin Ince.
6. Connock, S. (1991) *HR Vision* London: IPM.

7. Davis, Keith and William B. Werther, Jr. (1989) *Human Resource and Personnel Management*, 4th. Ed., N. Y. :Mc Graw-Hill International Collections.
8. Fitz J. (1984) *How to Measure Human Resource Management*, New York, Mac Graw-Hill.
9. Lee Dyre, Felician Foltman and Gorge Milkovice, (1984) Contemporary Employment Stabilization practices, in *Industrial Relation and Human Resource Management Text, reading and cases* ed. T.A Barooci, Bosoton: Little, Brown.
10. Robert E, Allen and Timothy J. Keaveny,(19983) *Contemporary Labor Relations Reading*, Mass: Addison Wesley Publishing.
11. Thomas, A, Kochan, Harry Katz.(1986) *The Transformation of American Industrial Relations*, New York: Basic Books.
12. Malik, P.L(1996) *Industrial Law*. 7th.ed. Lucknow: Eastern Book Co.

409 EFFECTIVE COMMUNICATION

This course examines administrative communication dealing with all forms of communication oral and written actual or implied which are related to organizational hierarchy. The course deals with communication skills within an administrative context. Through written and oral communication exercises, the course aims to make students capable of creating effective communication network in an organization and to train in effective presentation of facts and information.

Chapter - 1.

- 1.1 Foundation of Organizational Communication.
- 1.2 Understanding Organizational Communication.

Chapter – 2

- 2.1 Communicating in a Diverse Global Workplace.
- 2.2 Organizational Culture & Communication.
- 2.3 Communication Process in Organization.
- 2.4 Communicating with Technology.

Chapter – 3.

- 3.1 The Building Blocks of Effective Messages.
- 3.2 Organizational Communication, Management & Success Building Goodwill.
- 3.3 Adapting your Message to Your Audience.
- 3.4 Making you writing easy to read.
- 3.5 Effective strategies for planning, composing & Revising Designing.
- 3.6 Documents, Slides of Screens.

Chapter – 4.

- 4.1 The Writing Process.
- 4.2 Planning Audience.

- 4.3 Centered Messages.
- 4.4 Organizing & Composing Audience.
- 4.5 Centered Messages.
- 4.6 Revising Audience.
- 4.7 Centered Messages.

Chapter – 5.

- 5.1 Letters, Memos, E-mail and other brief messages.
- 5.2 Writing Routine Good news & Good will Messages.
- 5.3 Writing Bad news Messages.
- 5.4 Writing Persuasive Messages.

Chapter – 6.

- 6.1 Information and Technology.
- 6.2 Communicating Information through the Internet and other Technologies.
- 6.3 Finding, Evaluating and Processing Information.

BOOKS RECOMMENDED:

- 1. Murphy & Peck *Effective Business Communication*
- 2. Burnett & Dollar, *Business English: A communications approach.*
- 3. Gibson, Ivancevich & Doneely, *Organization Behavior, Structure, Process*
- 4. Koontz & O'Donnell, *Management.*

410 TOOLS OF ELECTRONIC COMMERCE

The course enables the students to know the concept of E-Commerce, the nature of virtual market space, and the use of Internet in business. It elaborated the various E-Commerce models that a company can embrace, the important security issues and the processes involved in E-Commerce.

- 1. Introduction to Electronic Commerce
- 2. E - Commerce standard
- 3. E - Commerce Terminology
- 4. The advantaged of Internet for business.
- 5. Security issues in E - Commerce
- 6. Electronic Communication
- 7. E - Commerce Banking
- 8. Electronic Payment Systems
- 9. E-Commerce Retailing
- 10. E-Commerce and Online Publishing
- 11. Intranets and Supply - Chain Management
- 12. Intranets and Customer Asset Management
- 13. Intranets and Manufacturing
- 14. Intranets and Corporate Finance
- 15. Cyber Marketing

TEXTBOOKS:

1. Sid L Huff, Scott Schneberger, *Case In Electronic Commerce*, WCB/McGraw Hill.
2. Ravi Kalakot & Andrew B.Wilston, *Electronic Commerce*, WCB/McGraw Hill.

SEMESTER V**501 PUBLIC ADMINISTRATION AND SOCIETY:**

- 1.1 The Discipline of Public Administration
- 1.2 The issues of Public Administration
- 1.3 E-Commerce: Concept and theories
- 1.4 Model of Good Governance
- 1.5 Public Policy Making
- 1.6 Public Administration and Law
- 1.7 Functional Expertise of Public Administration
- 1.8 Bureaucracy and Governance
- 1.9 Local Government
- 1.10 Ecology of Public Administration
- 1.11 Financial Administration
- 1.12 Public Administration and Good Governance
- 1.13 International Public Administration

BOOKS RECOMMENDED:

1. Caiden, Gerald. E, *Public Administration*, 1982
2. Caro, R, *The Power Broke*, New York: Knopf, 1975
3. David H. Rosenbloom, *Public Administration-Understanding Management*,
4. *Politics and Law in the Public Sector*, 2nd Edition
5. Denhardt, R., *Public Administration*, Belmont, CA: Wadsworth, 1995
6. Denhardt, R., *The Pursuit of Significance*, Belmont, CA: Wadsworth, 1993
7. Dilulio, J., Garvery, G., & Kettl. D., *Improving Government Performance*,
8. Washington, D.C.: *The Booking Institution*, 1993
9. Felix A. Negro, Lloyd G. Negro, *Modern Public Administration*, 7th Edition
10. Harmon, Michael M. & Mayer. Richard T, *Organization Theory for Public*
11. *Administration*, Little, Brown and Company, 1986
12. Nicolas Henry, *Public Administration and Public Affairs*, 6th Edition

13. Shafritz, J. and Hyde, A., *Classics of Public Administration*, Pacific Grove:
14. Brooks-Cole, 1987
15. Candler, r. & Plano,J., *Public Administration Dictionary*,New York: wiley,1983
16. Obsourne,D.& Gaebler,I, *Reinventing Government*, Reading, MA: Addison Wesley,1992
17. Wilson, J.Q., *Bureaucracy*, Scanton, PA: Basic Books, 1989

502. QUANTITATIVE TECHNIQUES FOR MANAGEMENT

The course is structured upon theoretical corpus of inferential statistics. The main objective of the course is to provide students with clear understanding of application of statistical inference in business management situations. The use of appropriate software is part of the course. The course prepare students for further work in quantitative business analysis.

- 1. PROBABILITY**
 - Basic concepts.
 - Types and Rules.
 - Conditional Probabilities.
- 2. MATHEMATICAL EXPECTATION**
 - Expected value.
 - Expected monetary value.
 - Decision criterion utility & Expected Utility.
- 3. PROBABILITY DISTRIBUTION**
 - Basic concept.
 - Types of Probability Distribution.
 - Random variables
 - The Binomial Distribution.
 - The Poisson Distribution.
 - The Normal Distribution.
 - Distribution of Continuous Random Variable.
 - Sample Regression and Correlation.
- 4. SAMPLING**
 - Sampling and its various types.
 - The Sampling Distribution of the Mean.
 - Population and Sampling Distribution of the Mean.
 - Population and Sampling Standard Deviation.
 - Relationship between Sample Size & Standard Error.

5. **ESTIMATION**
 - Basic concepts: Point Estimates & Interval Estimates.
 - Confidence Interval and Interval Estimates.
 - Interval Estimated of the Population Mean from Large Samples.
 - Interval Estimated using Distribution.
 - Determination of the Sample Size in Estimation.

6. **TESTING OF HYPOTHESIS**
 - Statement of Hypothesis.
 - Type I and Type II Errors.
 - The level of Significance.
 - Hypothesis testing procedure.
 - ❑ Mean-Large Sample with Population-Standard Deviation Known.
 - ❑ Proportions-Large Samples.
 - ❑ Means under different conditions.
 - ❑ For differences between Means and Proportions.

7. **CHI-SQUARE TEST**
 - Chi-square as a test of Independence.
 - Chi-square as a test of Goodness of fit.

8. **ANALYSIS OF VARIANCE**
 - Function of analysis of Variance.
 - Basic concepts of analysis of Variance.
 - Calculus of the Variance among the sample Means.
 - Calculus of the Variance within the Samples.
 - The F Distribution and the F Hypothesis test.
 - Inference about a population Variances.
 - Inference about two population Variances.
 - Two Way Analysis of Variance: The Two Way ANOVA Model
 - The Hypothesis Tests in Two Way ANOVA.

9. **MULTI - VARIATE ANALYSIS**
 - Introduction: The Multivariate Normal Distrubution.
 - Evaluating Probabilities.
 - Sample Estimates.
 - The Sample Distribution of the Sample Centroids.
 - Hypothesis tests about the population Centroids.
 - The Shape and the Orientation of Bivariate Normal Density.
 - Multivariate Analysis of Variance (MANOVA).
 - Discriminate Analysis.

BOOKS RECOMMENDED:

1. Levin I. Richard., *Statistics for Management*, 4th ed, Englewood Cliffs, New Jersey, Prentice Hall International, 1987.
2. Starr K. Martian & Sobal Gross Marion, *Statistics for Business and Economics*, 1st Ed. New York, McGraw Hill, International, 1983.
3. Off Lyman & Hildebrad K. David, *Statistical thinking for Managers* Boston, Massachusetts, Duxbury Press, 1982.
4. Les Oakshott, *Essential Quantitative Methods for Business and Finance*, Macmillan.

503 PRINCIPLES OF MANAGEMENT

The course is designed to develop an understanding of the basic concept and nature management. The major emphasis is on explanation of management process. The course develops an insight in the managerial functions in modern organizations. The course to prepare the students to meet the challenges created by the globalization of management

AN OVERVIEW

- Management: Definitions, concepts and process.
- Managerial levels, roles and skills.
- The evolution of management thought.
- The changing environment of management.
- Management's ethical and social responsibilities.

ORGANIZATION GOALS

- The natures of organizational goals.
- Effective goal setting.
- Barriers to effective goal setting.
- Management by objectives.

PLANNING

- The nature, purpose and process.
- The hierarchy and types of organization's plans.
- Strategic planning: Environment analysis, SWOT analysis, corporate, business and functional strategies.
- Operational planning tools: Flow charts, the gantt charts, the load charts, the PERT, and the logical framework.
- Effective planning: Barriers and overcoming them.

DECISION MAKING AND PROBLEM SOLVING

- The nature of decision-making.
- The rational decision making model.
- Alternative to rational decision making model.
- Decision making styles.
- Committee and group aided decision making.

LEADERSHIP

- The nature of leadership.
- Leadership theories.
- Leadership styles.
- Leadership skills.

MOTIVATION

- Meaning and concept.
- Primary and secondary motives.
- Motivation theories.

ELEMENTS OF CONTROLLING

- An overview of control.
- The basic control process.
- The critical control points and standards.
- The control system.
- Effective control system requirements.
- Resistance to control.
- Control strategy choice.
- Direct versus preventive control.
- Methods of control.

BOOKS RECOMMENDED:

1. Ricky W. Griffin, *Management*, Houghton Mifflin Company.
2. Harold Knootz & Heins Wehrich, *Management*, McGraw Hill.
3. Morehead, *Organization Behavior (Theory & Practice)*, Houghton Mifflin.
4. *Principle & Practice of Management*: Terry.
5. Drucker, P.F, *The Practice of Management*.
6. Stephen P. Robbins and Mary Coulter, *Management*, Prentice Hall.
7. Judith R. Gordon, *Organizational Behavior*, Prentice Hall.
8. Davis and Newstrom, *Human Behavior at Work: Organizational Behavior*, McGraw Hill.
9. Robert Kreitner & Angelo Kinicki, *Organizational Behavior*, IRWIN.

504 COMPUTER APPLICATIONS:

This course covers the introduction, concept of computer hardware, software operating systems and application packages of MS-Office. The main objective of this course is to teach computing concepts to students as end-users, to emphasize that why computers are such an integral part of organization today. Our approach is to strike a proper balance between the WHY and the HOW of computer use.

In order to introduce students to hands-on computer use, some practical assignments are also included in course.

1. **Introduction:**
 - 1.1 Brief history of computer and its application
 - 1.2 Major components of a computer
 - 1.3 Computer and society
 - 1.4 The social impact of computer age
 - 1.5 Legal and moral aspects of using Internet

2. Windows-2000:
 - 2.1 Introduction and concept of Operating Systems
 - 2.2 Functions
 - 2.3 Accessories

3. MS-Word:

Introduction to Word Processing, inserting, deleting text, save and exit file, open and close file and paste text. Find and replace contents, bold, underline, italic, font and font size, paragraph setting, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

4. MS-Excel:

Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut, copy and paste the data, formatting cell, column, bold, italic, underline, font and font size, borders, Formula writing, print preview and print, insert: cell, row, column, pictures, fill and filter data, generating charts, spell checker, find and replace.

5. MS-Power Point:

Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions, preparing handouts and slides for display.

6. MS-Access:

Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

BOOKS RECOMMENDED:

1. Peter Nortons ,(1993) *Introduction to Computers*, N. Y.: McGraw Hills
2. Printed Material & Hand Outs

505 FINANCIAL ACCOUNTING:

The course is designed to equip the students with financial accounting methods and techniques. The major emphasis is on partnership and corporate accounts. The course provided a working background to the preparation of a corporate financial statements.

- 8.1 Conceptual Framework of Accounting:
- a) Accounting as an information system
 - b) GAAP and Financial Accounting “ Accounting Conversions”
 - c) Characteristics of accounting information System
 - Relevance and Reliability
 - Comparability and Consistency
 - d) Recognition criteria & accrual basis accounting: Revenue & Expenses
 - e) Measurement criteria: Historical Costs
 - f) Assumptions: Business entity, unit of measure; Accounting period
 - g) Implementation principles: Cost principle. Going concern. Objective evidence. Revenue principle. Matching principle. Materiality. Full-disclosure principle. The conservation concept. The realization concept.
- 8.2 Inventory Valuation:
- a) Inventory recording methods under periodic & perpetual inventory systems
 - b) Inventory valuation methods: LIFO, FIFO, Average cost, LCM & Specific cost identification method
 - c) Estimation of ending inventory: Retail method & Gross margin method, Negotiable Investments
- 8.3 Bill of Exchanging and Promissory Notes:
- a) Bill of exchange & its types
 - b) Distinction between promissory note and bill of exchange
 - c) Discounting of bills of exchange and promissory notes
 - d) Dishonor, renewal, retiring and accommodation of bill/promissory notes
- 8.4 Capital Revenue and Expenditures and Receipts:
- a) Rules for determining capital expenditures and revenue expenditures
 - b) Deferred revenue expenditures
 - c) Capital revenue receipts
 - d) Capital revenue profit
 - e) Capital revenue losses

- 8.5 Depreciation Policies & Procedures:
- a) International accounting standards regarding depreciation “Income Tax Rules about depreciation”
 - b) Methods of depreciation: Sinking fund method. Insurance policy method. Annuity method. Group method & Composite method
 - c) Revision of depreciation
 - d) Depreciation & Replacement
- 8.6 Accounting for Partnership:
- a) Accounting treatment
 - b) Appropriation of profit & Loss
 - c) Valuation of goodwill & treatment
 - d) Admission of new partner
 - e) Retirement of partner
 - f) Death of partner
 - g) Dissolution of the firm
 - h) Amalgamation of firms and conversion/Sale to company
 - i) Accounting for Corporation:
(According to statutory provisions and International Accounting Standard)
- 8.7 Formation of corporation and Accounting Treatment
- a) Issuance of stocks and Accounting Treatment
 - b) Treasury stock: Recording and reporting. Retirement
 - c) Stocks Splits and Accounting Treatment
 - d) Dividends. Retained earnings appropriations and restrictions & Various reserves
 - e) Issuance of bonus and right shares
 - f) Issuance & redemption of bonus/debentures
- 8.8 Financial Statements:
(In the light of legal provisions & accounting standards)
- a) Department of Balance Sheet and accounting provisions
 - b) Department of Income statement and Accounting Treatment
 - c) Department of Fund flow statements

BOOKS RECOMMENDED:

1. Mukerjee & Hanif, *Modern Accounting*; Vol.I, Tata McGraw Hill.
2. Meigs, Williams;Haka & Bettner, *Accounting: The Basis for Business Decision*, McGraw Hill
3. Frank Wood, *Business Accounting*, Pitman Publishing, London
4. *International Accounting Standards*

506. ECONOMIC ANALYSIS:

Course Description:

This course focuses on introducing the discipline of economics and to provide a basic understanding of how economics function. Economic theory with real-world applications to impart the knowledge of operational economics in the students.

Course Outline:

- The Scope and Method of Economics
- The Economic Problem: Scarcity and Choice
- Demand, Supply and Market Equilibrium
- The Price System, Supply, Demand and Elasticity
- Household Behavior and Consumer Choice
- Indifference Curves
- The Behavior of Profit-Maximizing Firms and the Production Process
- Short-Run Costs and Output Decisions
- Costs and Output Decisions in the Long Run
- Input Demand: The Labor and Land Markets
- The Capital market & The Investment Decisions
- General Equilibrium and the Efficiency of Perfect Competition
- Monopolistic Competition and Oligopoly
- Antitrust and Regulation
- Externalities, Public Goods, Imperfect Information and Social Choice
- Income Distribution and Poverty
- Public Finance
- The Economics of Labor Markets and Labor Unions
- Current topics in Applied Microeconomics
- Introduction to Macroeconomics
- Measuring National Output and National Income
- Macroeconomics Problems
- Aggregate Expenditure and Equilibrium Output
- The Government of Fiscal Policy
- Money Demand, the Equilibrium Interest Rate and Monetary Policy
- Money, the Interest Rate and National Income: Analysis and Policy
- Aggregate Demand, Aggregate Supply and Inflation
- The Labor Market, Unemployment and Inflation
- Household and Firm Behavior in the Macroeconomy
- Debates in Macroeconomics
- Economic Growth and Productivity
- International Trade, Comparative Advantage and Protectionism
- The Balance of Payments and Exchange Rates
- Economic Growth in Developing Nations
- Economies in Transition and Alternative Economic Systems

SEMESTER-VI

507 HUMAN RESOURCE MANAGEMENT

The modern business and not-for-profit organizations demand high caliber of human resource eiders and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to given an overview of current ideas and issues in Human resource development. The core objective of the course is to provide students with clear thinking and understanding of how to plan, recruit, train, develop, appraise, compensate and lead human resource.

1. **INTRODUCTION**
 - Concepts of human resource management
 - Human Resource Challenges
 - Human Resource Functions
 - Philosophical approaches to Human Resource Management
2. **JOB DESIGN AND ANALYSIS**
 - An overview of Job design
 - Techniques of job design
 - Job analysis
 - Collection of job information
 - Applications of job analysis information
3. **HUMAN RESOURCES PLANNING & RECRUITMENT**
 - Significance of Human Resource Planning
 - The planning process
 - The implementation of program
 - Recruitment & selection policy issues
 - Source of recruitment
 - Selection process & procedure
 - Evaluation of Human resource Planning & Recruitment
4. **CAREER PLANNING & DEVELOPMENT**
 - Promotion
 - Anchorisom
 - Demotion
 - Separation
5. **TRAINING AND DEVELOPMENT**
 - Significance of training & development
 - Principles of training & development
 - Training & development methods
 - Evaluation of training & development

6. **MOTIVATION AND REWARD SYSTEM**
 - Concept of motivation
 - Reward systems
 - Motivation through job design
 - Motivation through employee participation
 - Other motivation techniques

7. **PERFORMANCE APPRAISAL**
 - Appraisal: Definition and applications
 - Basic consideration in appraisal
 - Appraisal methods
 - Legal issues for appraisal
 - Appraisal challenges

8. **COMPENSATION AND SERVICES**
 - Objectives/Rationale of Financial compensation
 - Challenges affecting compensation
 - Wage criteria
 - Policy and principles
 - Job evaluation and its system
 - Compensation for administrators & professionals
 - Financial benefits and other services

9. **DISCIPLINE**
 - Concepts of discipline
 - Preventive & corrective discipline
 - Negative & positive approach
 - Administration of disciplinary action
 - Grievance handling.

BOOKS RECOMMENDED:

1. William B. Werther & Keith Davis *Human Resource & Personnel*, McGraw Hill.
2. Bernardin & Russell, *Human Resource Management 2nd Edition*. McGraw Hill.
3. Fred Luthans, *Organizational Behavior. 8th Edition*, McGraw Hill.
4. Robert Kreitner & Angelokinicki, *Organizational Behavior 2nd Edition*, IRWIN.

508 FINANCIAL ADMINISTRATION:

Course Description:

This is an introductory course in finance that aims to highlight the importance of “money dimension” of decision making. Students, therefore, through this course shall be taught theory and practices of financial management so that they could conveniently “manage” the complexities of financial side of decision making.

Course Outlines:

- Introduction to principles of finance
- Finance and Financial System (with special focus on financial environment of Pakistan economy).
- Financial Planning and Financial Analysis
- Risk, Return fundamentals
- Time value of money concept
- Application of present value techniques in valuation models for bonds and stocks
- Working capital and short term financing
- Cost of capital
- Operating and financial leverage
- Basics of capital structure theory
- Long term finance decisions
- Capital budgeting techniques
- Introduction to risk management

BOOKS RECOMMENDED:

1. Lawrence J. Gitman, *Principles of Managerial Finance*, 8th edition
2. Brigham and Gapenski, *Fundamental of Financial Management*, 9th edition
3. ZVI Bodie and Robert C. Merton, *Finance*
4. Kneown, Martin, Petty, Scott, *Foundation of Finance*, 3rd edition
5. *Economic Survey of Pakistan*
6. *Business Recorder*

509 PUBLIC ADMINISTRATION IN PAKISTAN

A. OBJECTIVES

The main purpose of this course to acquaint the students with the administrative structure of Pakistan and the contemporary issues and problems being faced to day. They must also be equipped with the knowledge of means to overcome these obstacles.

B. CONTENTS

1. Administrative Structure in Pakistan
2. Administrative Reforms in Pakistan

3. Role of District Administration
4. Judiciary and the Executives
5. Criminal Justice Administration
6. Institution of Ombudsman
7. Public Service Accountability
8. Corruption in Public Administration
9. Administrative delay.

BOOKS RECOMMENDED:

1. Khan J.R., *Government and Administration in Pakistan*, Islamabad 1987
2. Kreesberg, M., *Public Administration in Developing Countries*, Washington, 1960.
3. Ahmed, Munir, *Civil Service in Pakistan*, Karachi: 1964
4. Ahmed, Mumtaz, i, Karachi: NIPA, 1974.
5. Kennedy, Charles, *Bureaucracy in Pakistan*, Karachi: Oxford University Press, 1987.
6. Lioyal, Philip, *Services Administration by Local Authorities*, Cambridge, ICOSA, 1985.

510 RESEARCH METHODS AND TECHNIQUES:

A. OBJECTIVES:

This course explores tools and techniques of social research methodology. It also describes how to assemble, analyze and interpret the data. The course is designed to familiarize the student with a variety of research methods so that he can choose method(s) most appropriate for a given area of exploration. The objective of the course is to train students in conducting research on different socio-economic problems and in writing report.

B. CONTENTS:

- I. Nature of Social Research.
- II. Types of Research.
- III. Phases of research: Theory, fact, concept.
- IV. Formulation and statement of problem.
- V. Formulation and testing hypothesis.
- VI. Measurement Scale.
- VII. Research Designs.
- VIII. Sampling Theory.
- IX. Data Collection techniques: observation, I interview, questionnaire.
- X. Research Report: Index, References & Bibliography.

BOOKS RECOMMENDED:

1. Seltiz and Jahoda, Research Methods in Social Research Relations.
2. Keringler, Foundations of Behavioural Research.
3. Muhammad Iqbal Saif, The Basics of Research Process.
4. Good and Hatt, Methods in Social Research.
5. Shurter, Williams & Broke, Business Research and Report Writing.
6. Hubell G.S. Writing Term Papers and Report.
7. Murphy, Effective Business Communication.
8. Pauling V. Young, Scientific Social Surveys and Research.
9. Bernard S. Phillips, Social Research: Strategy and Tactics.
10. Festinger & Katz, Research Methods in Behavioural Sciences.
11. Khan, Matin A., Research Methodology for Business and social Problems, Islamabad: University Grants Commission,

511. MARKETING MANAGEMENT

Course Description:

The aim of this course is to:

- Provide an insight into the discourse of marketing and marketing management
- Distinguish between marketing in theory and marketing in practice
- Focus on the key marketing activities of market analysis and marketing communications
- Demonstrate how marketing theory can be applied to case analysis.

Course Outlines:

- Marketing in the 21st Century
- Building Customer Satisfaction, Value and Retention
- Winning Markets: Market Oriented Strategic Planning
- Gathering Information and Measuring Market Demand
- Scanning the Marketing Environment
- Analyzing Customer Markets and Buyer Behavior
- Analyzing Business Markets and Business Buying Behavior
- Dealing with Competition
- Identifying Market Segments and Selecting Target Markets
- Positioning the Market Offering Through the Product Life Cycle
- Developing new Products
- Designing Global Market Offering
- Managing Product Lines and Brands
- Designing and Managing Services
- Designing Pricing Strategies and Programs
- Managing Marketing Channels
- Managing Relating, Wholesaling and Marketing Logistics
- Managing Integrated Marketing Communications
- Managing Advertising, Sales Promotion, Public Relations
- Managing the Sales Force

- Managing Direct and On-Line Marketing
- Managing the Total Marketing Efforts

BOOKS RECOMMENDED:

1. Philip Kotler, *Marketing Management*, The Millenium Edition, Prentice Hall, 2000
2. Philip Kotler and Gary Armstrong, *Principles of Marketing*, 9th ed. Prentice Hall 2001
3. William J. Stanton, Micheal J. Etzel and Bruce J. Walker, *Fundamentals of Marketing*, 10th ed. McGraw Hill, 1994

512. MANAGEMENT SKILL-A

Workshops and Seminars

**CURRICULUM
FOR
MASTER IN PUBLIC ADMINISTRATION
ONE YEAR PROGRAM**

Semester-I

- 601. Organizational Design and Behavior
- 602. Comparative Public Administration
- 603. Specialization-I
- 604. Specialization-II
- 605. Management Skills-B
- 701. Thesis-I

Semester-II

- 606. Public Policy Analysis
- 607. Muslim Administration
- 608. Specialization-III
- 609. Specialization-IV
- 610. Management Skills-C
- 702. Thesis-II

SEMESTER-I

601 ORGANIZATIONAL DESIGN & BEHAVIOR:

- 10.1 Organization and its environment
- 10.2 Organizational Design
- 10.3 Factors affecting Organizational Design
- 10.4 Forms of Organizational modification
- 10.5 Organizational Culture
- 10.6 Leadership
- 10.7 Innovation and Creativity
- 10.8 Conflict Management
- 10.9 Organizations of Future

BOOKS RECOMMENDED:

- 1. Greenburg. J & Baron,R.A,Behaviour in Organizations, 6th Edition, 1997
- 2. Newstron,J.W& Davis,K, Organizational Behaviour, 10th Edition, 1997
- 3. Scher Mer Bom, J.r & Hunt,J.G, Managing Organizational Behaviour, 5th Edition, 1994
- 4. Robbins,S.P., Oranizatioal Behaviour, *th Edition, 1998
- 5. Daft Organizational Design

602. COMPARATIVE PUBLIC ADMINISTRATION.

The aims of the course are to compare and contrast the administrative structures and processes of developed and developing political systems including Pakistan and to examine the various conceptual frameworks relevant to the comparison of those structures and processes. This course will necessarily explore the particular difficulties that administrative systems face in their response to contemporary demands made upon them. Students should be able to appreciate and to analyze the administrative problems of developing societies at cross-cultural levels.

CONTENTS

1. Comparative Public Administration; Evolution, Significance and Scope.
2. Approaches to the study of comparative Public Administration Weber, F.W. Riggs and Crozier.
3. Administrative system: Developed administrative systems (USA & UK), Developing administrative systems (Pakistan and India).
4. Development Administration: Basic Concepts (Weidner).
5. Nation Building and Institution Building in Developing Countries.
6. Bureaucracy and Development: An over-view.

BOOKS RECOMMENDED:

1. William Siffins, Toward a Comparative Study of Public Administration.
2. Forrel Heady, Public Administration: A Comparative Perspective
3. Frank Marini, News Public Administration.
4. F.W. Riggs, Frontiers of Development Administration
5. F.W. Riggs, Administration in Developing Countries
6. E.W. Weidner, Development Administration in Asia
7. J.D. Montgomery , Approaches to Development: & W.J. Siffins, Politics, Administration & Change.
8. G.A. Almond, Comparative Politics: A Development Approach & G.B. Powell
9. Almond & Coleman, The Politics of Developing Areas
10. George. F. Gant, Development Administration: Concepts, Goals & Methods.
11. Milton J. Esman, Institution Building
12. United Nation , Development Administration: Approaches & Trends in Public Administration for National.

- 603 Specialization-I**
604 Specialization-II
605 Management Skills-B
701. Thesis-I

SEMESTER-II

606 PUBLIC POLICY ANALYSIS

A. OBJECTIVES

This course deals with the theory and practice of public policy. Special attention is devoted to the use of rational approach to public policy including the use of policy science, and modern management technology. This broad objective, aims to achieve understanding of the nature and significance of policymaking and the working process in modern government.

B. CONTENTS

- I. Nature and scope, Policy Analysis: Basic Concepts.
- II. Models of Public Policy Analysis: System theory, Elite theory, Group theory. Institutional theory, Incremental theory.
- III. Policy Formation: Structure and Process of Public Policy making.
- IV. The impact of external influences on policy making.
- V. Public Policy and Pressure Groups.
- VI. Development Planning and Policy makers.
- VII. Implementation and evaluation of public policies: Theoretical framework.
- VIII. Role of foreign aid in economic development.

BOOKS RECOMMENDED

1. William-N-Dunn, Public Policy Analysis.
2. Hassan Habib & Wajid Ali, Public Policy.
3. Thomas-R-Dye, Understanding Public Policy.
4. Rogene-A-Buchhalz. Essential Public Policy for Management.
5. Peter well, Public Policy.
6. Charles Lindblon, Policy Making Process.
7. Harold Stein, Public Administration & Public Policy.
8. Harold Lasewell, Review Policy Science.
9. Daniel Lenner & H.A. Lasewell, The Policy Science.
10. Graig Liskie & Others, Comparative Public Policy: Issues Theories and Methods.
11. Benial Jalan, Essays in Development Policy.
12. Bucholz, Rogene A., Essential of Public Policy for Management.
13. Dyes Thomas R., Understanding Public Policy, (New Jersey: Prentice-Hall, 1985).
14. Dubnick, Melvin J., and Barbara A. Bardes, Thinking about Public Policy: A Problem Solving Approach.
15. Pollitt, Christopher, et al, Public Policy in theory and Practice, (Kent, UK: Open University Press, 1985).

607 MUSLIM ADMINISTRATION:

A. Objectives:

1. To Revive Islamic Learning
2. To prepare the students for a critical adoption of Public Administration principles and practices which were in vogue during the ascendancy of Muslim Civilization
3. To reflect popular perceptions of Muslim Administration in the curriculum of Public Administration
4. To make the discipline of public movement consistent with imperative of freedom
5. To create sensitivity among the students on contemporary administrative controversies and provide an empirical academic frame work for resolving the problems of today
6. To provide an integrated view of Ummah in the context of institution building

B. Introduction to Islamic Administration

Arabian States before Islam.

Ideological basis of Muslim Administration

Accountability

- Shura
- Justice
- Equity
- Welfare

C. Institutional Structure During Nabuwat:

1. Towards Administration (Hijrat Construction of Mosque, Convent of Brotherhood and Contrat with Jews)
2. Central Government
 - i) Shura
 - ii) Secretariat
 - iii) Law Enforcement
3. Regional/Provincial Administration
 - i) Alwali
 - ii) Al-Amil
 - iii) Al Qadhi

D. Administration during Pious Caliphate:

1. Administrative Development under Pious Khelifat Particularly of Hazrat Umar
2. Khalifa
3. Central Administration
 - i) Shura
 - ii) Revenue Administration
 - iii) Al-Qadhi
 - iv) Police Prison

4. Provincial Administration
 - i) Wali
 - ii) Qadhi
 - iii) Katib-u-Diwan
 - iv) Sahibul Baitulmal
 5. District Administration
 - i) Aamil
 - ii) Qadhi
- E. Moghul Administration:**
1. The Monarch
 2. The Central Government
 3. The Mansabdari System
 4. Justice, Hisbah and Police
 5. Provincial and Local Government
- F. Reviving and Enforcing Islamic Administration, The Pak Experience:**
- i) The Objective Resolution
 - ii) Islamic Provisions of Basic Principles Committee
 - iii) Islamic Provisions of Constitutions of Pakistan 1956,1962,1973
- G. The Dynamic of an Islamic Model:**
- i) The Islamic Administrative Model-Some Prerequisite
 - ii) Basic Elements and Relationship
 - iii) Shura
 - iv) Islamic Model and other Public Administration Models. A comparison
 - v) Some Unique aspects of Islamic Model

BOOKS RECOMMENDED:

1. Alburacy Muhammad A. Administrative Development an Islamic Perspective, KP.L. London 1985
2. Hussain Shah, Arab Administration. Sheikh M. Ashraf Publishers, Lahore
3. Ansari M. Fazal ur Rehman, The Quranic Foundation and Structure of Muslim Society, Darul Ihsan, Karachi, 1994
4. Qureshi Ishtiaq Hussain, The Administration of Mogul Empire, Low Price Publications, Delhi, 1990
5. Iqbal Zafar, Islamization of Pakistan, Vanguard, Lahore 1986
6. Hassan Dr. S. Farooq. The Islamic Republic : Politics, Law and Economy, Aziz Publication Lahore, 1984

7. Sherwani, H.K.S. Studies in Muslim Political Thoughts and Administration, Lahore 1963
8. Maudoodi Abul Ala, Islamic State and Constitution, Islamic Publication, Lahore, 1983
9. Allama Iqbal, Reconstruction of Religious Thoughts in Islam
10. Ahmad Manzooruddin, Islamic Political System in the Modern age: Theory and Practice, Saad Publications, Karachi, 1983
11. Epsoito, John L. (ed) Islam and Development: Relation and Socio Political Change, Syracuse 11980
12. Ilays Ahmad, Sovereignty-Modern and Islamic: Allies Book Corporation, Karachi
13. Donohue J, John A. and Esposito L. John (eds) Islam in Transition: Muslim Perspectives, New York 1982
14. Allama Iqbal, Development Administration

- 608 Specialization-III**
609 Specialization-IV
610 Management Skills-C
702. Thesis-II

**CURRICULUM OF
MASTER IN PUBLIC ADMINISTRATION
TWO YEARS PROGRAM**

MASTER OF PUBLIC ADMINISTRATION (MPA) TWO-YEAR PROGRAM

CORE COURSES:

1. Public Administration & Society
2. Economic Analysis
3. Research Methods & Techniques
4. Human Resources Management
5. Quantitative Techniques for Management
6. Public Policy Analysis
7. Local Governance
8. Financial Accounting
9. Organizational Design & Behavior
10. Principles of Management
11. Comparative Administration/International Public Administration
12. Financial Administration

ELECTIVE COURSES:

1. Management Information Systems
2. Development Administration
3. Project Management
4. Business Finance
5. Managerial Economics
6. Management Science
7. International Business
8. Taxation Management
9. Legal Dimensions of Public Administration
10. Quality Management
11. Health Administration
12. Labor Administration
13. Strategic Management
14. Seminar in Public Management
15. Gender Management
16. Computer Applications to Management

C. FIELDS OF SPECIALIZATION:

1. Marketing Management
 - 1.1 Marketing Management.
 - 1.2 Consumer Behavior and Marketing Research
 - 1.3 International Marketing
 - 1.4 Advertising and Sales Promotion
 - 1.5 Seminar in Marketing
 - 1.6 Services Marketing
 - 1.7 Social Marketing

2. Management Information System (MIS)
 - 2.1 System Analysis and Design.
 - 2.2 Data Based Management systems.
 - 2.3 GIS (Geographical Information Systems)
 - 2.4 E-Governance
 - 2.5 Telecommunication and Networks
 - 2.6 Decision support and artificial intelligence

3. Financial Management
 - 3.1 Financial Management.
 - 3.2 Investment Management
 - 3.3 International Finance
 - 3.4 Management of Financial Institutions
 - 3.5 Credit Management
 - 3.6 Micro Finance
 - 3.7 Financial Information System

4. Development Management
 - 4.1 Community and Rural Development
 - 4.2 Urban Planning and Development
 - 4.3 Environmental Management.
 - 4.4 Development Planning and Implementation
 - 4.5 Qualitative Research
 - 4.6 Sustainable Development
 - 4.7 Human Rights

5. Public Administration and Law
 - 5.1 Administrative Law
 - 5.2 Constitutional Law.
 - 5.3 International Law
 - 5.4 Judicial Administration

- 5.5 Human Rights
- 5.6 Labour Laws
- 5.7 Custom and Revenue Law
- 5.8 Corporate and Taxation Law

- 6. Human Resource Management (HRM)
 - 6.1 International Human Resource Management
 - 6.2 Human Resource Development
 - 6.3 Industrial relations and labour laws
 - 6.4 Performance and compensation Management
 - 6.5 Human Resource and Information Systems (HRIS)
 - 6.6 Public Relation

- 7. Health Administration:
 - 7.1 Financial Management in Health care Management
 - 7.2 Health Policy and Planning
 - 7.3 Epidemiology and bio-statistics
 - 7.4 Health care Marketing
 - 7.5 Health Information System
 - 7.6 Hospital Management

- 8. Environmental Management:
 - 8.1 Introduction to Environmental Sciences
 - 8.2 Environmental Policy and Environmental impact assessment
 - 8.3 Sustainable Development
 - 8.4 Institutional context of Environmental Management
 - 8.5 Environmental Laws
 - 8.6 Solid Waste Management
 - 8.7 Geographical Information System (GIS)
 - 8.8 Natural Resource Management

- 9. Quality Assurance and Management:
 - 9.1 Principles of Quality Management
 - 9.2 International Quality Standards
 - 9.3 Production and Operations Management
 - 9.4 Brand Quality Management
 - 9.5 Service Quality Management

ALLOCATION OF COURSES MASTER IN PUBLIC ADMINISTRATION

Semester I

- 501. Public Administration and Society
- 502. Quantitative Techniques for Management
- 503. Principles of Management
- 504. Computer Application
- 505. Financial Accounting
- 506. Economic Analysis

Semester II

- 507. Human Resources Management
- 508. Financial Administration
- 509. Public Administration in Pakistan
- 510. Research Methods and Techniques
- 511. Marketing Management
- 512. Management Skills-A

Semester III

- 601. Organizational Design & Behavior
- 602. Comparative Public Administration
- 603. Specialization I
- 604. Specialization II
- 605. Management Skills-B
- 701. Thesis-1

Semester IV

- 606. Public Policy Analysis
- 607. Muslim Administration/directed Research/Elective-II
- 608. Specialization III
- 609. Specialization IV
- 610. Management Skills-C
- 702. Thesis-II

SEMESTER I

501 **PUBLIC ADMINISTRATION AND SOCIETY:**

The Discipline of Public Administration
The issues of Public Administration
E-Commerce: Concept and theories
Model of Good Governance
Public Policy Making
Public Administration and Law
Functional Expertise of Public Administration
Bureaucracy and Governance
Local Government
Ecology of Public Administration
Financial Administration
Public Administration and Good Governance
International Public Administration

BOOKS RECOMMENDED:

1. Caiden, Gerald. E, Public Administration, 1982
2. Caro, R, The Power Broek, New York: Knopf, 1975
3. David H. Rosenbloom, Public Administration-Understanding Management, Politics and Law in the Public Sector, 2nd Edition
4. Denhardt, R., Public Administration, Belmont, CA: Wadsworth, 1995
5. Denhardt, R., The Pursuit of Significance, Belmont, CA: Wadsworth, 1993
6. Dilulio, J., Garvery, G., & Kettl. D., Improving Government Performance, Washington, D.C.: The Booking Institution, 1993
7. Felix A. Negro, Lloyd G. Negro, Modern Public Administration, 7th Edition
8. Harmon, Michael M. & Mayer. Richard T, Organization Theory for Public Administration, Little, Brown and Company, 1986
9. Nicolas Henry, Public Administration and Public Affairs, 6th Edition
10. Shafritz, J. and Hyde, A., Classics of Public Administration, Pacific Grove: Brooks-Cole, 1987
11. Candler, r. & Plano, J., Public Administration Dictionary, New York: wiley, 1983
12. Obsourne, D. & Gaebler, I, Reinventing Government, Reading, MA: AddisonWesly, 1992
13. Wilson, J.Q., Bureaucracy, Scanton, PA: Basic Books, 1989

502. QUANTITATIVE TECHNIQUES FOR MANAGEMENT

The course is structured upon theoretical corpus of inferential statistics. The main objective of the course is to provide students with clear understanding of application of statistical inference in business management situations. The use of appropriate software is part of the course. The course prepare students for further work in quantitative business analysis.

1. **PROBABILITY**
 - Basic concepts.
 - Types and Rules.
 - Conditional Probabilities.
2. **MATHEMATICAL EXPECTATION**
 - Expected value.
 - Expected monetary value.
 - Decision criterion utility & Expected Utility.
3. **PROBABILITY DISTRIBUTION**
 - Basic concept.
 - Types of Probability Distribution.
 - Random variables
 - The Binomial Distribution.
 - The Poisson distribution.
 - The Normal Distribution.
 - Distribution of Continuous Random Variable.
 - Sample Regression and Correlation.
4. **SAMPLING**
 - Sampling and its various types.
 - The Sampling Distribution of the Mean.
 - Population and Sampling Distribution of the Mean.
 - Population and Sampling Standard Deviation.
 - Relationship between Sample Size & Standard Error.
5. **ESTIMATION**
 - Basic concepts: Point Estimates & Interval Estimates.
 - Confidence Interval and Interval Estimates.
 - Interval Estimated of the Population Mean from Large Samples.
 - Interval Estimated using Distribution.
 - Determination of the Sample Size in Estimation.
6. **TESTING OF HYPOTHESIS**
 - Statement of Hypothesis.
 - Type I and Type II Errors.
 - The level of Significance.

- Hypothesis testing procedure.
 - Mean-Large Sample with Population-Standard Deviation Known.
 - Proportions-Large Samples.
 - Means under different conditions.
 - For differences between Means and Proportions.

7. CHI-SQUARE TEST

- Chi-square as a test of Independence.
- Chi-square as a test of Goodness of fit.

8. ANALYSIS OF VARIANCE

- Function of analysis of Variance.
- Basic concepts of analysis of Variance.
- Calculus of the Variance among the sample Means.
- Calculus of the Variance within the Samples.
- The F Distribution and the F Hypothesis test.
- Inference about a population Variances.
- Inference about two population Variances.
- Two Way Analysis of Variance: The Two Way ANOVA Model
- The Hypothesis Tests in Two Way ANOVA.

9. MULTI - VARIATE ANALYSIS

- Introduction: The Multivariate Normal Distribution.
- Evaluating Probabilities.
- Sample Estimates.
- The Sample Distribution of the Sample Centroids.
- Hypothesis tests about the population Centroids.
- The Shape and the Orientation of Bivariate Normal Density.
- Multivariate Analysis of Variance (MANOVA).
- Discriminate Analysis.

BOOKS RECOMMENDED:

1. Levin I. Richard., Statistics for Management, 4th ed, Englewood Cliffs, New Jersey, Prentice Hall International, 1987.
2. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1st Ed. New York, McGraw Hill, International, 1983.
3. Off Lyman & Hildebrad K. David, Statistical thinking for Managers Boston, Massachusetts, Duxbury Press, 1982.
4. Les Oakshott, Essential Quantitative Methods for Business and Finance, Macmillan.

503 PRINCIPLES OF MANAGEMENT

The course is designed to develop an understanding of the basic concept and nature management. The major emphasis is on explanation of management process. The course develops an insight in the managerial functions in modern organizations. The course to prepare the students to meet the challenges created by the globalization of management

AN OVERVIEW

- Management: Definitions, concepts and process.
- Managerial levels, roles and skills.
- The evolution of management thought.
- The changing environment of management.
- Management's ethical and social responsibilities.

ORGANIZATION GOALS

- The natures of organizational goals.
- Effective goal setting.
- Barriers to effective goal setting.
- Management by objectives.

PLANNING

- The nature, purpose and process.
- The hierarchy and types of organization's plans.
- Strategic planning: Environment analysis, SWOT analysis, corporate, business and functional strategies.
- Operational planning tools: Flow charts, the gantt charts, the load charts, the PERT, and the logical framework.
- Effective planning: Barriers and overcoming them.

DECISION MAKING AND PROBLEM SOLVING

- The nature of decision-making.
- The rational decision making model.
- Alternative to rational decision making model.
- Decision making styles.
- Committee and group aided decision making.

LEADERSHIP

- The nature of leadership.
- Leadership theories.
- Leadership styles.
- Leadership skills.

MOTIVATION

- Meaning and concept.
- Primary and secondary motives.
- Motivation theories.

ELEMENTS OF CONTROLLING

- An overview of control.
- The basic control process.
- The critical control points and standards.
- The control system.
- Effective control system requirements.
- Resistance to control.
- Control strategy choice.
- Direct versus preventive control.
- Methods of control.

BOOKS RECOMMENDED:

1. Ricky W. Griffin, Management, Houghton Mifflin Company.
2. Harold Knootz & Heins Wehrich, Management, McGraw Hill.
3. Morehead, Organization Behavior (Theory & Practice), Houghton Mifflin.
4. Principle & Practice of Management: Terry.
5. Drucker, P.F, The Practice of Management.
6. Stephen P. Robbins and Mary Coulter, Management, Prentice Hall.
7. Judith R. Gordon, Organizational Behavior, Prentice Hall.
8. Davis and Newstrom, Human Behavior at Work: Organizational Behavior, McGraw Hill.
9. Robert Kreitner & Angelo Kinicki, Organizational Behavior, IRWIN.

504 COMPUTER APPLICATIONS:

This course covers the introduction, concept of computer hardware, software operating systems and application packages of MS-Office. The main objective of this course is to teach computing concepts to students as end-users, to emphasize that why computers are such an integral part of organization today. Our approach is to strike a proper balance between the WHY and the HOW of computer use.

In order to introduce students to hands-on computer use, some practical assignments are also included in course.

Introduction:

Brief history of computer and its application
Major components of a computer
Computer and society
The social impact of computer age
Legal and moral aspects of using Internet

Windows-2000:

Introduction and concept of Operating Systems

Functions

Accessories

MS-Word:

Introduction to Word Processing, inserting, deleting text, save and exit file, open and close file and paste text. Find and replace constants, bold, underline, italic, font and font size, paragraph setting, bullets and numbering, border and shading, columns, tab setting, change case, header and footer, print preview and print, insert page, page break, date and time, spelling and grammar, mail merge, tables, insert/delete column and row.

MS-Excel:

Introduction to spreadsheets, inserting data in a worksheet, save and exit file, open and close, cut, copy and paste the data, formatting cell, column, bold, italic, underline, font and font size, borders, Formula writing, print preview and print, insert: cell, row, column, pictures, fill and filter data, generating charts, spell checker, find and replace.

MS-Power Point:

Creating a basic presentation, building presentation, modifying visual elements, formatting and checking text, inserting objects, applying transitions, preparing handouts and slides for display.

MS-Access:

Introduction to database, designing database files, commands in database, working with file, brows and edit, sort, indexing and filter printing and reporting, set command and functions, data importing and exporting, link with the files.

BOOKS RECOMMENDED:

1. Peter Nortons, (1992) *Introduction to Computers*, N. Y. :McGraw Hills
2. Printed Material & Hand Outs

505 FINANCIAL ACCOUNTING:

The course is designed to equip the students with financial accounting methods and techniques. The major emphasis is on partnership and corporate accounts. the course provided a working background to the preparation of a corporate financial statements.

Conceptual Framework of Accounting:

Accounting as an information system

GAAP and Financial Accounting “ Accounting Conversions”

Characteristics of accounting information System

Relevance and Reliability
 Comparability and Consistency
 Recognition criteria & accrual basis accounting: Revenue & Expenses
 Measurement criteria: Historical Costs
 Assumptions: Business entity, unit of measure; Accounting period
 Implementation principles: Cost principle. Going concern. Objective evidence.
 Revenue principle. Matching principle. Materiality. Full-disclosure principle. The
 conservation concept. The realization concept.
 Inventory Valuation:
 Inventory recording methods under periodic & perpetual inventory systems
 Inventory valuation methods: LIFO, FIFO, Average cost, LCM & Specific cost
 identification method
 Estimation of ending inventory: Retail method & Gross margin method,
 Negotiable Investments
 Bill of Exchanging and Promissory Notes:
 Bill of exchange & its types
 Distinction between promissory note and bill of exchange
 Discounting of bills of exchange and promissory notes
 Dishonour, renewal, retiring and accommodation of bill/promissory notes

 Capital Revenue and Expenditures and Receipts:
 Rules for determining capital expenditures and revenue expenditures
 Deferred revenue expenditures
 Capital revenue receipts
 Capital revenue profit
 Capital revenue losses

 Depreciation Policies & Procedures:
 International accounting standards regarding depreciation “ Income Tax Rules
 about depreciation”
 Methods of depreciation: Sinking fund method. Insurance policy method. Annuity
 method. Group method & Composite method
 Revision of depreciation
 Depreciation & Replacement
 Accounting for Partnership:
 Accounting treatment
 Appropriation of profit & Loss
 Valuation of goodwill & treatment
 Admission of new partner
 Retirement of partner
 Death of partner
 Dissolution of the firm
 Amalgamation of firms and conversion/Sale to company
 Accounting for Corporation:
 (According to statutory provisions and International Accounting Standard)
 Formation of corporation and Accounting Treatment

Issuance of stocks and Accounting Treatment

Treasury stock: Recording and reporting. Retirement

Stocks Splits and Accounting Treatment

Dividends. Retained earnings appropriations and restrictions & Various reserves

Issuance of bonus and right shares

Issuance & redemption of bonus/debentures

Financial Statements:

(In the light of legal provisions & accounting standards)

Department of Balance Sheet and accounting provisions

Department of Income statement and Accounting Treatment

Department of Fund flow statements

BOOKS RECOMMENDED:

1. Mukerjee & Hanif, *Modern Accounting*; Vol.I, Tata McGraw Hill.
2. Meigs, Williams;Haka & Bettner, *Accounting: The Basis for Business Decision*, McGraw Hill
3. Frank Wood, *Business Accounting*, Pitman Publishing, London
4. *International Accounting Standards*

506 ECONOMICS ANALYSIS

A. OBJECTIVES:

The purpose of the course is to impart a critical understanding of the basic concepts and analytical tools of economics. An attempt would be made to examine the validity of some of the important economic theories in the perspective of current socio-economic problems in Pakistan.

B. CONTENTS:

1. Basic concepts of Economics: What is economics?
Normative VS positive economics. Basic assumptions. Basic economic problems and various economic systems. Micro & Macro Economics.
2. Analysis of supply and demand: Demand, the Demand Curve, Supply: The supply curve, Equilibrium of Demand and supply. Shifts in Demand and supply. Elasticity of Demand & Supply.
3. The Theory of Consumer choice: The utility approach, Indifference curves approach, Consumer's equilibrium and its under lying ideology.

4. The Theory of Price Determination: Revenue and Costs Analysis, Market Classifications (perfect competition, imperfect competition, monopoly) Equilibrium of firm under perfect competition. Maximum profit-monopoly equilibrium. Equilibrium under imperfect competition.
5. National Income Determination: Measurement of GNP (Product expenditure approach, cost-income approach, value added approach). Derivation of NNP, NI, PI & DI from GNP.
6. Consumption and Investment: The consumption function: APC & MPC. Income, Saving and Consumption: APS & MPS Determinants of Consumption. The investment demand Determinants of investment.
7. The Theory of Output Determination: A Classical and Keynesian approaches to output determination. The Multiplier Model.
8. Stabilization Policy: Definitions, impact, causes and curves.

BOOKS RECOMMENDED:

1. Samuelson & Nordhaus, Economics.
2. Scott & Nigro, Principles of Economics
3. Akbar Adil, Elements of Economics and Pakistan Economy.
4. Khalil-ur-Rehman, Economics for Administrators.
5. S. Nawab Haider Naqvi, Ethics and Economics.
6. Naqvi, S.N.H. and Khan Ashaque, Inflation and Growth: An Analysis of Recent Trends in Pakistan.

SEMESTER-II

507 HUMAN RESOURCE MANAGEMENT

The modern business and not-for-profit organizations demand high caliber of human resource eiders and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to given an overview of current ideas and issues in Human resource development. The core objective of the course is to provide students with clear thinking and understanding of how to plan, recruit, train, develop, appraise, compensate and lead human resource.

1. **INTRODUCTION**
 - Concepts of human resource management

- Human Resource Challenges
 - Human Resource Functions
 - Philosophical approaches to Human Resource Management
- 2. JOB DESIGN AND ANALYSIS**
- An overview of Job design
 - Techniques of job design
 - Job analysis
 - Collection of job information
 - Applications of job analysis information
- 3. HUMAN RESOURCES PLANNING & RECRUITMENT**
- Significance of Human Resource Planning
 - The planning process
 - The implementation of program
 - Recruitment & selection policy issues
 - Source of recruitment
 - Selection process & procedure
 - Evaluation of Human resource Planning & Recruitment
- 4. CAREER PLANNING & DEVELOPMENT**
- Promotion
 - Anchorisom
 - Demotion
 - Separation
- 5. TRAINING AND DEVELOPMENT**
- Significance of training & development
 - Principles of training & development
 - Training & development methods
 - Evaluation of training & development
- 6. MOTIVATION AND REWARD SYSTEM**
- Concept of motivation
 - Reward systems
 - Motivation through job design
 - Motivation through employee participation
 - Other motivation techniques
- 7. PERFORMANCE APPRAISAL**
- Appraisal: Definition and applications
 - Basic consideration in appraisal
 - Appraisal methods
 - Legal issues for appraisal
 - Appraisal challenges

8. COMPENSATION AND SERVICES

- Objectives/Rationale of Financial compensation
- Challenges affecting compensation
- Wage criteria
- Policy and principles
- Job evaluation and its system
- Compensation for administrators & professionals
- Financial benefits and other services

9. DISCIPLINE

- Concepts of discipline
- Preventive & corrective discipline
- Negative & positive approach
- Administration of disciplinary action
- Grievance handling.

BOOKS RECOMMENDED:

1. William B. Werther & Keith Davis Human Resource & Personnel, McGraw Hill.
2. Bernardin & Russell, Human Resource Management 2nd Edition, McGraw Hill.
3. Fred Luthans, Organizational Behavior. 8th Edition, McGraw Hill.
4. Robert Kreitner & Angelokinicki, Organizational Behavior 2nd Edition, IRWIN.

508. FINANCIAL ADMINISTRATION:

Course Description:

This is an introductory course in finance that aims to highlight the importance of “money dimension” of decision making. Students, therefore, through this course shall be taught theory and practices of financial management so that they could conveniently “manage” the complexities of financial side of decision-making.

Course Outlines:

- Introduction to principles of finance
- Finance and Financial System (with special focus on financial environment of Pakistan economy).
- Financial Planning and Financial Analysis
- Risk, Return fundamentals
- Time value of money concept
- Application of present value techniques in valuation models for bonds and stocks
- Working capital and short term financing

- Cost of capital
- Operating and financial leverage
- Basics of capital structure theory
- Long term finance decisions
- Capital budgeting techniques
- Introduction to risk management

BOOKS RECOMMENDED:

1. Lawrence J. Gitman, *Principles of Managerial Finance*, 8th edition
2. Brigham and Gapenski, *Fundamental of Financial Management*, 9th edition
3. ZVI Bodie and Robert C. Merton, *Finance*
4. Kneown, Martin, Petty, Scott, *Foundation of Finance*, 3rd edition
5. *Economic Survey of Pakistan*
6. *Business Recorder*

509 PUBLIC ADMINISTRATION IN PAKISTAN

A. OBJECTIVES

The main purpose of this course to acquaint the students with the administrative structure of Pakistan and the contemporary issues and problems being faced to day. They must also be equipped with the knowledge of means to overcome these obstacles.

B. CONTENTS

1. Administrative Structure in Pakistan
2. Administrative Reforms in Pakistan
3. Role of District Administration
4. Judiciary and the Executives
5. Criminal Justice Administration
6. Institution of Ombudsman
7. Public Service Accountability
8. Corruption in Public Administration
9. Administrative delay.

BOOKS RECOMMENDED:

1. Khan J.R., *Government and Administration in Pakistan*, Islamabad 1987
2. Kreesberg, M., *Public Administration in Developing Countries*, Washington, 1960.
3. Ahmed, Munir, *Civil Service in Pakistan*, Karachi: 1964
4. Ahmed, Mumtaz, i, Karachi: NIPA, 1974.
5. Kennedy, Charles, *Bureaucracy in Pakistan*, Karachi: Oxford University Press, 1987.
6. Lioyal, Philip, *Services Administration by Local Authorities*, Cambridge, ICOSA, 1985.

510 RESEARCH METHODS AND TECHNIQUES:

A. OBJECTIVES:

This course explores tools and techniques of social research methodology. It also describes how to assemble, analyze and interpret the data. The course is designed to familiarize the student with a variety of research methods so that he can choose method(s) most appropriate for a given area of exploration. The objective of the course is to train students in conducting research on different socio-economic problems and in writing report.

B. CONTENTS:

- I. Nature of Social Research.
- II. Types of Research.
- III. Phases of research: Theory, fact, concept.
- IV. Formulation and statement of problem.
- V. Formulation and testing hypothesis.
- VI. Measurement Scale. VII. Research Designs.
- VIII. Sampling Theory.
- IX. Data Collection techniques: observation, I interview, questionnaire.
- X. Research Report: Index, References & Bibliography.

BOOKS RECOMMENDED:

1. Seltiz and Jahoda, Research Methods in Social Research Relations.
2. Keringler, Foundations of Behavioural Research.
3. Muhammad Iqbal Saif, The Basics of Research Process.
4. Good and Hatt, Methods in Social Research.
5. Shurter, Williams & Broke, Business Research and Report Writing.
6. Hubell G.S. Writing Term Papers and Report.
7. Murphy, Effective Business Communication.
8. Pauling V. Young, Scientific Social Surveys and Research.
9. Bernard S. Phillips, Social Research: Strategy and Tactics.
10. Festinger & Katz, Research Methods in Behavioural Sciences.
11. Khan, Matin A., Research Methodology for Business and social Problems, Islamabad: University Grants Commission,

511. MARKETING MANAGEMENT

Course Description:

The aim of this course is to:

- Provide an insight into the discourse of marketing and marketing management
- Distinguish between marketing in theory and marketing in practice
- Focus on the key marketing activities of market analysis and marketing communications
- Demonstrate how marketing theory can be applied to case analysis.

Course Outlines:

- Marketing in the 21st Century
- Building Customer Satisfaction, Value and Retention
- Winning Markets: Market Oriented Strategic Planning
- Gathering Information and Measuring Market Demand
- Scanning the Marketing Environment
- Analyzing Customer Markets and Buyer Behavior
- Analyzing Business Markets and Business Buying Behavior
- Dealing with Competition
- Identifying Market Segments and Selecting Target Markets
- Positioning the Market Offering Through the Product Life Cycle
- Developing new Products
- Designing Global Market Offering
- Managing Product Lines and Brands
- Designing and Managing Services
- Designing Pricing Strategies and Programs
- Managing Marketing Channels
- Managing Relating, Wholesaling and Marketing Logistics
- Managing Integrated Marketing Communications
- Managing Advertising, Sales Promotion, Public Relations
- Managing the Sales Force
- Managing Direct and On-Line Marketing
- Managing the Total Marketing Efforts

BOOKS RECOMMENDED:

1. Philip Kotler, *Marketing Management*, The Millenium Edition, Prentice Hall, 2000
2. Philip Kotler and Gary Armstrong, *Principles of Marketing*, 9th ed. Prentice Hall 2001
3. William J. Stanton, Micheal J. Etzel and Bruce J. Walker, *Fundamentals of Marketing*, 10th ed. McGraw Hill, 1994

512. MANAGEMENT SKILL-A

SEMESTER-III

601 ORGANIZATIONAL DESIGN & BEHAVIOR:

Organization and its environment
Organizational Design
Factors affecting Organizational Design
Forms of Organizational modification
Organizational Culture
Leadership
Innovation and Creativity
Conflict Management
Organizations of Future

BOOKS RECOMMENDED:

1. Greenburg, J & Baron, R.A, Behaviour in Organizations, 6th Edition, 1997
2. Newstrom, J.W & Davis, K, Organizational Behaviour, 10th Edition, 1997
3. Schermerhorn, J.R & Hunt, J.G, Managing Organizational Behaviour, 5th Edition, 1994
4. Robbins, S.P., Organizational Behaviour, 4th Edition, 1998
5. Daft, Organizational Design

602 COMPARATIVE PUBLIC ADMINISTRATION.

The aims of the course are to compare and contrast the administrative structures and processes of developed and developing political systems including Pakistan and to examine the various conceptual frameworks relevant to the comparison of those structures and processes. This course will necessarily explore the particular difficulties that administrative systems face in their response to contemporary demands made upon them. Students should be able to appreciate and to analyze the administrative problems of developing societies at cross-cultural levels.

CONTENTS

Comparative Public Administration; Evolution, Significance and Scope.
Approaches to the study of comparative Public Administration Weber, F.W. Riggs and Crozier.
Administrative system: Developed administrative systems (USA & UK),
Developing administrative systems (Pakistan and India).
Development Administration: Basic Concepts (Weidner).
Nation Building and Institution Building in Developing Countries.
Bureaucracy and Development: An over-view.

BOOKS RECOMMENDED:

1. William Siffins, Toward a Comparative Study of Public Administration.
2. Forrel Heady, Public Administration: A Comparative Perspective
3. Frank Marini, News Public Administration.
4. F.W. Riggs, Frontiers of Development Administration
5. F.W. Riggs, Administration in Developing Countries
6. E.W. Weidner, Development Administration in Asia
7. J.D. Montgomery & W.J. Siffins, Approaches to Development: Politics, Administration & Change.
8. G.A. Almond & G.B. Powell, Comparative Politics: A Development Approach
9. Almond & Coleman, The Politics of Developing Areas
10. George. F. Gant, Development Administration: Concepts, Goals & Methods.
11. Milton J. Esman, Institution Building
12. United Nation, Development Administration: Approaches & Trends in Public Administration for National.

- 603. Specialization I**
604. Specialization II
605. Management Skills-B
701. Thesis-1

SEMESTER-IV

606 PUBLIC POLICY ANALYSIS

A. OBJECTIVES

This course deals with the theory and practice of public policy. Special attention is devoted to the use of rational approach to public policy including the use of policy science, and modern management technology. This broad objective, aims to achieve understanding of the nature and significance of policymaking and the working process in modern government.

B. CONTENTS

- I. Nature and scope, Policy Analysis: Basic Concepts.
- II. Models of Public Policy Analysis: System theory, Elite theory, Group theory. Institutional theory, Incremental theory.
- III. Policy Formation: Structure and Process of Public Policy making.
- IV. The impact of external influences on policy making.
- V. Public Policy and Pressure Groups.
- VI. Development Planning and Policy makers.
- VII. Implementation and evaluation of public policies: Theoretical frame work.
- VIII. Role of foreign aid in economic development.

BOOKS RECOMMENDED

1. William-N-Dunn, Public Policy Analysis.
2. Hassan Habib & Wajid Ali, Public Policy.
3. Thomas-R-Dye, Understanding Public Policy.
4. Rogene-A-Buchhalz. Essential Public Policy for Management.
5. Peter well, Public Policy.
6. Charles Lindblon, Policy Making Process.
7. Harold Stein, Public Administration & Public Policy.
8. Harold Lasewell, Review Policy Science.
9. Daniel Lenner & H.A. Lasewell, The Policy Science.
10. Graig Liskie & Others, Comparative Public Policy: Issues Theories and Methods.
11. Benial Jalan, Essays in Development Policy.
12. Bucholz, Rogene A., Essential of Public Policy for Management.
13. Dyes Thomas R., Understanding Public Policy, (New Jersey: Prentice-Hall, 1985).
14. Dubnick, Melvin J., and Barbara A. Bardes, Thinking about Public Policy: A Problem Solving Approach.
15. Pollitt, Christopher, et al, Public Policy in theory and Practice, (Kent, UK: Open University Press, 1985).

607 MUSLIM ADMINISTRATION:

1. Objectives:

1. To Revive Islamic Learning
2. To prepare the students for a critical adoption of Public Administration principles and practices which were in vogue during the ascendancy of Muslim Civilization
3. To reflect popular perceptions of Muslim Administration in the curriculum of Public Administration
4. To make the discipline of public movement consistent with imperative of freedom
5. To create sensitivity among the students on contemporary administrative controversies and provide an empirical academic frame work for resolving the problems of today
6. To provide an integrated view of Ummah in the context of institution building

Introduction to Islamic Administration

Arabian States before Islam.

Ideological basis of Muslim Administration

Accountability

- Shura
- Justice
- Equity
- Welfare

Institutional Structure During Nabuwat:

1. Towards Administration (Hijrat Construction of Mosque, Convent of Brotherhood and Contrat with Jews)
2. Central Government
 - Shura
 - Secretariat
 - Law Enforcement
3. Regional/Provincial Administration
 - Alwali
 - Al-Amil
 - Al Qadhi

Administration during Pious Caliphate:

1. Administrative Development under Pious Khelifat Particularly of Hazrat Umar
2. Khalifa
3. Central Administration
 - Shura
 - Revenue Administration
 - Al-Qadhi
 - Police Prison

4. Provincial Administration
 - Wali
 - Qadhi
 - Katib-u-Diwan
 - Sahibul Baitulmal
5. District Administration
 - Aamil
 - Qadhi

Moghul Administration:

1. The Monarch
2. The Central Government
3. The Mansabdari System
4. Justice, Hisbah and Police
5. Provincial and Local Government

Reviving and Enforcing Islamic Administration, The Pak Experience:

- The Objective Resolution
- Islamic Provisions of Basic Principles Committee
- Islamic Provisions of Constitutions of Pakistan 1956, 1962, 1973

The Dynamic of an Islamic Model:

- The Islamic Administrative Model-Some Prerequisite
- Basic Elements and Relationship
- Shura
- Islamic Model and other Public Administration Models. A comparison
- Some Unique aspects of Islamic Model

BOOKS RECOMMENDED:

1. Alburacy Muhammad A. Administrative Development an Islamic Perspective, KP.L. London 1985
2. Hussain Shah, Arab Administration. Sheikh M. Ashraf Publishers, Lahore
3. Ansari M. Fazal ur Rehman, The Quranic Foundation and Structure of Muslim Society, Darul Ihsan, Karachi, 1994
4. Qureshi Ishtiaq Hussain, The Administration of Mogul Empire, Low Price Publications, Delhi, 1990
5. Iqbal Zafar, Islamization of Pakistan, Vanguard, Lahore 1986

6. Hassan Dr. S. Farooq. The Islamic Republic : Politics, Law and Economy, Aziz Publication Lahore, 1984
7. Sherwani, H.K.S. Studies in Muslim Political Thoughts and Administration, Lahore 1963
8. Maudoodi Abul Ala, Islamic State and Constitution, Islamic Publication, Lahore, 1983
9. Allama Iqbal, Reconstruction of Religious Thoughts in Islam
10. Ahmad Manzooruddin, Islamic Political System in the Modern age: Theory and Practice, Saad Publications, Karachi, 1983
11. Epsoito, John L. (ed) Islam and Development: Relation and Socio Political Change, Syracuse 11980
12. Ilays Ahmad, Sovereignty-Modern and Islamic: Allies Book Corporation, Karachi
13. Donohue J, John A. and Esposito L. John (eds) Islam in Transition: Muslim Perspectives, New York 1982
14. Allama Iqbal, Development Administration

- 608. Specialization III**
- 609. Specialization IV**
- 610. Management Skills-C**
- 702. Thesis-II**

RECOMMENDATIONS:

The committee made the following recommendations:

1. A project should be initiated in order to conduct a need analysis to assess the requirements for a Public Administration program.
2. A dynamic curriculum should be developed for Public Administration covering new areas not previously explored.
3. It was recommended that Public Administration & Business Administration should both be treated as part of the Management Science discipline. The curriculum development meeting of Public Administration & Business Administration should be held together as this should be a coordinated effort.
4. The members of the faculty of the department offering MPA programme in various universities should exchange the reading materials and keep themselves abreast of the latest literature on the courses of revised MPA curriculum.
5. Refresher courses may be arranged by the UGC to enhance the level of the knowledge of teachers Public Administration / Management Sciences for conducting the courses according to the revised syllabus on regular basis.
6. Strong linkage may be established between public administration department of the universities and the government training institutions. To give a practical manifestation to this idea, it is suggested that the faculty members of MPA program may be sent on deputation for a specified period to the relevant government organization keeping in view the teaching requirement of revised curriculum.

Besides the government officers having an academic bent of mind and desirous of contributing to the achievements of academic excellence in Public administration of younger generation may be allowed to join the university for a stipulated period of time. The UGC should advise universities to introduce the system of sabbatical leave for one year after five years of service. The faculty members should serve in a particular government organization, which relates to his/her area of specialization.

7. The Committee felt that there is an urgent need to introduce the programme of public administration at Bachelor level. It will not only improve the quality of Post-graduate education in Public Administration but will also open awareness of job opportunities for the Public administration graduates. It is therefore suggested that UGC should

convene a meeting in near future to finalize the curriculum of Bachelor of Science in Public Administration (BPA). The University of Sindh, Jamshoro has already introduced the Bachelor of Public Administration Honors program from the academic year 1995. The other institutions should follow this initiative.

8. It is also recommended that the subject of public administration may be included in the list of optional subjects for the BA examination, at some time later.
9. The committee observed that there was potential for introducing master programs in specialized areas of management with the provision for granting exemptions upto 30 credit hours to such students already having master in management related areas, such as Human Resource Management, Commerce, Business Administration etc. the institute of Administrative Sciences university of the Punjab has already launched such program on similar level.
10. The UGC should sponsor and encourage producing of books and other materials on Public Administration in general and the new courses introduced in revised curriculum in particular. Again UGC should also provide special funds to the departments of public administration in the various universities to purchase books Journals and periodicals for the new courses suggested in the revised curriculum and arrange access to the international data book.
11. It was also noted with anguish that graduate of Public Administration are not given their due share in the recruitment of ex-cadre posts and job opportunities in Public enterprises and Banking institutions of the government. In order to provide justice to the MPA graduate the various ministries, divisions and departments of the government should be requested to acknowledge the professional status of Public Administration as discipline by providing opportunities of employment to the MPA graduate and by reviewing their service rules.
12. The Govt. of Pakistan and Provincial governments should modify their recruitment rules to give special preference to the graduates of Public Administration in their recruitment process.
13. The committee recommended that the matter may be taken up with the FPSC to increase the marks of one optional paper on Public Administration in CSS from 100 to 200. The syllabus of Public Administration in CSS examination may be revised in consultation with the departments of Public Administration to incorporate the latest trends in this field.

14. The department of Public Administration should adopt measures to introduce On- line education through Internet. The government and the UGC may allocate special funds for this purpose. The departments of Public Administration may also make arrangements with the proposed virtual university (Ministry of Science & Technology) to avail their virtual lab facilities offer their progress on the net.
15. Similarly, the Provincial Public Service Commissions of each province may also be requested to introduce disciplines of Public Administration with two papers each carrying 100 marks in their competitive examinations.
16. Faculty remuneration has been revised in the Arid Agriculture University, Rawalpindi to bring them at of teachers of Business/Public Administration par with Salary Packages of private sector institutions. Similarly IBA, Karachi & Sukkur are providing special allowance to the faculty members. Therefore, the committee recommends that similar incentive be introduced for faculty of Public Administration.
17. The committee recommends that Faculty of Public Administration shall be treated eligible and provided opportunity for computer training programme at CTC,UGC Islamabad.
18. Case writing and case teaching seminars be organized with the collaboration of International Training Organizations.
19. The committee recommends that merit for admission of candidates for MPA should be determined through aptitude test.
20. For the uniformity in the evaluation, the committee recommends that grading system may be adopted and minimum-passing marks in a course shall be 60%.

Grades will be as under: -

		<u>GPA</u>
A	90 -100	4
B	75-89	3
C	60-74	2
F	Below 60	0

The CGPA 2.2 shall be essential for award of BPA (Hon) & MPA Degree Program.

21. The committee also realized that there is a strong need to introduce management skill development activities such as communication skills, creative skills, language skills, and conflict resolution skills to the students. So that they can compete in the open market with private sector graduates. The committee recommends that a management skill development workshop of two credits is conducted in each semester on a pass/fail basis, thus having a total of 8 credits.
22. There should be a Faculty of Management Sciences as most programs in the universities are functioning under Faculty of Arts.
23. Internationally recognized nomenclature such as B.S., M.S. should be used for example Bachelor of Public Administration (BPA) is not used in USA/UK.
24. Recognizing the importance of the program of Public Administration, the committee recommends that this program should be introduced to all Universities in Public Sector.
25. The program should be research oriented in order to introduce the culture of research. Thus the committee recommends that a thesis of 6 to 8 credit be introduced as part of degree requirement.
26. The govt. should use the existing structure of the current institutions to provide training programs for public servants.
27. The revised curriculum of Public Administration should include a management skill workshop in each semester in order to enhance the communication, creative and management skills of the student. It was recommended that a committee may be constituted to design these workshops.
28. The committee recommended that an accreditation body should be developed to monitor functioning of the private educational institutions.
29. It is also strongly recommended that the above recommendations may be given immediate consideration.
30. The committee appreciates the role of the private sector in the promotion of higher education in the country. However, there is a need to monitor their role in order to enhance and maintain quality education at the highest level. A monitoring committee under UGC is therefore strongly recommended.

31. The committee recommended that full fledged master degree in specialization areas of Management, policy in Management Science, Public Policy, Health Administration, Finance, Marketing, Environmental Management, Management Information Systems may be introduced. To facilitate the department of Public Administration to launch these specialized masters' programmes, the department may be upgraded to institutes and renamed as Institute of Administrative Sciences/Management Sciences. The Punjab University has launched these proposed programs in the Administrative Sciences.
32. The committee noted that Gomal University is not following semester systems and directed that Gomal University should also followed the universal semester system.