

CURRICULUM
OF
BUSINESS ADMINISTRATION

(Revised 2005)



HIGHER EDUCATION COMMISSION
ISLAMABAD

CURRICULUM DIVISION, HEC

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PREFACE

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

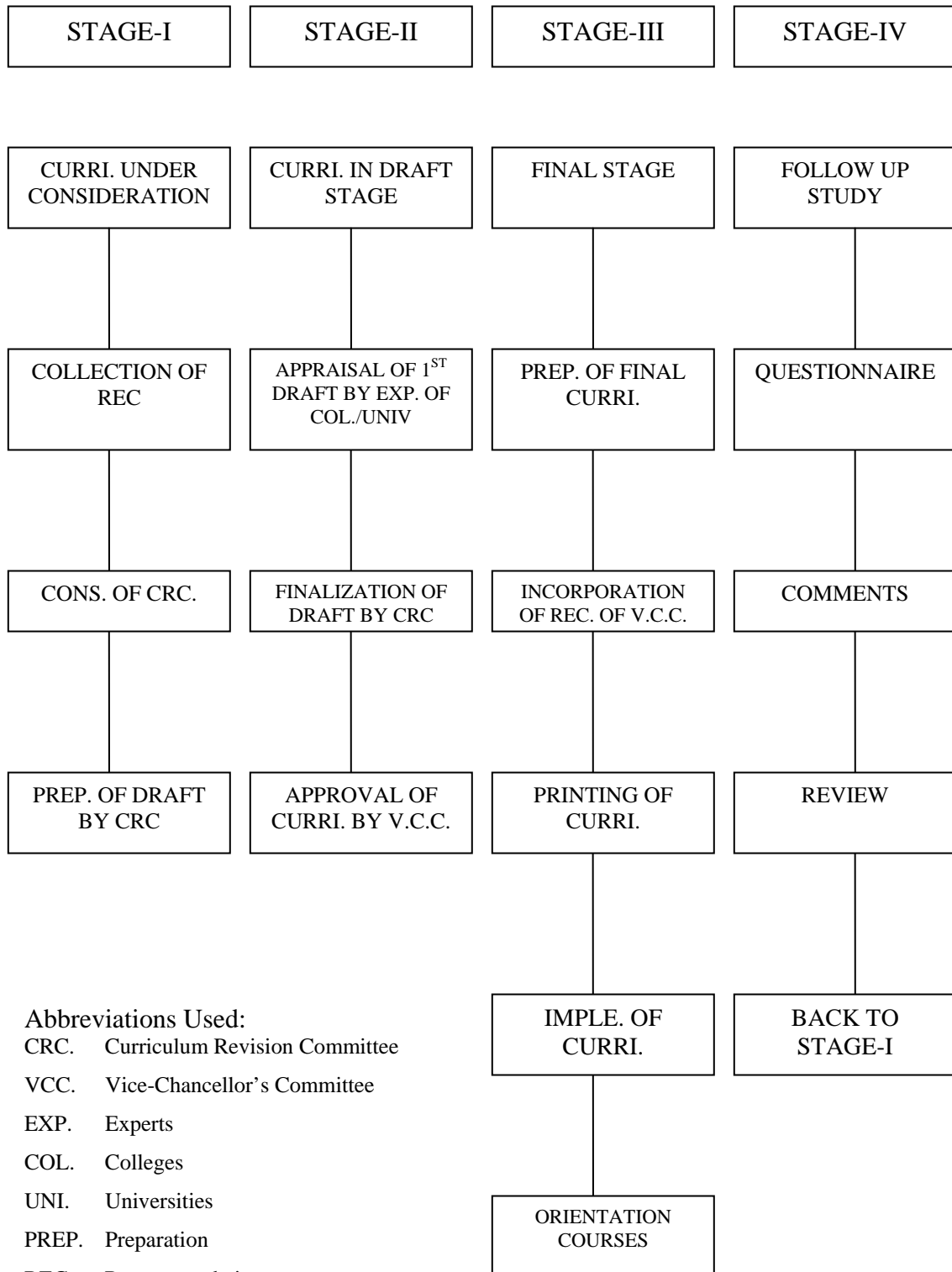
In exercise of the powers conferred by sub-section (1) of section 3 of the Federal Supervision of Curricula Textbooks and Maintenance of Standards of Education Act 1976, the Federal Government vide notification no. D773/76-JEA (Cur.), dated December 4, 1976, appointed University Grants Commission as 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 Higher Education Commission (HEC) is continually performing curriculum revision in collaboration with universities. According to the decision of the special meeting of 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 universities. Teachers from local degree colleges and experts from user organizations, where required, are also included in these committees. The National Curriculum Revision Committee for Business Administration in its meeting held in April 25-27, 2005 at the HEC Regional Centre, Karachi revised the curriculum after due consideration of the comments and suggestions received from universities and colleges where the subject under consideration is taught. The final draft prepared by the National Curriculum Revision Committee duly approved by the Competent Authority is being circulated for implementation by architectural institutions.

(PROF. DR. ALTAF ALI G. SHAIKH)
Adviser (Acad/R&D)

July 2005

CURRICULUM DEVELOPMENT



INTRODUCTION

A scheduled meeting of the National Curriculum Revision Committee (NCRC) in the field of Business Administration was held on 25th, 26th and 27th April, 2005 at HEC, Regional Centre, Karachi, to discuss and approve the final draft of Curriculum in Business Administration.

Prof. Dr. M. Zafarullah, Dean & Director, IMS, Bahauddin Zakariya University, Multan was in the chair and following attended the meeting.

1. Prof. Dr. Muhammad Zafarullah, Chairman
Dean & Director,
Institute of Management Sciences,
Bahauddin Zakariya University, Multan
2. Prof. Dr. Anwar Ali Shah G. Syed, Member
Professor of Business Administration, IBA and
Dean,
Faculty of Commerce & Business Administration,
University of Sindh, Jamshoro
3. Dr. Zafar Iqbal, Member
Associate Professor,
Deptt. of Business Administration,
National University of Computer & Emerging Sciences,
Lahore
4. Dr. Syed Tahir Hijazi, Member
Dean,
Faculty of Business Administration,
Muhammad Ali Jinnah University, Islamabad
5. Mr. Raza Kamal, Member
Director,
College of Management Sciences,
PAF-KIET, Karachi
6. Dr. Arbab Ikramullah, Member
Director, Institute of Business & Management Sciences,
NWFP Agriculture University, Peshawar

7. Mr. Muhammad Shah Din,
Head of Management Sciences,
Institute of Business & Management Sciences,
NWFP Agriculture University, Peshawar Member
8. Mr. Errol Desouza,
Assistant Professor, Head of Marketing Department,
Faculty of Management Science,
KASBIT, Karachi Member
9. Dr. Ayub Mehar,
Dean Management Sciences,
Institute of Business & Technology, Karachi Member
10. Mr. Nazakat Ali Imrani,
Chairman,
Deptt. of Business Administration,
Gomal University, D.I.Khan Member
11. Mr. Nadeem Ahmad Bhatti,
Chairman,
Deptt. of Business Education,
Institute of Education & Research (New Campus),
University of the Punjab, Lahore Member
12. Prof. Abdul Wahid,
Coordinator MBA,
Institute of Management Studies (IMS),
University of Peshawar, Peshawar Member
13. Malik Muhammad Hayat,
Head,
Deptt. of Business Studies,
University of Sargodha, Sargodha Member
14. Prof. Dr. Rahat Alam,
Director,
Institute of Management Sciences,
Baqai Medical University, Karachi Member
15. Mr. Muhammad Yasin Zia,
Assistant Professor/Assistant Coordinator,
Department of Business Management Sciences,
University of Agriculture,
Faisalabad Member

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| 16. | Prof. Barkat Ali,
Chairperson,
Faculty of Management Sciences,
Balochistan University of Information Technology
And Management Sciences, Quetta | Member |
| 17. | Mr. Rauf A. Shaikh,
Head,
Deptt. of Business Administration,
International Islamic University, Islamabad | Member |
| 18. | Prof Dr. Abdul Latif,
Director, Hamdard Institute of Management Sciences,
Hamdard University, Karachi | Member |
| 19. | Prof. Dr. Mushtaq A. Sajid,
Dean,
Faculty of Management Sciences,
University College of Administrative Sciences,
Kotli | Member |
| 20. | Prof. Dr. M. Ayub Shaikh,
Allam Iqbal Open University,
Islamabad | Member |
| 21. | Mr. Zia-ul-Haq Memon,
Assistant Professor,
SZABIST, Karachi | Member |
| 22. | Mr. Sarfraz A. Pirzada
Adviser, Management Sciences,
COMSATS, Islamabad | Member |
| 23. | Prof Muhammad Amamnullah Khan
Head, Deptt. of Business Administration
M.A. Jinnah University, Islamabad | Member |
| 24. | Dr. M. Ejaz Sandhu
Director Research, Superior College,
31-Tipu Block, New Garden Town, Lahore | Member |
| 25. | Prof. Dr. Asmatullah Khan,
Dean, Faculty of Management Sciences,
Kohat University of Science and Technology,
Kohat | Member |

26. Prof. Shah Muhammad Luhrani, Secretary/Member
 Dean,
 Faculty of Commerce & Business Administration,
 Shah Abdul Latif University, Khairpur

Following members attended the preliminary NCRC meeting and contributed a lot in preparing the first draft but could not attend the final meeting due to some reasons:

1. Prof. Dr. Syed Akif Hasan, Member
 Dean,
 Faculty of Management Sciences,
 Iqra University, Karachi
2. Miss. Samina Qurat-ul-Ain, Member
 Lecturer,
 Deptt. of Business Administration,
 Lahore College for Women, Jail Road,
 Lahore
3. Prof. Dr. Ehsan Malik, Member
 Director,
 Institute of Business Administration,
 University of the Punjab, Lahore
4. Dr. Faisal Q. Khokhar, Member
 Director & Chairman,
 Management Studies Department,
 GC University, Katchery Road,
 Lahore
5. Mr. Kashif Hamid, Member
 Lecturer,
 Deptt. of Business Management Sciences,
 University of Agriculture, Faisalabad
6. Dr. Ch. Abdul Rehman, Member
 Rector,
 Superior College,
 Lahore
7. Dr. Zulfiqar Ali, Member
 Pro-Rector,
 The Hajvery University,
 Gulberg III, Lahore

The meeting started with the name of Allah. The meeting was inaugurated by Prof. Dr. Altaf Ali G. Sheikh, Director, HEC, who expressed his thanks to the members for participating in the meeting. He stressed upon the importance of the meeting and highlighted its main purpose within the overall scenario of our education policy. After deliberations and discussions at length the NCRC members approved the Final Draft of curriculum of BBA (Hon) 4 years Program, MBA 2 Years Program after BBA (Hon) and MBA 2 Years Program for other graduates having completed 16 years of prior education.

It was also resolved that the students having done BA, B.Sc. or equivalent education in the normal education system on the basis of 14 years of education will be admitted in the 5th semester of BBA (Hon) after having completed deficiency courses determined by the respective institutions taking into consideration the subjects students already have studied, provided otherwise found eligible.

The NCRC recommended that a minimum of 40% weightage should be given to entry test for admission in Business Administration Programs.

For the purpose of uniformity in the evaluation system, NCRC recommended that the minimum passing marks in a course and for promotion to the next semester shall be 60%. For the purpose of award of degree a students must have 2.2 CGPA.

**Curriculum of
BBA 4 Years (Hon) Program &
MBA 2 years Program**

BBA (Honors) Programme -----(4 years / 8 semesters)

Structure of Scheme:

1. <u>English / Communication Skill: (4 courses)</u>	<u>Credit Hours</u>
1. Freshmen English-I	3
2. Freshmen English-II	3
3. Oral Communication	3
4. Business Communication-II	<u>3</u>
	Total 12
 2. <u>Business Core Courses:</u>	
i) <u>Accounting(3 courses)</u>	
1. Fundamentals of Accounting	3
2. Financial Accounting	3
3. Cost Accounting	<u>3</u>
	Total 9
ii) <u>Finance (3 courses)</u>	
1. Business Finance	3
2. Financial Management	3
3. Money and Banking / Elective	<u>3</u>
	Total 9
iii) <u>Marketing (3 courses)</u>	
1. Principles of Marketing	3
2. Marketing Management	3
3. Consumer Behaviour	<u>3</u>
	Total 9
iv) <u>Management (6 courses)</u>	
1. Principles of Management	3
2. Organizational Behaviour	3
3. Production/Operations Management	3
4. Entrepreneurship	3
5. Human Resource Management	3
6. Global/International Business Management / Elective	<u>3</u>
	Total 18

3. <u>Information Technology:</u>	(3 courses)
1. I.T in Business	3
2. Management Information System	3
3. E-Commerce / Elective	<u>3</u>
	Total 9
4. <u>Social Sciences (6 Courses):</u>	
1. Pakistan & Islamic Studies	3
2. Psychology	3
3. Sociology	3
4. Logic	3
5. Business Ethics	3
6. Pakistan Economy	<u>3</u>
	Total 18
5. <u>Support Courses:</u>	(8 courses)
Mathematics 2x3 (one compulsory)	6
Statistics 2x3	6
Economics 2x3	6
Business Law 1x3	3
Business Research Methods 1x3	<u>3</u>
	Total 24
6. <u>Business Electives:</u>	(4 courses)
Elective-I, II, III, IV 4 x 3 CH each	Total 12
7. <u>Dissertation/Research Project</u>	Total 6
	<u>Grand Total: 126</u>

Note: The scheme of BBA (Hons.) Program 4 year shall have a minimum of 40 courses of 126 credit hours including dissertation of 6 credit hours. However, Universities may adjust courses in between 126 CH and maximum of 144 CH.

The Elective courses will be selected out of the field of specialization

Business Elective Courses

Marketing

- Sales Management
- Export Marketing
- Integrated Marketing Communication
- Global / International Marketing
- Seminar in Marketing
- Personal Selling
- Brand Management
- Cyber / Internet Marketing
- Services Marketing
- Industrial Marketing
- Retailing / Retail Management
- Marketing of IT Products
- Marketing Research
- Inventory Management

Finance

- International Financial Management
- Financial Statement Analysis
- Seminar in Finance
- Corporate Finance
- Investment and Portfolio Management
- Insurance Management
- Risk Management
- Treasury Management
- Islamic Banking & Finance

Management

- Organizational Development
- Change Management
- Total Quality Management
- Crises Management
- Comparative Management
- Knowledge Management
- Project Management
- Knowledge Management
- Health Care Services Management
- Education Management
- NGO's Management
- Environmental Management
- Hospital Management

- Logistic Management
- Operation Management
- Small & Medium Enterprises Management

Information Technology

- Computer Networking
- Operating System
- Expert System & Artificial Intelligence
- System Analysis & Design
- Seminar in MIS

Banking

- Banking Law and Practice
- International Banking
- Consumer Banking
- Credit Analysis & Investment Banking
- Banks Management
- Seminar in Banking

Hotel Management

- Hotel Services Marketing
- Hotel Financing & Budgeting
- Food and Beverages Management
- Hospitality Management
- Events / Conferences Management

Human Resources Management

- Recruitment and Selection
- Training and Development
- Personal Management
- Managerial Skills
- Compensation Management
- Leadership and Team Management
- Micro Organizational Dynamics
- Rural and Urban Dynamics
- Labour Laws in Pakistan
- Training Intervention in job skills

Note: The universities / Institutions will be at liberty to add / offer Business Electives according to the needs of the market.

Scheme of Courses **for BBA 4 years (Hons.) Programme**

Semester-I

1. Freshman English I
2. IT in Business
3. Pakistan & Islamic Studies
4. Introduction to Psychology
5. Fundamentals of Accounting

Semester-II

1. Freshman English II
2. Business Mathematics
3. Financial Accounting
4. Logic
5. Micro Economics

Semester-III

1. Oral Communication-I
2. Statistics
3. Introduction to Sociology
4. Cost Accounting
5. Macro Economics

Semester-IV

1. Business Communication-II
2. Statistical Inferences
3. Fundamentals of Marketing
4. Business Finance
5. Principles of Management

Semester-V

1. Financial Management
2. Marketing Management
3. Business Research Methods
4. Calculus
5. Pakistan Economy

Semester-VI

1. Money and Banking
2. Consumer Behaviour
3. Human Resource Management
4. Business Ethics
5. Business Law

Semester-VII

1. Organizational Behaviour
2. E-Commerce
3. Operations/Production Management
4. Elective-I
5. Elective-II

Semester-VIII

1. Entrepreneurship
2. Global/International Business
3. MIS
4. Elective-I
5. Elective-II

Note: Requirements for award of BBA (Hon) Program Degree:

- i) **Business Internship: 6 - 8 weeks**
- ii) **Comprehensive examination: Evaluation shall be on the basis of pass/fail. There shall be no grading or marks for comprehensive examination.**

Details of Courses

BACHELOR IN BUSINESS ADMINISTRATION

Programme: BBA (Hons.) 4 years Programme

FRESHMAN ENGLISH I

FRESHMAN ENGLISH I

Introduction:

The usefulness of English Language cannot be denied. It enriches our thought and culture, and provides us with the most important international vehicle of expression. It has opened for us several doors of light and knowledge, for it is the Lingua Franca of the world and the language of science, technology, commerce and diplomacy. Without English we shall be handicapped in our advancement and our progress will be seriously retarded in several important spheres of life. To give it up means putting the hands of the clock back by more than a century, to take several steps backwards, to surrender ground which has been gained through persistent toil and labour, to lose the front seat in international forums and to miss the opportunity of having a direct impact on the other people's minds.

Course Objectives

The objectives of the course are:

1. To build the sound vocabulary of the students
2. To improve the linguistic skills of the students

Course Contents

- **Paragraph Writing**
- **Comprehensions**
- **Précis Writing**
- **Dialogue Writing**
- **Discussions and Presentations**
 - Importance of web sites in business
 - How to launch a product
 - Political influences on the banking sector of Pakistan
 - Fate of luck which plays important role in our industry
- **Proof Reading**
 - Letters
 - Paragraphs

- Articles
- How to make your sentences alive?
 - What is emphasis?
 - Emphasis by Weight
 - Grammatical Weight
 - Emphasis by Position
 - Emphasis by Separation and Isolation
 - Emphasis by Repetition

Textbooks/Reading Material

1. Business Communications by Wills
2. Exploring the World of English by Saadat Ali Shah
3. Business Opportunities by Vicky Hollet

IT IN BUSINESS

Introduction to Information Technology, Understanding Computer Systems, Computer Hardware, Operating Systems, Application Software, Programming Languages, Files and Data Basics, Data Communication, Networking Basics, Internet Basics, E-Commerce, Computer Graphics, Computer Security and Controls, MS Office, MS Word, MS Excel, MS Access, MS Power point, MS Project, Internet Browsers, Databases, Information Systems importance in Business, E-Banking

Text Books:

- James A. Senn: Information Technology in Business, BPB Peter Norton's Introduction to Computers

PAKISTAN & ISLAMIC STUDIES

Course Description:

An introduction to the history of Pakistan is studied with reference to the history of pre independence period and then what were the reforms after the independence of Pakistan. The subject also discusses the different presidential eras and what contributions were made by different rulers in various fields of nations development. The later division of the course focuses on the Islamic aspects of the country. Islamic studies is an integral part of any programme in a Muslim state.

Purpose of the Course:

This is a history-related course with the goal to introduce the student to basic history. Students will be presented with material, which will give them a broad base of understanding of their nation history. Contemporary issues will also be discussed as well as the history of nations changes which have occurred over the past one hundred years.

Course Objectives:

- Upon completion of this subject the students will be able to:
- Learn about the historical revolutions that led to freedom
- Understand the great works and study what steps their leaders had taken to free the nation
- The aims and goals of establishing a Muslim state
- What reform their leaders have made to develop the state

Course Contents:

- Ideology of Pakistan, Pakistan Ideology
- Historical perspective of Pakistan Ideology
- Aligarh movement, Establishment of Pakistan, Land of Pakistan
- Geographic boundaries of Pakistan, Resources of Pakistan
- Division of Assets, Ayub Khan's era, Creation of Bangladesh
- Butto's reforms, Zia's era, Social structure of Pakistan
- Literacy in Pakistan, Agriculture of Pakistan
- Industries of Pakistan, Foreign policy of Pakistan
- Pakistan and the Muslim World
- Pakistan and ECO
- Pakistan and India

Text Books:

- Ikrame Rabbani: Pakistan Studies
- Dr. Javaid Iqbal: Ideology of Pakistan, Ferozsons, Rawalpindi

INTRODUCTION TO PSYCHOLOGY

Course Objective:

Psychology is the scientific study of behaviour and cognitive processes. Psychology is curious, interesting and pragmatic. It attempts to comprehend human nature. The basic course in psychology will provide the basis for the better comprehension of Management Sciences. Management is essentially getting things done from other people and this is not possible without a deeper understanding of human behaviour. The scope of psychology is an ever-expanding phenomenon. Now psychological knowledge is applied to solve the problems of such diverse areas as management, environment, business, education, industry, and other important fields.

An introductory and modern course in psychology will help the students to understand such applied and vital areas as organizational behaviour, human resource management, consumer behaviour, marketing management, advertising, and management in general. This course will also help the students to have a deeper understanding of their own selves and also to cope with the environment pressures and to improve their quality of life.

- To improve academic standard in this region through the generation, assimilation, and dissemination of knowledge
- To make the students aware of recent trends in psychology
- To prepare people of this area to serve as intellectual resource base in this region.
- To enable the students to apply psychological knowledge for the economic and social betterment of Pakistan
- To develop high quality professionals and behavioural scientists that are committed to pursuit of excellence, and are endowed with vision, courage, and dedication

Course Contents:

- Introduction to Psychology
 - Definition, applied fields, and goals of psychology
 - The rise of psychology as a science
 - Major trends in the development of psychology
- Research methods in psychology
 - Naturalistic observation
 - Experimental method
 - Survey and interview
 - Case study and focus group
 - Meta analysis

- Biological basis of Behaviour
 - Neural structure and synaptic transmission
 - Structure and functions of nervous system
 - Endocrine system
- Sensation
 - Sensory processing
 - Vision
 - Audition
- Perception
 - Attentional processes
 - Organizational processes in perception
 - Identification and recognition processes
- Learning and behaviour
 - Classical conditioning
 - Operant conditioning
 - Cognitive learning
 - Observational learning
- Memory
 - Sensory memory
 - Short-term memory
 - Learning and encoding in long-term memory
 - Remembering
- Motivation and Emotion
 - Definition and type of motives (primary, secondary, and general)
 - Basic emotions and culture
 - Theories of emotions
 - Functions of emotions
- Life-styles, stress, and health
 - Life-style choices and consequences
 - Healthy and unhealthy life-styles
 - Stress, causes, and effects of stress, and coping strategies
- Cognitive processes
 - Studying cognition
 - Language use
 - Visual cognition
 - Problem solving and reasoning
 - Judging and deciding
- Personality
 - Definition and assessment of personality

- Psychodynamic, behaviouristic, humanistic, and trait theory of personality
- Intelligence and assessment of intelligence
 - The origin of intelligence testing
 - IQ test
 - Theories of intelligence
 - The politics of intelligence
- Abnormal behaviour
 - Nature and causes of mental disorders
 - Brief introduction to classification and diagnosis of mental disorders
- Psychotherapy
 - Psychoanalysis and modern psychodynamic approach
 - Behaviour modification techniques
 - Cognitive and eidetic therapy
- Social psychology
 - Social cognition
 - Attitudes and their formation
 - Prejudice
 - Social influences and group behaviour
 - Interpersonal attraction and loving

Text Books:

- Lahey, Benjamin: Psychology. McGraw-Hill
- Feldman, Robert S.: Understanding Psychology McGraw Hill
- Gerow Josh, R.: Psychology and Introduction. Longman
- Carlson, Neil R. & Buskist, William: Psychology. Allyn and Bacon
- Zimbardo, Philip G. & Gerring, Richard J.: Psychology and Life. Harper Collin Publishers

FUNDAMENTALS OF ACCOUNTING

Introduction: Purpose and Nature of Accounting, Various areas of Accounting Forms of Business enterprises, Accounting Information users, GAAP, Conversion, Business transaction and Accounting equation;

Accounting Process: Recording changes in financial position, Double entry Accounting system, Journal, Ledger, Trial Balance;

The Accounting cycle: Measuring business income, adjusting process, Completion of Accounting Cycle, Work sheet, Financial Statements;

The control of Cash transaction and Bank Reconciliation;
Accounting for receivables accounting for Inventory, Accounting for depreciation of fixed assets, Deprecation Methods

Text Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
- Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
- Frankwood: Business Accounting-I, Business Accounting-II

FRESHMAN ENGLISH-II

BUSINESS MATHEMATICS

Preliminaries, Linear Equations, Systems of Linear Equations, Linear Functions Applications, Mathematical Functions, Quadratic & Polynomial Functions, Exponential & Logarithmic Functions, Matrix Algebra, Differentiation & Integration, Mathematics of Finance, Basic Algebra, Linear Equations and Inequalities and Graphs, Quadratic Equation and their Application, Simultaneous Equations, Progressions of Sequence, and Series and their application in Business, Ratios, Proportions and Percentages

Text Books:

- Frank S. Budnick: Applied Mathematics for Business Economics and Social Sciences
- Bowen: Mathematics with Applications in Management and Economics

FINANCIAL ACCOUNTING

Accounting Concepts: GAAP, Professional Judgment and Ethical Conduct, The Consistency Principle, The Disclosure Principle, Materiality Principle and setting new Accounting Standards; International Accounting Standards-Overview.

Accounting for Merchandize business, Classified Balance Sheet, Simple and Multiple Income Statement;

Design of Accounting System: The Company Information needs, Basic Functions of Accounting System, Special Journals, Controlling Accounts & Subsidiary Ledger Accounts, Data Base Systems, and Internal Control;

Accounts Receivable, Notes Receivable, Inventories and Cost of Goods Sold, Ending Inventory Cost Computation Methods;

Liabilities: Definite and Estimated Liabilities, Loss Contingencies and Payrolls;

Corporation: Stockholder's Equity statement, Measuring Corporation Income, Reporting unusual Items, Earnings Per Share, Cash Dividend, Treasury Stock, Stock Split;

Measuring Cash Flows: Statement of Cash Flows and Classification of cash flows, preparation of Cash Flows;

Text Books:

- Robert F.Meigs and Walter B.Meigs: Accounting: The Basis for Business Decisions, McGraw Hill, Inc
- Eric G. Flamholtz, Diana Troik Flamholtz, Michael A.Diamond: Principle of Accounting, Macmillan Publishing Co. New York
- Frankwood, Business Accounting-I and Business Accounting-II
- Simon and Karren Brock: Intermediate Accounting

LOGIC

Course Objectives:

The objective of this course is to sharpen the intellect of the students, develop their reasoning ability, strengthen their understanding, and promote clear thinking

Course Contents:

- Definition of Logic
- Logic as a science and an art
- Scope of logic
- The laws of logic
- Induction and essential characteristics of induction
- Categorical propositions and classes
- Quality, quantity and distribution
- The traditional square of opposition

- Immediate inferences, conversion, obversion, contraposition, inversion
- Existential import
- Symbolism and diagram for categorical proposition
- Three basic uses of language
- Discourse serving multiple functions
- The form of discourse
- Emotive words
- Kinds of agreement and disagreement
- Emotively neutral language
- The purpose of definition
- The types of definition
- Various kinds of meaning
- Techniques for defining
- Standard form categorical syllogisms
- The formal nature of syllogistic arguments
- Venn diagram techniques for testing syllogisms
- Rules and fallacies
- Reducing the number of terms in categorical syllogism
- Translating categorical proposition into standard forms
- Uniform translation
- Enthymemes
- The dilemma
- Informal fallacies
- Fallacies of ambiguity
- The avoidance of fallacies

Text Books:

- Irving M. Copi: Introduction to logic
- Karamat Hussain: A textbook of Deductive Logic
- Karamat Hussain: A textbook of Inductive Logic

MICRO ECONOMICS

- Introduction
- Basic elements of supply and demand
- Application of supply and demand
- Demand and consumer behavior
- Analysis of cost
- Behavior of perfectly competitive market
- Monopoly, duopoly and oligopoly
- Monopolistic competition

- Factor pricing
- Labor market
- Land and capital

Text Books:

- Samuelson and Nordhaus: *Economics*
- McConnell and Brue: *Economics*
- Hussain Ch. M.: *Economic Theory*
- Walter Nicholson: *Micro Economics, Theories : Basic Principles and Extensions*

ORAL COMMUNICATION-I

Course Objective:

In this rapidly changing world communication has become very vital and important. Every time we have to contact each other for many reasons and without communication either for ourselves or on the behalf of the organization we cannot make progress in any sphere of life.

“The persons we seek must have strong oral and written communication skills”.

From Chief Financial Officer to Product Manager, from Senior Economist to Personnel Analyst, from Senior Sales Representative to Petroleum Buyer – these positions will be filled by people who can communicate well.

Focus will be on oral communication and presentation of students in the class in developing communication skills. As we all know, every message, whether verbal or nonverbal, communicates something about our values & ethics. Thus, this course will also instruct the students the means to anticipate and analyze the ethical dilemmas they will face on the job/practical life. Taking an ethical position on the face of pressures and temptations requires more than courage – it really requires strong communication skills.

Course Contents:

- Grammar review
- Vocabulary Development
- Pronunciation
- Drills

- The psychology of effective communication
- Principle of communication psychology

- Presentation
- Report writing
- The need for business report
- Informational report
- Analytical reports
- Writing headings and sub-headings
- Using visual aid
- Proof reading
- Presentations

Text Books:

- Bov'ee D. Philips: Business Communication today
- Stewart, Zimiber & Clark: Business English & Communication
- Himstreet & Batty: Business Communication
- Kitty O Locker: Business & Administrative communication

STATISTICS

Introduction, Data Analysis, Data Summarizing: Frequency Distributions, Data summarizing: Measures of central tendency and variability, Measures of Dispersion, Moments skew ness, Simple linear regression and correlation, Index numbers. Probability, Discrete probability distributions, The normal distribution and other continuous probability distributions

Text Books:

- Earl K. Bowen & Martin starr: Basic statistics for Business and Economics
- Prof. Sher Muhammad Chaudhry: Introduction to Statistical Theory, part-1

INTRODUCTION TO SOCIOLOGY

Course Objectives:

Sociology is the systematic and scientific study of human behaviour in social setup. Sociology studies culture, government institutions, economic system and how these systems affect the human behaviour. Business management students cannot efficiently handle the various managerial problems unless they have some background in sociology. The scope of sociology is an ever expanding phenomenon and a basic course in this field will help us to

improve the quality of our lives and establishes a society based upon justice and equity.

To improve academic standard in this region through the generation, assimilation, and dissemination of knowledge.

- ◆ To make the students aware of recent trends in sociological thought.
- ◆ To prepare people of this area to serve as intellectual resource base in this region
- ◆ To enable the students to apply sociological knowledge for the economic and social betterment of Pakistan
- ◆ To develop high quality professionals and social scientists that the committed to pursuit of excellence, and are endowed with vision, courage, and dedication.

Introduction: Sociological perspective, The development of sociology, The role of values in social research, Sexism in Early Sociology, Theoretical perspective in sociology.

Culture: Components of symbolic culture, Subcultures and counter cultures, Cultural universals, Animals and culture, Technology and global village, Sociology and new technology. Socialization: Social development of self, mind, and emotions, Socialization into gender Social structure and interaction, Social institutions:

- Research in Sociology: research model, Research methods, Experiments, Ethics, Bureaucracy and formal organizations, Rationalization of society, Formal organizations and bureaucracy, Voluntary associations Social classes, Economy: Politics: Power and Authority, Family, Medicine: health and Illness, Population and urbanization, Social movements

Text Books:

- Kendall, Diana: Sociology in our Times. Wadsworth
- Henslin, James M. Sociology. Allyn & Bacon
- Brgjar, George J. & Soroka, Michael P. Sociology. Allyn & Bacon

COST ACCOUNTING

- Introduction, Organization and overview of the course, cost of good soled, cost of good manufactured
- The nature, concepts and classification of cost,
- Product cost accumulation systems
- Costing and control of material
- Costing and control of labour

- Costing and control of factory over head
- Job Order costing system
- Process costing
- Joint product and by product costing
- Budgeting
- Direct and absorption costing
- Break-even analysis and cost- volume- profit analysis

Text Books:

- Ralph S. Polimeni, Frank J. Fabozzi and Arthur H. Adelberg: Cost accounting
- Hilton , Horngren: Cost accounting
- T. Lucy: Cost Accounting
- Matz and Usury: Cost Accounting

MACRO ECONOMICS

- Key macroeconomic indicators
- Role of government in an economy
- Measurement of gross domestic product (GDP)
- Components of aggregate demand
- Consumption function and Keynesian multiplier
- Investment function
- Government intervention through monetary and fiscal policies
- Impact of government intervention on economic activity
- Inflation and unemployment
- Aggregate supply and its determinants
- Balance of payments (BOP) and trade
- Public finance
- Growth and development

Text Books:

- Samuelson and Nordhaus: *Economics*
- McConnell and Brue: *Economics*
- Saeed, Amjad Khawaja: *Economy of Pakistan*
- Malik, Sohail: *Economy of Pakistan*
- Survey of Pakistan (various issues)

BUSINESS COMMUNICATION-II

Course Objectives:

In this rapidly changing world communication has become very vital and important. Every time we have to contact each other for many reasons and without communication either for ourselves or on the behalf of the organization we cannot make progress in any sphere of life.

“The persons we seek must have strong oral and written communication skills”.

From Chief Financial Officer to Product Manager, from Senior Economist to Personnel Analyst, from Senior Sales Representative to Petroleum Buyer – these positions will be filled by people who can communicate well.

Demographic trends suggest that the current generation of College/University students will face ever tougher competition obtaining jobs and vying for top corporate positions. Simply put, today’s students will have to wait longer to get ahead. Those with outstanding communication skills will have an advantage; this course Business Communication will definitely give them a crucial edge.

As we all know, every message, whether verbal or nonverbal, communicates something about our values & ethics. Thus, this course will also instruct the students the means to anticipate and analyze the ethical dilemmas they will face on the job/practical life. Taking an ethical position on the face of pressures and temptations requires more than courage – it really requires strong communication skills.

So, the basic purpose of teaching this course is to train the character as well as professional capabilities of students in order to make them proficient in handling any kind of situation in their personal & professional lives.

Course Contents:

The art of listening

The importance of listening

Improving listening efficiency

Effect of listening on other communication skills

Listening & Job Success

Practice

Interviewing: What is interview?, Physical and mental preparation, Knowing your abilities, Getting information about company, Body language, What to do during interview, Kinds of interview, Follow up communication

Application Packages: Resume writing, Chronological resumes, Skills resumes. Preparing different resume for different jobs, What do your employer wants to know about you, Covering letter, What should be there in covering letter?, Ready to respond every question.

Meeting & Conference Participation: Qualities of effective speaking, Creating favourable impression, Enunciation, pronunciation

Planning & Writing: Business letter format & letter styled, Arrangement styles of letters, Punctuation styles for business letters, A final word

The Psychology of Effective Communication: Principles of Communication Psychology.

What do we know about Human Behaviour, Non-verbal communication, Promoting Goodwill, Stimulating desired reaction.

Text Books:

- Bov'ee D. Philips: Business Communication Today
- Himstreet & Batty: Business Communication
- Kitty O Locker: Business & Administrative communication
- Stewart, Zimiber & Clark: Business English & Communication

STATISTICAL INFERENCES

Sets and Probability, Concept of Random Variables, Possibilities, Probabilities and expectations, Some Rules of Probability, Sampling Theory, Estimation Theory, Testing Hypothesis: One sample Tests, Two Sample Tests, Regression and Correlation, Analysis of Variance, The Chi-Square Distribution, The F-Distribution and Statistical Inference

Tests Based on F-Distribution, The students t-Distribution, Computer applications in Statistics

Text Books:

- Richard I. Levin: Statistics for Management
- Sher Muhammad Choudhry: Introduction to Statistical Theory
- Walpol: Statistical Inference
- Mensfield: Statistics for Business & Economics

FUNDAMENTALS OF MARKETING

- Marketing Concept
- Marketing environment
- Planning and research in marketing
- Market segmentation and targeting
- Consumer behavior

- Industrial marketing
- Product planning
- Product-Mix
- Pricing
- Distribution, Placement
- Promotional Mix
- Marketing in global scenario

Text Books:

- Philip Kotler : Principles of Marketing
- Etzel Stanton, and Walker, Fundamentals of Marketing
- McCarthy: Basic Marketing
- Peter Rix: Fundamentals of Marketing

BUSINESS FINANCE

- Introduction: Business Environment, forms of Business Organization
- An overview of financial management
- The financial environment: markets, institutions and interest rates
- Financial statements
- Time value of money concepts
- Sources of short term finance
- Sources of long term finance
- Financial Planning and introduction
- Working capital management-an overview
- Cash and marketable securities
- Accounts receivables and inventory
- Emergence of Islamic finance-Internal perspectives (Managerial approach)

Text Books:

- James C. Vanhorne: Fundamentals of Financial Management
- Eugene F. Brigham: Fundamental of Financial Management

PRINCIPLES OF MANAGEMENT

Course Objectives:

This is a rudimentary course for the students of business administration. The focus of attention will be given to learning fundamental principles of management and of managing people and organization in a historical as well as contemporary world. Students are expected to develop analytical and conceptual framework of how people are managed in small, medium and large public and private national and international organizations.

Course Contents:

- Introduction, overview and scope of discipline
- The evolution and emergence of management thought
- Management functions
- Planning concepts, objectives, strategies and policies
- Decision making
- Organizing; departmentalization, line/staff authority, commitments and group decision making
- Staffing: principles of selection, performance, career planning
- Leading: Motivation, leadership, communication
- Controlling: the system and process and techniques of controlling
- Management and Society: future perspective

Text Books:

- Stephen P. Robins, Mary Coulter: Management
- H. Koontz Odonnell and H. Weihrich: Management
- Mc Farland: Management: Foundation and Practice
- Robert M. Fulmer: The New Management

FINANCIAL MANAGEMENT

Introduction: Nature, scope and functions, financial decisions areas, Objectives of financial management

Working Capital Management: Concepts and components, Determinants of working capital requirements, Working capital conversion cycle and identification of business risk.

The Valuation Concepts: the valuation process, the fundamental valuation model, Valuation of securities: Bond, preferred stock.

Analysis of Financial Statements: Ratio Analysis, Trend Analysis, Common Size Analysis, Index Analysis

Financial Markets: An Overview: Money market: Institutional framework with reference to Pakistan, Capital Markets, Primary vs secondary markets, Organized vs over the counter market, Investment banking & public securities issue, Private placement, Role of financial markets in Pakistan.

Sources of Finance

Cost of Capital: Cost of Debt, Cost of Equity, Weighted Average Cost of Capital, Weighted Marginal Cost of Capital, Budget Constrained and IOS

Capital Structure: Leverage Analysis, Theory and Analysis.

Risk and Return: Risk Behaviour, Return , Risk Measurement

Capital Budgeting-an overview

Lease Financing

Text Books:

- James C. Van Horne: Financial Management & Policy, Prentice Hall.
- Weston & Brigham: Financial Management, The Dryden Press.
- Gitman: Managerial Finance.
- Block & Heart: Foundation of Financial Management

MARKETING MANAGEMENT

Marketing: an overview: The importance and scope of marketing, The marketing concept and social responsibility, The basic functions of marketing.

An organization's external environment, An organization's internal environment, Evaluating and Managing SWOT Analysis.

Marketing information systems: Concept and components of marketing information systems, MKIS, MRS, MDSS.

Buyer behavior analysis: The consumer's decision process, Demographic dimensions of consumer market, Behavioral dimensions of consumer market, Organizational markets, buying objectives & structures.

Segmenting, targeting and positioning strategies, Product marketing strategies, Pricing strategies and policies, Marketing channel systems, Promotion mix decisions

Text Books:

- Philip Kotler: Marketing Management, Analysis, Planning, Control, Prentice Hall.
- Jegdesh Sheth and Dennis E. Garrett: Marketing Management: A Comprehensive Reader, South Western Publishing.

BUSINESS RESEARCH METHODS

Course Objective:

The quality of business decisions depends to a great extent on the information available to the decision maker. It is the function of business research to provide information for this decision-making. The main purpose of this course is the prospective business decision makers with an understanding of research methods

Course Contents:

The role of Business Research

Definition of research, business research, structure of decision making, level of decision making, decision making process, manager researcher relationship

Scientific Inquiry

Overview, definitions and terminologies used in research, methods of theory construction, model based theory, deductive theory, functional theory, inductive theory, relevance of science in business research, science versus in non – science, scientific method

Beginning the Research Process

Business research processes, Problem identification and formulation, the research problem development process, methods of calculation of research cost and its worth

The Hall Marks of Scientific Investigation

Purposive ness, rigor, testability, replicability, precession and confidence, objectivity, generalizability, parsimony

Research Proposal Development and Evaluation

Overview, types of research proposal, research proposal importance for manager and researcher, letter of request, letter of transmittal, title, background, problem statement, objectives, research strategy and method, nature of the final report, budget and schedule, research proposal evaluation

Fundamentals of Research Design

The nature of research design, error reduction through research design, potential sources of error in the research design process, managerial strategies for dealing with error, major types of design, ex-post facto design, experimental design, validity concerns, managerial considerations

Foundations of Measurement

The nature of measurement, components of measurements, the measurement process, levels of measurement, nominal, ordinal, interval, ratios, evaluation of measurement scales, validity reliability

Primary Data Collection

The nature of primary data collection, personal interviewing, telephone interviewing, mail interviewing, a comparison of collection methods

Secondary Data Collection

Secondary data in business research, use of secondary data, search strategy, literature cited, expert interview, case study

Scaling and Instrument Design

The nature of instrument design, scale development, question phrasing, response formats, fraudulently used scaling techniques, scale sequencing and layout, pre-testing and correcting

Sampling design

Terminologies and definitions, steps in sampling process, sample designs, probability designs, unknown probability designs, sample size calculations, types of sampling

The focus of this course is the marketing research and major emphases will be on workshop session, fieldwork and case studies you will also a proper research and develop a report

Text Books:

- Donald. R. Cooper, Pamela S. Schindler: Business Research Methods
- Davis, Cobenra: Business Research for Decision Making
- Davis: Business Research Methods
- Emory: Business Research Methods

CALCULUS**Objectives**

Introduce the students to differentiation and integration of basic functions of one variable; functions of several variables; partial derivatives; optimisation problems; some applications to business and Economics

Course Description

The Derivative. Results of Differentiation. Derivative of Logarithmic Exponential and Trigonometric Function. Differentials. Growth and Decay Models. Definite and Indefinite Integrals. Techniques of Integration. Integrals involving Logarithmic, Exponential and Trigonometric Functions. Integration by Tables. Area under a curve and between curves. Functions of several variables. Partial derivatives and their applications to optimization.

Contents

- Limits and continuity
- The derivative
- Derivative of algorithmic, exponential and trigonometric functions
- Curve sketching
- Application of derivative in Business and Economics
- Integration
- Using integrals in finding areas
- Function of several variables and their optimization
- Infinite series
- Differential equations

Textbook:

- Ernest F. Haeussler. Jr. Richard S. Paul, Introductory Mathematical Analysis for Business, Economics, and the Life and Social Sciences, 9th edition, Prentice Hall, International Inc. 1999.
- Budnick F.S. Applied Mathematics for Business, Economics and Life & Social Sciences

- Hoffman and Bradley, Calculus for Business, Economics and Life & Social Sciences

PAKISTAN ECONOMY

Agricultural Sector: Major crops, cash crops, cultivated area, irrigated and un-irrigated area and agricultural inputs

Industry: Small, medium and large scale industries, major industries, employment, capital output ratio and industrial policy and prospects

Population: Population trend, birth rate, fertility rate, infant mortality rate, rural urban migration, male/female ratio, life expectancy and population pyramid.

Education: Number of male/female educational institutions, student enrolment, teacher/student ratio, literacy ratio and education policy

Health: number of hospitals, doctors and paramedical staff; number of medical colleges, major diseases, access to clean water and sanitation

Services industry: Major services, hotels and motels, tourism and transportation

Foreign trade: Major imports and exports, commercial policy, tariffs and quotas, export subsidies and rebate, foreign exchange earnings and balance of trade

Monetary Policy: Role of State Bank of Pakistan in money supply, tools of monetary policy, open market operation, bank rate and required reserve ratio

Fiscal Policy: Direct and indirect taxes, excise duty, government budget and government expenditure

Banking: Commercial banking, non-banking financial institutions, insurance companies, mutual funds, investment banks, consumer banking and interest-free banking

Inflation: Measurement of inflation, consequences of inflation, inflation and unemployment

Labor Force: Male/female, skilled/ unskilled, rural/urban self-employed/employed labor force and manpower planning

GDP: Measurement of GDP, composition of GDP, growth rate of GDP, per capita GDP and growth vs. development

Capital Markets: Stock exchanges and their functioning, role of Security Exchange Commission of Pakistan (SECP), stock index, and foreign portfolio investment

Infrastructure: Roads, railway, airplanes and merchant ships, telephone, radio, tv, print media and Internet

Text Books:

- Saeed, Amjad Khawaja: *Economy of Pakistan*
- Malik, Sohail: *Economy of Pakistan*
- Waseer, Habibullah
- Hussain Ch. M. *Economic Theory*
- Pakistan Economic Survey (various issues)

MONEY & BANKING**Course Contents:**

Money and its functions, The Monetary System, The Monetary Policy, The Role of, State Bank, Prudential Regulation, Commercial Banking, Banks and Financial Intermediaries, Credit Creation, The Macro Role of Banks, Modern Banking Instruments, Theories of Islamic Finance

Text Books:

- Robert.D.Auerbach: Money, Banking and Financial Markets, Maxwell Macmillan
- Dudley G. Lockett: Money and Banking, McGraw Hill
- Roger LeRoy Miller and David D. Van Hoose: Modern Money and Banking, McGraw Hill
- Baye and Jansen: Money, Banking and Financial Markets an Economic Approach, AITBS
- Bennett T. McCallum, Monetary Economics

CONSUMER BEHAVIOUR**Introduction:**

Definition and objectives of Consumer Behavior, Application of CB to Marketing

Consumer and Market Segmentation:

Alternative Market Strategies, Demographic Segmentation, Usage Segmentation
Benefits Segmentation, Product Positioning

Environmental Influence on CB:

Family, Culture and Sub-culture, Social class, Reference group, Adoption and Diffusion of Innovations

Individual Determinants of CB:

Personality and Self Concept, Motivation and Involvement, Consumer Learning and Memory, Information Processing, Attitudes

Consumer Decision of CB:

Problem Recognition, Information Search and Evaluation, Purchase Process, Post purchase Behavior

Organizational Buying Behavior:

Nature of Organizational Buying, Influence on Organizational Buying Behavior, Organizational Buying Decision

Text Books:

- Shiffman, Leon G. and Kannk, Leslie Lazer: *Consumer Behavior*
- Wilkie William: *Consumer Behavior*,
- Loudon David L. and Della Bitta, Albert J.: *Consumer Behavior*

HUMAN RESOURCE MANAGEMENT**Objectives:**

Organizations succeed through efficient and effective use of resources; central to the resources is human resources. It is therefore imperative to know how organization maintain & retain its human resources. The course is designed to give students insight of theoretical perspective, concepts, issues and practices in human resource management.

Course Contents:

Introduction to HRM, Human Resource Planning, Job Design and Analysis, Recruitment & Selection, Motivation & Reward System, Career Planning & Development, Training & Development, Performance Appraisal, Compensation Management & Employee Relation, Employee Health and Safety.

Text Books:

- Garry Dessler, Human Resource Management
- Dale S. Beach, Personnel The Management of people at work
- Holdin, Human Resource Management
- William B. Werther & Keith Davis Human Resource & Personnel, McGraw Hill.

BUSINESS ETHICS

Course Description:

Prerequisite: None

Corequisite: None

This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.

Course Objectives:

At the completion of the course requirements, the student will be able to:

- a. Define business ethics.
- b. Describe the evolution of business ethics.
- c. Describe major ethical perspectives.
- d. Understand and apply an ethical decision-making framework.
- e. Understand social responsibility from several dimensions.
- f. Understand how the organization influences ethical decision-making.
- g. Examine how significant others influence ethical decision-making.
- h. Examine opportunity and conflict.
- i. Develop an effective ethics program.
- j. Understand international business ethics.

Course Outline:

An Overview of Business Ethics: Business Ethics Defined, Social Responsibility , and Business Ethics, The Development of Business Ethics, Why study Business Ethics?, Framework for Studying Business Ethics

Ethical issues in Business: Foundation of Ethical Conflict, Classifications of Ethical , Issues, Ethical Issues Related to Participants and Functional Areas of Business, Recognizing an Ethical Issue

Applying Moral Philosophies to Business Ethics: Moral Philosophy Defined, Moral Philosophy Perspectives

Social Responsibility: The Economic Dimension, The legal Dimension, The Ethical Dimension, The Philanthropic Dimension

An Ethical Decision-Making Framework: Ethical Issue Intensity, Individual Factors: Stages of Cognitive Moral Development, Corporate Culture, Significant others, Opportunity, Business Ethics Evaluations and Intentions, Using the Ethical Decision-Making Framework to Improve Ethical Decisions

How the Organization Influences Ethical Decision Making: Organizational Structure and Business Ethics, The role of Corporate Culture in Ethical Decision-Making, Group Dimensions of Organizational Structure and Culture, Implications of Organizational Relationships for Ethical Decisions

The Influence of Significant Others in the Organization: Interpersonal Relationships in organizations, Organizational Pressures and Significant Others, Leadership, Significant others and Ethical Behavior in Business

The Role of Opportunity and Conflict: Opportunity, Conflict

Development of an Effective Ethics Program: An Effective Ethical Compliance , Program, Codes of Ethics and Compliance Standards, High-Level Manager's Responsibility for Ethical Compliance Programs and the Delegation of Authority, Effective Communication of Ethical Standards, Establishing Systems to Monitor, Audit, and Enforce Ethical Standards, Continuous Improvement of the Ethical Compliance Program, The Influence of Personal Values in Business Ethics Programs, The Ethical Compliance Audit

International Business Ethics: Ethical Perceptions and International Business, Culture As a Factor in Business, Adapting Ethical Systems to a Global Framework: Cultural Relativism, The Multinational Corporation, A universal Set of Ethics, Ethical Issues Around the Globe

Text Books:

- Ferrell, O.C., and Fraedrich, John, Ethical Decision Making and Cases, New York: Houghton Mifflin

BUSINESS LAW

Course Objective:

This course is designed to acquaint the students with Business and Labour Laws. The course will provide guidelines to think pragmatically for the solution of Business and Industrial problems

Course Contents:

Law of Contract

Definitions, Communication, Acceptance and Revocation of proposal. Essentials of valid contract, performance of the contract, Discharge of contract. Breach of contract. Damages for breach of contract. Law governing indemnity, guarantee, Bailment and agency.

The Law of Sales of Goods

The formation of this contract, Effects of the contract, Performance of the contract, Rights of unpaid seller against the goods, Sale by auction, Breach of contract

Law Governing Partnership

Definitions, Types of Partnership: Essential elements of partnership, Registration of partnership firms, Partnership becoming illegal, Partnership distinguished from company, Partnership distinguished from private company, Partnership distinguished from co-ownership, Partnership agreement, Rights and liabilities of the members of partnership firm, Personal profit earned by partnership, The property of the firm, Implied authority of a partnership, Principles of holding out, Minor as a partner, Reconstitution of a firm, Dissolution of partnership, Rights and obligations of partners after dissolution of partnership.

The Law of Negotiable Instruments

Definitions, characteristics of a negotiable instrument, Notes, bills and cheques, Parties to instruments, Negotiation. Endorsement liabilities of parties, Payment, discharge from liabilities, Dishonour of instrument liabilities of parties. Payment, discharge from liabilities. Dishonour of instrument. Notice and protesting.. acceptance and payment for honour. Compensation and presumptions. Factories act, industrial relations ordinances and payment of wages act

Text Books:

- Khawaja Amjad Saeed: Mercantile and Industrial Law in Pakistan
- I.R. Hashmi: Mercantile Law-Relevant Acts and Ordinances

ORGANIZATIONAL BEHAVIOUR**Course Objectives:**

In general terms, the goal of this course is to facilitate improvements in managerial and organizational effectiveness through an understanding and appreciation of the field of organizational behaviour. Our efforts will focus on important variables and dynamics at three levels: individual, group and interpersonal, and organizational. At the individual level we will examine individual behaviour and differences, learning, perception, personality, motivation and stress. At the second level we will study group and inter groups/behaviour creativity and team decision making. Power, conflict, leadership and communication.

At the organizational level we will review the basics of organizational culture, organizational change and development, structure and design and employment relationship and career management. Throughout the course we will integrate the potential moderating efforts of relevant cross-cultural variables on managerial perceptions.

Course Contents:

Introduction and background to organizational behavior, Organization: structure and design, Organizational culture, Organizational change and development, Foundations of individual behavior, Behavior modification, Socialization and mentoring, Work group behavior, Organizational conflicts management

Text Books:

- Casicio: Organizational Behaviour
- Fred Luthans: Organizational Behaviour
- Robins: Organization Behaviour
- Mullins: Organizational Behaviour

E-COMMERCE

Overview, ERP Systems and their Extension to Inter-Enterprise Commerce, The Corporation's Interface with its Customers, Inter-Enterprise E-Commerce, Logistics, Portals, Branding and Pricing, Markets, Auctions, Managing Channel Conflict, Disintermediation, Leveraging a Traditional Business on the Web, Competition Among Traditional Companies in E-Commerce, Payments, Change in a Traditional Company, Structuring a Traditional Company's "Dot Com", Alliances, Acquisitions and Global Strategy.

Text Books:

- Danial Armor: E-Business Revolution
- Karra Kota: E-Business

OPERATIONS/PRODUCTION MANAGEMENT

Course Objectives:

The main objectives of the course are to introduce the field of production/operations management. Topics to be covered represent a blend of concepts from industrial engineering, cost accounting, general management, quantitative methods and statistics. This will include some operations as well as strategic issues such as: applied forecasting, aggregate planning, scheduling, shop floor control, total quality management, inventory management, facility layout and project management.

Course Contents:

Introduction: Importance of operation management, design of an effective operational system including a thorough understanding of various operational strategies and their implicative impact on the overall production and operation of a company.

Operations management and corporate profitability. Characteristics of a manufacturing system. Difference between manufacturing and service operations. Various forecasting techniques including simulations and aggregate product planning for attaining TQM.

Japanese style of manufacturing utilizing techniques and trends for attaining quality assurance with the use of techniques such as "kanban". Capacity planning, process design, facility layout and location.

Implementation of an effective operational strategy with a perspective emphasizing on the operational system of the future in the global market.

Text Books:

- James D. Dilworth: Production and Operations Management, McGraw Hill.
- Elwood S. Buffa and Rakesh K. Sarin: Modern Production/Operations Management, John Wiley

ENTREPRENEURSHIP

Course Objective:

Entrepreneurship is an important component in the process of economic development. The purpose of this course is to analyse the theories of entrepreneurship and to go for case studies of successful entrepreneurs.

Course Contents:

Introduction: The concept of entrepreneurship, The economist view of entrepreneurship, The sociologist view, Behavioural approach, Entrepreneurship and Management

The Practice of Entrepreneurship: The process of entrepreneurship, Entrepreneurial Management, The entrepreneurial business, Entrepreneurship in service institutions, The new venture

Entrepreneurship and Innovation: The innovation concepts, Importance of innovation for entrepreneurship, Sources of innovative opportunities, The innovation process, Risks involved in innovation

Developing Entrepreneur: Entrepreneurial profile, Trait approach to understanding entrepreneurship, Factors influencing entrepreneurship, The environment, Socio cultural factors, Support systems

Entrepreneurship Organization: Team work, Networking organization, Motivation and compensation, Value system

Entrepreneurship and SMES: Defining SMEs, Scope of SMEs, Entrepreneurial managers of SME, Financial and marketing problems of SMEs

Entrepreneurial Marketing: Framework for developing entrepreneurial marketing, Devising entrepreneurial marketing plan, Entrepreneurial marketing strategies, Product quality and design

Entrepreneurship and Economic Development: Role of entrepreneur in the economic development generation of services, Employment creation and training, Ideas, knowledge and skill development, The Japanese experience

Case Studies of Successful Entrepreneurs

Text Books:

- Paul Burns and Jim Dew Hurst: Small Business and Entrepreneurship
- P.N. Singh: Entrepreneurship for Economic Growth
- Peter F. Drucker: Innovation and Entrepreneurship Peter F. Drucker
- John B. Miner: Entrepreneurial Success

GLOBAL/INTERNATIONAL BUSINESS MANAGEMENT

Course Contents:

Introduction & History, Globalization Forces: Trade Volume & Direction of Trade, FDI & Flow of PDI, Reasons to enter in International Business, Ways to enter to International Business

Economic Theories of International Business: Merchalism, Theory of Absolute Advance, Theory of Comparative Advance, International PLC, International Investment Theories

Trade Restrictions: Reasons for Trade Restrictions, Tariff & Non-Tariff Business

Economic Development: Measurement of Economic Development Level

International Organizations: UNO, IBRD, IMF, OPEL, EU, Regional Grouping

International Monetary System: Gold Standard History, BOP, Equilibrium & Dis-Equilibrium

Financial Forces Influencing International Business: Forex Valuation, Currency Exchange Control, Tariff or Duties, Taxation. Inflation

Physical & Environmental Forces: Location, Topography, Climate , Natural Resources

Socio-cultural forces: Cultural, Components of Culture, Understanding national Culture

Political Forces: Ideological Forces (Communication, Capitalism, Socialism), Government Ownership of Business, Privatization, Government Stability, Country --- Asset.

Assessing & Analyzing Markets: Marketing Screening, International Management Information System

International Marketing: Marketing Strategies, The Marketing Mix

Export & Import Practices: Export Locating Foreign Markets, Payments & Financing Procedures, Export Procedures, Export Shipments

Text Books:

- Don Ball: International Business Management Wendell Mcculloerh

MANAGEMENT INFORMATION SYSTEM

Course Objective:

This is course is a fundamental course for the students of business administration for BBA and MBA degree. The course is designed to give concept of information systems and their importance for business success. Different information technology applications in business to manage better and how it will provide support to decision makers for strategic business decisions will be discussed. Different applications like hospital information systems, corporate information systems, city information systems, crime information and control systems, Transaction process system etc. will be discussed and students will have to submit a project and present it at the end of course.

Course Contents:

Introduction, History of information systems and its importance, application software, basic components etc. Using information technology for electronic commerce, Current focus on information use, problems in implementing global information systems, GIS implementation strategies, Ethical implications of information technology, Moral, ethics and the law, Ethics and information services, codes of ethics, System theory and methodologies, system model of the firm, use of system in firm, The systems approach, problem solving, preparation, definition, and solution efforts, System life cycle methodologies, Planning, analysis, designing and implementation phase, Computer as problem solving tool, The role of hardware and software in problem solving, Multimedia and its importance in problem solving, The database and database management system, Data communication, networks and Computer based information systems

Text Books:

- Kenneth C. Laudon, Jane P. Laudon: Management Information Systems-Managing the Digital Firm
- James O'Brien: Management Information Systems
- Larry Long & Nancy Long: Introduction to Computer Information System
- Raymond Mcleod, Jr. published: Management Information Systems, Prentice Hall.

Curriculum of MBA (2 years) Programme
After 4 years BBA (Hon)

The MBA Program shall be of Two years regular studies 4 semester 10 courses and Dissertation of total 36 credit hours. The student shall be awarded MBA Degree provided he shall pass all courses, completion of business internship and comprehensive examination.

Scheme of Courses

<u>Semester I</u>	<u>Credit Hours</u>
1. Advanced Research Methods	3
2. Strategic Management	3
3. Managerial Economics	3
4. Elective-I	3
5. Elective-II	<u>3</u>
	15
<u>Semester II</u>	
1. Corporate Finance	3
2. Strategic Marketing	3
3. Managerial Accounting	3
4. Elective I	3
5. Elective II	<u>3</u>
	15
<u>Semester III / IV</u>	
Dissertation	<u>6</u>
Total	<u>C.H</u>
	<u>36</u>

Details of Courses

ADVANCED RESEARCH METHODS

MANAGERIAL ACCOUNTING

Introduction: Managerial accounting: A perspective, Cost terms, concepts and classification, Responsibility accounting and cost allocation concepts: Responsibility accounting centers and performance reports, Cost flows and accumulation: The basic cost flow model, Cost accumulation: Merchandising, Manufacturing and Services organization, Costing systems: Job order-costing systems, Process costing system, Hybrid product costing system, Cost management systems., Cost behavior and estimation: Cost behavior patterns, Cost estimation methods and Account analysis, Cost – volume – profit analysis: The break even point, CVP analysis, CVP with multiple products, Cost structure and leverage analysis, Standard costing systems: Standard costs and control, Setting cost standards, Overhead application in a standard costing system, Differential cost analysis: Differential costs versus variable costs, Differential costs versus total costs, Cost analysis for pricing, Variable costing: Variable costing versus full absorption costing, Appropriateness of variable costing & full absorption costing methods, Flexible budgeting
Budgeting & monitoring

Text Books:

- Charles T. Hongren Introduction to Managerial Accounting Prentice Hall, International.
- Ronald W. Hilton Managerial Accounting McGraw Hill.
- Garrison: Managerial Accounting McGraw Hill.
- Charles Brandom Managerial Accounting: Strategy & Control, McGraw Hill.

STRATEGIC MARKETING

Because Decision marking is a skill, it is best learned through practice. The course is therefore built around a marketing simulation game and a group project based on actual marketing problems that provide an opportunist for you to employ marketing concepts and tools to solve them. The course also promotes learning through lectures, class activities, and class discussion.

Course Objective:

The overall purpose of this course is to develop decision-making skill related to marketing management. Specific course objectives include the following:

- To understand the role of strategic marketing management in organizations
- To integrate macro-marketing concepts with micro marketing concept
- To develop strategic decision making skills related to marketing management both as an individual and as a member of team.

Course Contents:

Business and marketing strategies, The strategic role of marketing, Business strategy and competitive advantage, Marketing strategy, Marketing situation analysis, Defining and analyzing markets, Market segmentation , Analyzing competition, Designing marketing strategy, Market targeting & positioning strategy , Marketing strategies for selected situations, Planning for new products, Marketing program development, Product portfolio strategy, Distribution strategy, Price strategy, Promotion strategy, Implementing & managing marketing strategy, Designing effective marketing organizations, Marketing strategy implementation & control, The strategic role of information.

Text Books:

- Wilson & Giligan: Strategic Marketing Management
- David A. Aaker: Strategic Marketing Management
- Fred R. David: Strategic Management

CORPORATE FINANCE

Introduction to corporate finance, the role of Financial Manager, business finance, the goal of the firm, organization of the finance function.

Valuation: concepts and critical analysis.

CAPM, critical analysis and application in Pakistan economy, cash flow analysis, probability distribution and expected value, dividend policy, mergers, acquisitions, LBOs and business failure, emerging capital markets, convertibles, warrants, derivative securities.

Text Books:

- Richard Brearly & Stewart Mayers: Principles of Corporate Finance, McGraw Hill

- Van Horne, J.C. and Wachowicz Jr.J.M. Fundamentals of Financial Management
- Wrance J.Gitman, Principles of Managerial Finance
- Ross, Stephen A. Westerfield, Randolph W. and Jordan, Bradford D., Fundamentals of Corporate Finance

PROJECT MANAGEMENT

Course Objective:

Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. In the service sector of the economy, the use of project management to achieve an organization's goals is even more common. Advertising campaigns, voter registration drives, political campaigns, a family's annual summer vacation, and even seminars on the subject of project management are organized as projects. A relatively new growth area in the use of project management is the use of project as a way of accomplishing organizational reorganization and change. Indeed, there is a rapid increase in the number of firms that use projects as the preferred way of accomplishing almost everything they undertake. Not even the most optimistic prognosticators foresaw the explosive growth that has occurred in the field.

The aim of this course is to equip students with the knowledge of project management and skills that a successful project manager uses for effective initiation, implementation and termination of a project. Students get knowledge of different players involved in projects as well as an in depth information regarding organizational structure and communication etc. for project. Students are also taught, how to prepare project feasibility study which is the core outcome of this subject.

In addition to the regular course work, students will be indulged in discussion of articles and case studies also.

Course Contents:

Project Management course is split into three parts – Project Initiation, Project Implementation and Project Termination preceded by Project Management Introduction

Introduction to Project Management: Definition of a Project, Importance of Project Management, Project Life Cycle, Types of Projects, Project Management and related Industries, Project Initiation and Selection, Project Manager, Project Organization, Project Planning, Conflicts and Negotiation, Project Implementation, Budgeting and Cost Estimation, Scheduling, Resource Allocation, Monitoring and Information Systems, Project Control

Project Termination, Project Auditing

Project Feasibility Study: How to prepare Project Feasibility Study, Format of Feasibility Study, Contents of Feasibility Study, Making Accurate Estimates, Students' presentations of feasibility studies.

Text Books:

- Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach
- Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling

STRATEGIC MANAGEMENT

Introduction: Strategic management, Definition and process, nature of strategic decisions, The strategy managers: the role and tasks. Strategy Formulation: Information Inputs: Operating environment scanning, Structural analysis of competitive forces, The Structure and performance of the industry as a whole. Strategy Formulation: Mission and Objective: Concepts: Mission, goals, objectives and targets, Mission development and statement, Relationship. The strategy-making hierarchy, corporate strategy, Functional strategies, operating strategy, factors shaping strategy. Action Plan Choice: The generic competitive strategies, the offensive strategic postures, the defensive strategic postures, corporate diversification strategies. Strategies Evaluation and Selection: Evaluation models, Growth share matrix (GSM), General electric's stop light grid, Life cycle analysis, Gap analysis, Directional policy matrix (DPM), Selection models and contexts.

Function Strategy Formulation: Selection of functional areas, Formulation of functional objectives, Formulation of functional action plans. Strategy Implementation: Analyzing strategy-change, Analyzing organizational structure, Analyzing organizing culture, selecting an implementation approach. Strategic Control: The strategic control process.

A Case Analysis Framework: Diagnosis and record of the current situation, Identification and record of the strategic issues and key problems.

Text Books:

- G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.
- Whelen and Whelar: Strategic Management
- Fried. R. David: Strategic Management, Prentice Hall.

- Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
- Thomous, Stricklend: Strategic Management, BPI, IRWIN.

MANAGERIAL ECONOMICS

Course Objective

For effective resource management a manager has to develop clear policies. Good decision-making originates from complete understanding of organizational objectives and to achieve these objectives management has to effectively use its resources. A course in Managerial Economics helps the manager understand theories and methods in economics as they are applied to business and administrative decision-making. Managerial Economics identifies ways to efficiently achieve any of the organizational goals. The course below is designed to educate students of business administration about using their knowledge of rules of economics to practical management decision-making.

Course Contents

- Nature and Scope of Managerial Economics
- Economics Optimisation
- Demand Estimation and Analysis
- Forecasting
- Cost Analysis and Estimation
- Linear Programming
- Market Structure and Pricing Policies
- Role of Government in Market Economy
- Decision Making under Uncertainty

Two courses are to be selected from field of specialization.

DISSERTATION

MBA 2 years Program

Eligibility Criteria for Admission:

This programme is for candidates who have put in minimum of 4 years of education after Intermediate, and obtained professional degrees like B.Sc. / B.E. (Engineering), B.Sc. Agriculture, LLB, or 4 years BA / BS programme / MBBS or Masters Degree in any discipline.

The MBA Program shall be of four semesters and two years regular study. There shall be 21 courses with a dissertation (3 CH) of total 66 credit hours.

Scheme of Courses:

<u>Semester-I</u>	CREDIT HOURS
1. Principles of Marketing	3
2. Financial Accounting	3
3. Principles of Management	3
4. Business Communication	3
5. Business Mathematics & Statistics	3
6. Computer Orientation and Packages	<u>3</u>
Total	18
<u>Semester-II</u>	
1. Marketing Management	3
2. Cost & Management Accounting	3
3. Business Research Methods	3
4. Micro Economics	3
5. Business Finance	3
6. Management Information System	<u>3</u>
Total	18
<u>Semester-III</u>	
1. Financial Management	3
2. Human Resource Management	3
3. Macro Economics	3
4. Elective-I	3
5. Elective-II	<u>3</u>
Total	15
<u>Semester-IV</u>	
1. Strategic Management	3
2. Organizational Behaviour	3
3. Entrepreneurship	3
4. Elective-I	3
5. Dissertation / Research Project	<u>3</u>
Total	15
Grand Total	<u>66</u>

* The Business Elective Courses shall be selected from the field of specialization

Pre-requisite to the Award of Degree: Internship-6 to 8 weeks:

The MBA Program student shall complete 6 to 8 weeks internship in the organization and shall get Internship Letter from the concerned organization. The students who are already in service shall be exempted from Internship.

COMPREHENSIVE EXAMINATION:

In order to test the over all performance of the students a written comprehensive examination will be conducted after completion of MBA course work.

FIELDS OF SPECIALIZATION:**(i) FINANCE**

- Taxation Management
- International Financial Management
- Financial Statement Analysis.
- Seminar in Finance
- Islamic Financial System
- Corporate Finance
- Investment and Portfolio Management

(ii) MARKETING

- Marketing Research
- Sales Management
- Export Marketing
- Integrated Marketing Communication
- International Marketing
- Personal Selling
- Brand Management
- Cyber / Internet Marketing
- Marketing of Services

- Industrial Marketing
- Logistic Management
- Retail Marketing
- New Product Management
- Advertising Management
- Marketing of IT Products
- Social Marketing
- Tourism Marketing
- Agriculture Marketing
- Whole Sale Marketing
- Media Marketing

(iii) HUMAN RESOURCES MANAGEMENT

- Strategic Human Resource Management
- Industrial Relations
- Performance Management
- Organization Dynamics
- International Human Resource Management
- Human Resource Development
- Organizational Development
- Labour Laws in Pakistan
- Cases and Exercises in Personnel / HRM
- Training Intervention in job skills

(iii) MANAGEMENT INFORMATION SYSTEMS (MIS)

- Database Management
- Computer Networking
- Operating System
- Expert System & Artificial Intelligence
- System Analysis & Design
- Seminar in MIS

- Knowledge Management
- E- Business

(iv) MANAGEMENT

- Industrial Relations & Labor Laws in Pakistan
- Project Management
- Change Management
- Total Quality Management
- Supply Chain Management
- Comparative Management
- Knowledge Management
- Environment Management
- Game Theory

(v) BANKING

- Banking Law and Practice
- International Banking
- Consumer Banking
- Credit Analysis & Investment Banking
- Banks Management
- Seminar in Banking
- Islamic Financial System

(vi) HUMAN RESOURCE MANAGEMENT

- Industrial Relations
- Performance Management
- Strategic Human Resource Management
- Human Resource Development
- Leadership and Team Management
- Organizational Development
- Labour Laws

(vii) SERVICES MANAGEMENT

- Health Care Services
- Health Care Planning
- Education Management
- NGO's Management
- Insurance Management
- Risk Management
- Hotel Services Marketing
- Hotel Financing & Budgeting

Details of Courses

PRINCIPLES OF MARKETING

Introduction: Marketing in Changing World: Creating Customer Value and Satisfaction, Strategic Planning and the Marketing Process, Global Marketing Environment;

Marketing Research and Information Systems, Consumer Markets and Consumer Buyer Behaviour, Business Markets and Business Buyer Behaviour;

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 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

Text Books:

- Philp, Kotler and Gary Armstrong : Principle of Marketing, McGraw Hill, Co.
- William J. Stanton: Fundamental of Marketing, Etzel, and Walker McGraw Hill

FINANCIAL ACCOUNTING

Introduction: Purpose and Nature of Accounting, Various areas of Accounting, Forms of Business enterprises, Accounting Information users, GAAP, Conventions, Business transactions and Accounting equation;

Accounting Process: Recording changes in financial position, Double entry Accounting system, Journal, Ledger, Trial Balance, the Accounting cycle, Measuring business income, adjusting process, Completion of Accounting

Cycle, Work sheet, Financial Statements, and Accounting for merchandize business;

Accounting Systems: Special Journals, and Internal control of Cash transactions, Bank Reconciliation, Accounts Receivables, and Inventories accounting Methods, Plant Assets, Depreciation, Intangible Assets, Amortization and Depletion Methods,

Liabilities; Partnership: Formation, Division of Income and Liquidation process;

Corporation: Organization, Classes of Stock, Stock holder's Equity statement, Stock value, Issuance of Stock, Stock Dividend, Treasury Stock, Stock split, Measuring Corporation Income, and Earnings Per Share;

Measuring Cash Flows: Statement of Cash Flows, and Classification of cash flows

Text Books:

- Robert F. Meigs and Walter B. Meigs: Accounting: The Basis for Business Decisions
- Flamholtz, Michael A. Diamond: Principle of Accounting
- Frankwood: Business Accounting-I and Business Accounting-II

PRINCIPLES OF MANAGEMENT

Introduction: Management Concept, Definition and process, Managerial levels, roles & skills, Evolution of management thought in changing environment, management's ethical and social responsibilities;

Management Functions, Determination of Objectives & Goals, Effective goal setting, Management by objectives;

Management Functions and Management Process: Planning, Organizing, Leading and Controlling;

Planning: The nature, purpose and process, 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, PERT, and the logical framework, Effective planning;

Decision Making & Problem Solving: The rational Decision-making Model, Decision making styles, Committee and group aided decision-making,

Organizing: Authority, Nature, Committee

Leadership: The Nature of leadership, Leadership Theories, Styles, and Skill;

Motivation: Concept, Primary and Secondary motives, Motivation theories;

Elements of Controlling: An overview of control, control process, critical control points and standards, control system, Effective control system requirements, Resistance to control, Control strategy choice, and Methods of control.

Text Books:

- Harold Knootz & Heins Wehrich: Management
- Drucker, P.F.; The Practice of Management.
- Stephen P. Robbins and Mary Coulter: Management.

BUSINESS COMMUNICATION

Process of communication: Communication model, Channels of communication, Flow of communication, Barriers to effective communication, How to make communication effective.

Communication theories: Interaction-information-Completeness.

7'c of communication: Conciseness-Correctness-Completeness, Clarity-Consideration-Courtesy-Concreteness.

Written communication: Letter-Memorandum-Circular, Agenda and minutes of meeting, Business research report: Types, Format, Language & Style, Market report: Types-Format, Thesis and assignment writing.

Oral communication: Meeting: Types and conduct, Interview: Types and conduct, Presentation or speech: Types-Planning-Delivering the presentation or speech, Workshop and seminar: Planning-Conduct.

Communication strategy: Image building, Minus image and its implications, Developing a positive corporate image, Messages choice: Favorable, unfavorable, negative and persuasive.

Précis writing: Methods of précis writing, Principle points to be kept in mind while writing précis, Specimen of passages and their précis.

Essay writing: Characteristic of a good essay, Classification, Hints on essay writing: general preparation, special preparation.

Text Books:

- Murphy and Hildebrandt, Effective Business Communication.
- Coutland L. Bovee, Jhon V. Thill, Business Communication Today.

BUSINESS MATHEMATICS & STATISTICS

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations, matrix algebra, compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus. Introduction. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes collection and classification of data, measures of central tendency and dispersion, probability, probability distribution, estimation, regression and correlation analysis, time series analysis and forecasting and index numbers.

Text Books:

- Mansfield, E., Statistics for Business & Economics: Methods and Applications.
- Danier, W.W., Terrell, J.C., Business Statistics: Basic Concepts and Methodology.
- Iqbal Bhatti: Fundamental of Statistics. Latest Edition.
- Sher Muhammad, Elements of Statistics, Latest Edition.

COMPUTER ORIENTATION AND PACKAGES

Introduction: Definition of Computers, Types of Computers, Generation of Computers

- **Hardware:** Hardware components and peripherals.
- **Software:** Introduction and function of systems software, Application Packages, Level of languages

Windows – XP: Introduction and concept of Operating Systems, Function 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, full 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.

Text Books:

- Peter Norton: Introduction to Computers.

MARKETING MANAGEMENT

Marketing an overview: Definitions, Evolution of marketing management, concept, social responsibility, basic functions of marketing & importance and scope of marketing.

The marketing environment analysis: An organization's external microenvironment and macro environment, An organization's internal environment.

Marketing information systems: Concept and components of marketing information systems, MKIS, MRS, Analytical marketing system, marketing decision support system.

Consumer markets and consumer behavior analysis: Demographic dimensions of consumer market, Behavioral dimensions of consumer market.

Buyer behavior: objectives & structure.

STP marketing: An overview of marketing opportunities and target markets, Market segmentation concept patterns & procedure.

Product marketing strategies: Basic concepts of product planning, the product life cycle: Stages and marketing strategies, new product planning and development, product-mix strategies, branding, packaging and labeling.

Pricing strategies and policies: Procedure for price setting, Methods of setting prices.

Marketing channel systems: The nature of marketing channels, Various marketing channel systems, Channel – design decisions, Channel – management decisions, Channel dynamics.

Promotion strategies: Meaning and importance of promotion, Communication and promotion mix strategy, Effective advertising programs, Sales promotion and public relations programs, The strategic personal selling process, Strategic sales-force management.

Text Books:

- Philip Kotler, Marketing Management, Analysis, Planning, Control.
- J. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader.
- E. Jerome McCarthy & William D. Paeranth, Basic Marketing: Managerial Approach

MANAGERIAL ACCOUNTING

Introduction: Managerial accounting: A perspective, Cost terms, concepts and classification.

Responsibility Accounting and Cost Allocation concepts: Responsibility accounting centers and performance reports.

Cost Flows and Accumulation: The basic cost flow model, Cost accumulation: Merchandising organizations- Manufacturing organizations- Service organizations.

Costing Systems: Job order-costing systems, Process costing system, Hybrid product costing system, Cost management systems for new manufacturing environment.

Cost Behavior and Estimation: Cost behavior patterns, Cost estimation methods.

Cost – Volume – Profit Analysis: The break even point, CVP analysis, CVP with multiple products, Cost structure and leverage analysis.

Standard Costing Systems: Standard costs and control, setting cost standards, Overhead application in a standard costing system, Analysis of cost variances.

Differential Cost Analysis: Differential costs versus variable costs, Differential costs versus total costs, Cost analysis for pricing decisions, Make-or-buy decision.

Variable Costing: Variable costing versus full absorption costing, Appropriateness of variable costing & full absorption costing methods.

Flexible Budgeting: Static budget versus Flexible budget, Sales activity (Volume) Variance, Profit variance analysis, Variable, manufacturing costs variance.

Budgeting & Monitoring: Framework of budgeting, The master budget development process, Budgeting in merchandising operations, service enterprising & non-profit organization, Budget under uncertainty, Reports for monitoring.

Text Books:

- Ronald W. Hilton Managerial Accounting McGraw Hill.
- Charles T. Hongren Introduction to Managerial Accounting Prentice Hall, International.
- Garrison: Managerial Accounting McGraw Hill.

BUSINESS RESEARCH METHODS

Introduction to Business Research: Business Research: Definition & Nature, The Scientific Method, The Business Research Process, Errors in Business Research.

Research Design and Data Sources: Types of research and research designs, Primary data and its sources, Secondary data and its sources.

Data Collection Procedures: The Measurement Process, Concepts of validity and reliability, The casual design procedures, Data Collection Methods, Observation, Documentary-Historical Method, The Survey Method, Data Collection Instruments: Questionnaire, Interview and Scheduling, Problems in Data Collection.

Sampling: Sampling Concepts, The Sampling Procedures (Types of Sampling), Determining a sample size & Selection of sample.

Data Processing And Analysis: Basic concepts of data processing: Computer representation, Data Matrix, Data Storage Data Processing flow: Editing, Coding, Handling Blank Responses, Coding, Categorization, Converting, Weighting, Storing etc., Alternative processing flows, University data analysis, Measurement of central tendency, Measurement of dispersion, Hypothesis Testing, Bavaria data analysis, Linear Correlation, Simple Regression, The Chi-Square Test, The Cross-Tabular Tables, Elaboration of relationships, Multivariate data analysis: Interdependence Methods, Factor analysis, Cluster analysis, multidimensional analysis, Multivariate data analysis: Dependence methods, Multiple Regressions, Analysis of Variance & Covariance, Discriminate analysis.

Research Project Proposal: Rationale for the study defining the problem, Research Objectives, Information needs, Research design, Data collection procedure, Data processing & analysis, Research Team and its profile, Budget, Time Table

Text Books:

- Ranjit Kumar, Research Methodology, Sage Publications.
- Dam Remenyl, Doing Research in Business and Management, Sage Publications.
- C. William Emory, Business Research Methods, IRWIN.

ECONOMICS (MICRO & MACRO)

Introduction: Basic Economics Concepts, problems of Economic Organizations, Markets and Elements of supply and demand.

Supply, demand and product markets: demand, utility and consumer behavior and business organizations. Theory of production and marginal products, analysis of costs, competitive markets, monopoly and imperfect competition.

Production Function and Distribution: Factors of Production, Pricing of factors of production.

Markets and Economic Efficiency, role of Government, Economic Systems, Economic Growth and International Trade.

National Economy facts: National income Accounting, Measurement. Income and Spending, Money, Monetary and Fiscal Policy, International Linkages.

Aggregate Demand, Supply and Growth, Consumption and Saving, Inflation, Unemployment, Budget Deficit and International Adjustment.

Text Books:

- Robert S.Pindyck & Danial L. Rubinfeld: Microeconomics, Prentice Hall
- Rudiger Dornbusch & Stanley Fischer: Microeconomics, McGraw Hill
- C.E.Ferguson & J.P.Gould: Microeconomics Theory
- Samuleson & Nordhausan: Economics, Tata McGraw Hill

BANKING & FINANCE

Course Contents:

Money and its functions, The Monetary System, The Monetary Policy, The Role of State Bank, Prudential Regulation, Commercial Banking, Banks and Financial Intermediaries, Credit Creation, The Macro Role of Banks, Modern Banking Instruments, Theories of Islamic Finance

Text Books:

- Robert.D.Auerbach: Money, Banking and Financial Markets, Maxwell Macmillan

- Dudley G. Lockett: Money and Banking, McGraw Hill
- Roger LeRoy Miller and David D. Van Hoose: Modern Money and Banking, McGraw Hill

MANAGEMENT INFORMATION SYSTEM

INTRODUCTION TO INFORMATION TECHNOLOGY

INTRODUCTION TO COMPUTER SYSTEM: Hardware, Software, Electronic Data Processing, Input, Processing and Output Techniques

MANAGEMENT INFORMATION SYSTEM: Needs for MIS, Evolution & Types of Information System, (MIS, DSS, Expert System), The concept of Data and Information

DATABASE MANAGEMENT SYSTEMS: The concept of DBMS, Hierarchy of Database, Elements of DBMS, Contents of Files

INFORMATION SYSTEMS FOR BUSINESS APPLICATION: Executive Information System, Manufacturing Information System, Marketing Information System, FIS, HRIS.

COMPUTER NETWORKS: Types of Networks, Application of Networks, Network Structure, Network Standardization, Example Networks, Network Software.

INTRODUCTION TO BUSINESS TELECOMMUNICATION: Communication Channels, Channel Configuration, Channel Sharing, Modes of Transmission

OTHER RELEVANT TOPICS: Artificial Intelligence (AI), Office Automation, Multimedia, Computer Viruses

Text Books:

- Jmaes O, Brien Introduction of Information Systems with supplement. McGraw Hill, New York.
- Robert Schulthies & Mary Sumner: Management Information System, with supplement. McGraw Hill, New York.
- David Olson: Management Information System, McGraw Hill.

FINANCIAL MANAGEMENT

Introduction: Nature, scope and functions, Financial decisions areas, Objectives of financial management, Framework for financial management,

Working Capital Management: Concepts and components, Determinants of working capital requirement, Working capital conversion cycle and identification of risk.

Cash and Marketable Securities Management: Objectives of cash management, Rational for holding cash, Determinants of cash needs, Cash management strategies.

Credit Policy: Optimal credit policy, Credit granting policy, Credit collection policy, Analysis of changes in credit policy

Financial Markets: Money market, Institutional framework with reference to Pakistan, Capital Markets, Primary vs secondary markets,

Sources of Finance: Short term financing: Trade credit, commercial bank loans, collateral supported loans and commercial paper, Intermediate financing.

The Valuation Concepts: Key concepts of value, Time-value concept, The valuation process, The fundamental valuation model, Valuation of securities.

Financial Forecasting: Short term financial projections: Cash budget and pro-forma financial statements, Long term financial projections.

Capital Budgeting: Nature & process, Estimation and identification of the relevant cash-flows, Capital budgeting evaluation techniques, Capital rationing.

Dividend Policy: Determinants of dividend policy, Alternate dividend policies.

Text Books:

- Weston & Brigham: Essentials of Managerial Finance, The Dryden Press.
- James C. Van Horne: Financial Management & Policy, Prentice Hall.
- Gitman: Managerial Finance.
- Richard Brearly & Stewart Myers: Principles of Corporate Finance. McGraw Hill.

HUMAN RESOURCE MANAGEMENT

Introduction: Concepts of human resource management, Human Resource Challenges, Human Resource Functions, Philosophical approaches to Human Resource Management

Job Design and Analysis: An overview of Job design, Techniques of job design, Job analysis, Collection of job information, Applications of job analysis information

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

Career Planning & Development: Promotion, Anachronism, Demotion, Separation

Training and Development: Significance of training & development, Principles of training & development, Training & development methods, Evaluation of training & development

Motivation and Reward System: Concept of motivation, Reward systems, Motivation through job design, Motivation through employee participation, Other motivation techniques

Performance Appraisal: Appraisal: Definition and applications, Basic consideration in appraisal, Appraisal methods, Legal issues for appraisal, Appraisal challenges.

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

Discipline: Concepts of discipline, Preventive & corrective discipline, Negative & positive approach, Administration of disciplinary action, Grievance handling.

Text Books:

- William B. Werther & Keith Davis: Human Resource & Personnel, McGraw Hill.
- Bernardin & Russell: Human Resource Management McGraw Hill.

- Fred Luthans: Organizational Behavior. McGraw Hill.
- Robert Kreitner & Angelokinicki: Organizational Behavior, IRWIN.

PRODUCTION & OPERATION MANAGEMENT

Introduction: Importance of operation management, design of an effective operational system including a thorough understanding of various operational strategies and their implicative impact on the overall production and operation of a company.

Operations management and corporate profitability. Characteristics of a manufacturing system. Difference between manufacturing and service operations. Various forecasting techniques including simulations and aggregate product planning for attaining TQM.

Japanese style of manufacturing utilizing techniques and trends for attaining quality assurance with the use of techniques such as "kanban". Capacity planning, process design, facility layout and location.

Implementation of an effective operational strategy with a perspective emphasizing on the operational system of the future in the global market.

Text Books:

- James D. Dilworth: Production and Operations Management, McGraw Hill.
- Elwood S. Buffa and Rakesh K. Sarin: Modern Production/Operations Management, 8e, Wiley

STRATEGIC MANAGEMENT

Introduction: Strategic management, Definition and process, nature of strategic decisions, The strategy managers: the role and tasks.

Strategy Formulation: Information Inputs: Operating environment scanning, Structural analysis of competitive forces, The Structure and performance of the industry as a whole.

Strategy Formulation: Mission and Objective: Concepts: Mission, goals, objectives and targets, Mission development and statement, Relationship. The strategy-making hierarchy, corporate strategy, Functional strategies, operating strategy, factors shaping strategy.

Action Plan Choice: The generic competitive strategies, the offensive strategic postures, the defensive strategic postures, corporate diversification strategies.

Strategies Evaluation and Selection: Evaluation models, Growth share matrix (GSM), General electric's stop light grid, Life cycle analysis, Gap analysis, Directional policy matrix (DPM), Selection models and contexts.

Function Strategy Formulation: Selection of functional areas, Formulation of functional objectives, Formulation of functional action plans.

Strategy Implementation: Analyzing strategy-change, Analyzing organizational structure, Analyzing organizing culture, selecting an implementation approach.

Strategic Control: The strategic control process.

A Case Analysis Framework: Diagnosis and record of the current situation, Identification and record of the strategic issues and key problems.

Text Books:

- G. Johnson & K. Scholes: Exploring Corporate Strategy, Prentice Hall.
- Wheelen: Strategic Management
- Fried. R. David: Strategic Management, Prentice Hall.
- Thomous, Stricklend: Strategic Management, BPI, IRWIN.

ORGANIZATIONAL BEHAVIOUR

Introduction and Background: Organizational behavior: Key concepts, An historical perspective on organizational behavior, Organizational behavior and contemporary issues.

Organization: Structure and Design: The nature and purpose of organization, The classical and modern concepts of organization, Span of control and organization structures, Authority relations: Line, staff and functional, Authority: Delegation and decentralization, Departmentalization, Organizational life cycle stages, The contingency approach of organization design, Today's organizations and various designs, Organizational effectiveness

Organizational Culture: The dynamics of organization's culture, the basic approaches to organizational culture, the cross-cultural awareness, total quality culture creation, changing and developing cohesive organization's culture

Organizational Change and Development: The nature and typology of organizational change, The diagnosis of forces for change, The models and dynamics of planned change, Resistance to change and its management, Techniques for managing change, Organizational development: Objective & model, Change management and contemporary issues in TQM.

Foundations of Individual Behaviour: The perception process, The attribution theory, Personality and organizational behaviour, Attitudes, personal values and ethics: Learning & behavioural modification

Behaviour Modification: Behavioural learning models, Principles of behaviour modification, the process of modifying on-the-job behaviour, Behavioural self-management

Socialization and Mentoring: The organizational socialization process, The socialization techniques, Mentoring, Organizational roles and norms

Work Group Behaviour: Work group: Types, functions & development process, Work group structure, composition and effectiveness, Inter group interactions, Organization influence tactics, Organization's politics, Strategies for improving work group performance

Organizational Conflicts Management: The nature of conflict, Functional versus dysfunctional conflict, Approaches to effective conflict resolution, Conflict stimulation

Text Books:

- Judith R. Gordon, Organizational Behavior, Prentice Hall.
- Fred Luthans: Organizational Behaviour
- Davis and Newstrom, Human Behavior at Work: Organizational Behavior, McGraw Hill.
- Robert Kreitner & Angelo Kinicki Organizational Behavior, IRWIN

ENTREPRENEURSHIP

Introduction: Entrepreneurial Perspective, economics and entrepreneurship, process, ventures, practices and characteristics.

Entrepreneurship and new free enterprise: Entrepreneurship venture opportunities, innovations, change, fantasies, Environment of small business, sources and resolutions, corporate entrepreneurship, risk failure and new venture unit, feasibility of planning and concepts of planning, stages of growth model, responsibility of feasibility plan.

Product and services concepts: Product servicing concepts and commercial opportunities (macro over view), products and technology, identification opportunities, product development life cycle, product protection, trade mark and patents, process of patents, validity of property rights and accessing government information. Human resources side of enterprise, infrastructure of services, types of service venture, success factors.

Marketing and new venture development: Marketing research for new ventures, marketing concepts, startup of marketing research, market focused on organization, sources of market intelligence, competitive analysis and implications of market research. Marketing strategies and functions and product concepts, 4 Ps, making marketing plan, changing international ventures.

Entrepreneurial team and business formation: human resource and relations, BOD, legal aspects, acquiring a business, evaluation of acquisition opportunities and methods of valuation. Financial resources and asset management, different types of financing, buy or lease. Organization cycle and growth of organization, strategic management for success of enterprise, looking towards entrepreneurial career.

Text Books:

- David H. Holt: Entrepreneurship, New Venture Creation, Prentice Hall
- Bill Bolton & John Thompson: Entrepreneurs Talent, Temperament, Technique, Butterworth Heinemann

BUSINESS MATHS & STATS

Basic mathematical concepts and their application in various business real numbers, discrete and continuous variables, functions, linear and exponential functions, simultaneous equations, matrix algebra, compounding and discounting techniques, basic algebra and set theory, permutation and combination, and differential calculus. Introduction. The statistical analysis of managerial problems. The important aspects of statistics, which are applicable to management, are discussed. This includes collection and classification of data, measures of central tendency and dispersion, probability, probability distribution, estimation, regression and correlation analysis, time series analysis and forecasting and index numbers.

Text Books:

- Mansfield, E.: Statistics for Business & Economics: Methods and Applications.
- Danier, W.W., Terrell, J.C.: Business Statistics: Basic Concepts and Methodology.

- Downen, E.K., Starr, M.K., Basic Statistics for Business and Economics.
- Iqbal Bhatti: Fundamental of Statistics
- Sher Muhammad: Elements of Statistics

ECONOMIC ANALYSIS

Introduction: Basic Economics Concepts, problems of Economic Organizations, Markets and Elements of supply and demand.

Supply, demand and product markets: demand, utility and consumer behavior and business organizations. Theory of production and marginal products, analysis of costs, competitive markets, monopoly and imperfect competition.

Production Function and Distribution: Factors of Production, Pricing of factors of production.

Markets and Economic Efficiency, role of Government, Economic Systems, Economic Growth and International Trade.

National Economy facts: National income Accounting, Measurement. Income and Spending, Money, Monetary and Fiscal Policy, International Linkages.

Aggregate Demand, Supply and Growth, Consumption and Saving, Inflation, Unemployment, Budget Deficit and International Adjustment.

Text Books:

- Robert S.Pindyck & Danial L. Rubinfeld: Microeconomics, Prentice Hall
- Rudiger Dornbusch & Stanley Fischer: Microeconomics, McGraw Hill
- C.E.Ferguson & J.P.Gould: Microeconomics Theory
- Samuleson & Nordhausan: Economics, Tata McGraw Hill

COMPUTER APPLICATION IN BUSINESS

Introduction: Definition of Computers, Types of Computers, Generation of Computers

- **Hardware:** Hardware components and peripherals.
- **Software:** Introduction and function of systems software, Application Packages, Level of languages

Windows – XP: Introduction and concept of Operating Systems, Function 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, full 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.

Text Books:

- Peter Norton: Introduction to Computers.
- Obrien: Management Information System
- David Olson: Management Information System

ECONOMIC ENVIRONMENT OF BUSINESS

Course Objectives:

The students are aimed at learning applications of the concepts of economics in the local business environment. A comprehensive insight into the economic environment of the country is had with a view to find indigenous economic policy solutions to the problems faced by Pakistan. This course is taught with special reference to the economic problems faced by Pakistan and thereby researching the plausible solutions.

Course Contents:

Businesses in Pakistan, Environment regarding Businesses, Market Conditions, Role of Government on Businesses, Role of International agreements on Business Scenario

WTO, WORLD BANK, IMF, OECD, ASEAN, OPEC, G-7, etc, Capital Markets, Money Markets, Foreign Exchange Effects, FDI situation within a company, Domestic financial institutions, Globalization and its effect on world economy, Survival prospects of SME's in future, Frequent updation in the course will be done with new emerging issues in the world economy

Text Books:

- Khawaja Amjad Saeed: Economic Environment of Business and Pakistan
- Economic Survey of Pakistan, Ministry of Finance, Government of Pakistan
- State Bank of Pakistan's Annual Report

INVESTMENT MANAGEMENT**Course Objectives:**

The objective of this course is to explain the techniques, vehicles and strategies for implementing investment goals in light of risk return trade offs. The realities of today's changing investment environment – from new investment vehicles, techniques and strategies to regulation and taxes – will also be discussed in this course.

Course Contents:

Introduction to Investment, Types of investment, Structure, functioning and players of investment market, Sources of investment information, Equity and its characteristics, Stock Market , Money and Currency Markets, Bonds, TFCs, debentures and fixed income securities, Fundamental and technical analysis, Rate of Return, Risk and Uncertainty, Portfolio Risk Management, Capital Asset Pricing Model and Arbitrage Pricing Theory, Efficient Market Theory.

Text Books:

- Lewis Mandell: Investment
- Charles P. Jones: Investment, Analysis and Management

DISTRIBUTION MANAGEMENT

Course Objectives:

Distribution Analysis – A specialized course offered in the field of marketing to equip the student with the latest knowledge of “**Placement/Distribution**”, its different dimensions including Inventory Management, Transportation, Warehousing and Customer Services. The main aim of this course is to deliver the latest concepts of distribution like “Supply Chain Management”, its application and problems and “Lean Production” as a competitive tool in the field of manufacturing. This course gives knowledge about how to design, develop, and maintain effective relationships among the different channels members which will lead towards competitive advantages.

Expected Learning Outcome

1. At the end of this course, student will be capable of understanding the Distribution Structures of national and multinational Organizations.
2. They will be equipped with the latest techniques of designing the new Distribution Structures and maintaining the existing ones.
3. To evaluate the Distribution setups of the companies and suggest the best techniques which will help them to be most competitive.
4. To Understand the Distribution Structures (including channel networks) of the companies working in Pakistan (Local and Multinational) and capable of analyzing them critically.

1. Introduction to Distribution Management, its objectives and market application – An overview.
2. Emergence of the Marketing Channels Structure.
3. Functions and flows in Marketing Channels.
4. Analyzing Marketing Channel Structure.
5. Channel Relationships – An overview.
6. Discussion on Research Paper – “A study of supply chain management practice in UK industrial SME’s” – Supply Chain Management: An International Journal – Michael Quayle.
7. Retail Management – An introduction and wheel of Retailing.
8. Types of Retailing (International and Pakistan prospects).
9. Role of Information Technology in Retail Management.
10. Pricing and its related decision in Retail.

11. Concept of Wholesaling – An introduction and its types.
12. Channel Planning; Designing Channel Systems
13. Reverse Distribution Channels – a Concept and its implication in international and national prospects.
14. Managing Marketing Channels
Criteria's for the selection of Members; both Suppliers to Manufacturers and manufacture to Wholesaler and Retailers
15. Identifying Potential and Actual Channel Conflicts – Conflict management techniques

Environmental issues – “**Environmentally responsible logistic systems**”
- International Journal of Physical Distribution and Logistics Management –
Haw – Jan Wu.

Text Books:

- Louis W. Stern, Adel L. El. Ansary and Anne T. Conghlan, “**Marketing Channels**”, Fifth Edition.
- David J. Bloomberg, Stephen Lemay, Joe B. Hanna, Logistics
- David Simchi-Levi and Philip Kaminsky, Designing and Managing the Supply Chain, Concepts, Strategies, and Case Studies

Further Suggested Readings

- Donald V. Fites, “**Make your Dealers Your Partners**”, Harvard Business Review, March – April, 1996.
- James P. Womack and Daniel T. Jones, “**From Lean Production to Lean Enterprise**”, Harvard Business Review, March – April, 1994.
- Richard Normann and Rafael Ramirez, “**From Value Chain to Value Constellation**”, Harvard Business Review, July – August, 1993.
- Marshall L. Fisher, “**What is the Right Supply Chain for Your Product?**” Harvard Business Review, March – April, 1997.
- Morris A. Cohen, Carl Cull, Hau L. Lee, Don Willen, “**Saturn’s Supply – Chain Innovation: High Value in After-Sales Service**”, Sloan Management Review, Vol 41. No. 4, Summer 2000.
- Charles J. Corbett, Joseph D. Blackburn & Luk N. Van Wassenhove, “**Partnerships to Improve Supply Chains**”, Sloan Management Review, Vol 40. No. 4, Summer 1999.
- Jeffery K. Liker & Yen-Chun Wu, “**Japanese Automaker, U.S. Suppliers and Supply Chain Superiority**”, Sloan Management Review, Vol 42. No. 1, Summer 2000.

- Rhonda R. Lummus, “**The relationship of logistic to supply chain management: developing a common industry definition**” – Journal of Industrial Management & Data System.
- Keah Choon Tan “**A framework of Supply Chain Management literature**” – European journal of Purchasing & Supply Management -
- Humphreys P “**Buyer – Supplier relationship; perspectives between Hong Kong and the United Kingdom**” - Journal of Materials Processing Technology.
- Michael Quayle, “**A study of supply chain management practice in UK industrial SME’s**” – Supply Chain Management: An International Journal –

INTERNATIONAL BUSINESS

Course Contents:

Introduction & History, Globalization Forces: Trade Volume & Direction of Trade, FDI & Flow of PDI, Reasons to enter in International Business, Ways to enter to International Business

Economic Theories of International Business: Merchalism, Theory of Absolute Advance, Theory of Comparative Advance, International PLC, International Investment Theories

Trade Restrictions: Reasons for Trade Restrictions, Tariff & Non-Tariff Business

Economic Development: Measurement of Economic Development Level

International Organizations: UNO, IBRD, IMF, OPEL, EU, Regional Grouping

International Monetary System: Gold Standard History, BOP, Equilibrium & Dis-Equilibrium

Financial Forces Influencing International Business, Forex Valuation, Currency Exchange Control, Tariff or Duties, Taxation, Inflation

Physical & Environmental Forces: Location, Topography, Climate , Natural Resources

Socio-cultural forces: Cultural, Components of Culture, Understanding national Culture

Political Forces: Ideological Forces (Communication, Capitalism, Socialism), Government Ownership of Business, Privatization, Government Stability, Country --- Asset.

Assessing & Analyzing Markets: Marketing Screening, International Management Information System

International Marketing: Marketing Strategies, The Marketing Mix

Export & Import Practices: Export Locating Foreign Markets, Payments & Financing Procedures, Export Procedures, Export Shipments

Text Books:

- Don Ball: International Business, Wendell Mcculloerh

BUSINESS & LABOUR LAWS

Course Objective:

This course is designed to acquaint the students with Business and Labour Laws. The course will provide guidelines to think pragmatically for the solution of Business and Industrial problems

Course Contents:

Law of Contract

Definitions, Communication, Acceptance and Revocation of proposal. Essentials of valid contract, performance of the contract, Discharge of contract. Breach of contract. Damages for breach of contract. Law governing indemnity, gurantee, Bailment and agency.

The Law of Sales of Goods: The formation of this contract, Effects of the contract, Performance of the contract, Rights of unpaid seller against the goods, Sale by auction, Breach of contract

Law Governing Partnership

Definitions, Types of Partnership: Essential elements of partnership, Registration of partnership firms, Partnership becoming illegal, Partnership distinguished from company, Partnership distinguished from private company, Partnership distinguished from co-ownership, Partnership agreement, Rights and liabilities of the members of partnership firm, Personal profit earned by partnership, The property of the firm, Implied authority of a partnership, Principles of holding out, Minor as a partner, Reconstitution of a firm, Dissolution of partnership, Rights and obligations of partners after dissolution of partnership

The Law of Negotiable Instruments: Definitions, characteristics of a negotiable instrument, Notes, bills and cheques, Parties to instruments, Negotiation. Endorsement liabilities of parties, Payment, discharge from liabilities, Dishonour of instrument liabilities of parties. Payment, discharge from liabilities. Dishonour of instrument. Notice and protesting.. acceptance and payment for honour. Compensation and presumptions. Factories act, industrial relations ordinances and payment of wages act

Text Books:

- Khawaja Amjad Saeed: Mercantile and Industrial Law in Pakistan
- I.R. Hashmi: Mercantile Law
- Relevant Acts and Ordinances
- Factories Act, Industrial Relations Ordinances, Payment of Wages Act etc.

Industrial Relations: Role of NIRC, Bargaining Agent, Union

Management, Laws Concerning Industrial Relation, Strike / Lockout, Employee Benefits

Text Books:

- John B. Miner: Personnel Industrial Relations
- L. French: Organization Development, Prentice Hall
- Keith Potching: Management and Organizational Development
- Kard Albrecht: Organization Development

Performance Management: Importance of Performance Appraisal,

Type of Appraisal, Promotion, Biases

Text Books:

- Dale S. Beach: Personnel, the Management of People at work

International Human Resource Management: Western Management Philosophy, Eastern Management Philosophy, Cultural Diversity , Expatriation , Differences in Attitudes

Text Books:

Leadership and Team Management: Leadership and Managership, Significance of Leadership, Traits of Leadership, Leadership Styles / Theories, Teamwork and Importance, Stages of Team Building, Conflict Resolution / Negotiations

Text Books:

- Craig M. Watson: Dynamics of leadership
- Andrew J. Dubrin: Principles-Conferred Leadership

Organizational Development: Introduction to Organizational Development / History, Factors Effecting Change (Organizational Development Components), Role of Consultant, Techniques of Organizational Development (Organizational Process), Individual Level / Personal Interaction, Team Interaction, Organizational Level

Text Books:

- L. French: Organization Development, Prentice Hall
- Richard Beakhard and Wendy Pictuard: Changing the Essence
- Management and Organizational Development, Keith Potching
- Kard Albrecht: Organization Development
- French Bell Zawacki: Organizational Development and Transformation
- N.P.Rao: Modernizing Management-Human Resource Development
- James E.Gardner: Training Interventions in Job Skill Development

RECOMMENDATIONS

The NCRC members also recommended following proposals for further necessary action:

1. **Pakistan Business Management Council:** The committee (NCRC) recommended that a council for the discipline of Business Administration may be constituted to help in promoting management education and practices in the country. It was decided to contact HEC for taking necessary measures for the enactment and establishment of “ **Pakistan Business Management Council**” (BMC).

2. The committee was of the view that to safeguard the professional and educational interests, a professional body of educationists in management be established. For this purpose, a committee consisting of following was constituted to make necessary arrangements for holding a conference:-

1. Prof. Dr. Muhammad Zafarullah, Bahauddin Zakariya University, Multan (Convener)
2. Prof. Shah Muhammad Luhrani, Shah Abdul Latif University, Khairpur
3. Dr. Syed Tahir Hijazi, M.A. Jinnah University, Islamabad
4. Prof. Dr. Anwar Ali Shah G. Syed, University of Sindh
5. Prof. Barkat Ali, Balochistan University of Information Technology & Management Sciences, Quetta
6. Prof. Dr. Ehsan Malik, Institute of Business Administration
7. Prof. Abdul Wahid, University of Peshawar
8. Prof. Dr. Abdul Latif, Hamdard University, Karachi
9. Prof. Dr. Mushtaq A. Sajid, AJK University
10. Prof. Dr. Zafar Iqbal, National University of Computer & Emerging Sciences, Lahore
11. Dr. Muhammad Ejaz Sandhu, Superior College, Lahore
12. Prof. Dr. M. Ayub Shaikh, Allama Iqbal Open University, Islamabad
13. Mr. Rauf A. Sheikh, International Islamic University, Islamabad
14. Prof. Dr. Ayub Mehar, Institute of Business & Technology, Karachi
15. Mr. Muhammad Yasin Zia, University of Agriculture, Faisalabad
16. Prof. Dr. Asmatullah, Kohat University of Information Technology, Kohat
17. Mr. Nazakat Ali Imrani, Gomal University, D.I.Khan

3. The committee authorised the Convener to incorporate any changes in the curriculum, if deemed fit received from HEC on the basis of feed back received from foreign countries, in the curriculum 2005 of Business Administration.

4. The committee showed serious concern on the advertisements appearing in the press for recruitment of executives by private / public sector organizations specifying the graduates of certain institutions while depriving others. This is in violation of fundamental human and constitutional rights of the people of Islamic Republic of Pakistan. The committee recommended that HEC should take necessary measure to eliminate this discrimination.