

**CURRICULUM
OF
BUSINESS ADMINISTRATION
FOR
BBA, BBS,
MBA & MS**



(2012)

**HIGHER EDUCATION COMMISSION
ISLAMABAD**

CURRICULUM DIVISION, HEC

Prof. Dr. Syed Sohail H. Naqvi	Executive Director
Mr. Muhammad Javed Khan	Adviser (Academics)
Malik Arshad Mahmood	Director (Curri)
Dr. M. Tahir Ali Shah	Deputy Director (Curri)
Mr. Farrukh Raza	Asstt. Director (Curri)
Mr. Abdul Fatah Bhatti	Asstt. Director (Curri)

Composed by: Mr. Zulfiqar Ali, HEC, Islamabad

CONTENTS

1. Introduction.....	6
2. BBA Programme.....	11
a. Structure of BBA Programme.....	12
b. Layout for BBA Programme.....	13
c. Semester-wise Breakup for BBA.....	14
3. Bachelor of Business Studies (BBS).....	15
4. MBA Programme.....	16
a. Structure of MBA Programme.....	17
b. Semester-wise Breakup for MBA.....	19
5. MS in Management Sciences.....	20
a. Structure of MS Programme.....	20
b. Eligibility for Non-business Degree Holders...	21
6. Roadmap for Business Education.....	24
7. BBA Course outlines.....	25
a. Compulsory Courses for BBA.....	25
b. Foundation Core Courses.....	41
c. Major Core Courses.....	59
d. Major Elective Courses.....	75
e. Management Specialisation Courses.....	89
f. Marketing Specialisation.....	105
g. Finance Specialisation.....	105
8. BBS Course outlines.....	116
a. Core Courses.....	116
b. Elective Courses.....	158
9. MBA Course outlines.....	166
a. Core Courses.....	166
b. Finance Elective Courses.....	207
c. HR Elective Courses.....	215
d. Management Elective Courses.....	219
e. Marketing Elective Courses.....	225
10. Annexures A, B, C, D.....	236

PREFACE

The curriculum of subject is described as a throbbing pulse of a nation. By viewing curriculum one can judge the stage of development and its pace of socio-economic development of a nation. With the advent of new technology, the world has turned into a global village. In view of tremendous research taking place world over new ideas and information pours in like of a stream of fresh water, making it imperative to update the curricula after regular intervals, for introducing latest development and innovation in the relevant field of knowledge.

In exercise of the powers conferred under Section 3, Sub-Section 2 (ii) of Act of Parliament No. X of 1976 titled “**Supervision of Curricula and Textbooks and Maintenance of Standard of Education**” the erstwhile University Grants Commission was designated as competent authority to develop review and revise curricula beyond Class-XII. With the repeal of UGC Act, the same function was assigned to the Higher Education Commission under its Ordinance of 2002 Section 10 Sub-Section 1 (v).

In compliance with the above provisions, the HEC undertakes revamping and refurbishing of curricula after regular intervals in a democratic manner involving universities/DAIs, research and development institutions and local Chamber of Commerce and Industry. The intellectual inputs by expatriate Pakistanis working in universities and R&D institutions of technically advanced countries are also invited to contribute and their views are incorporated where considered appropriate by the National Curriculum Revision Committee (NCRC).

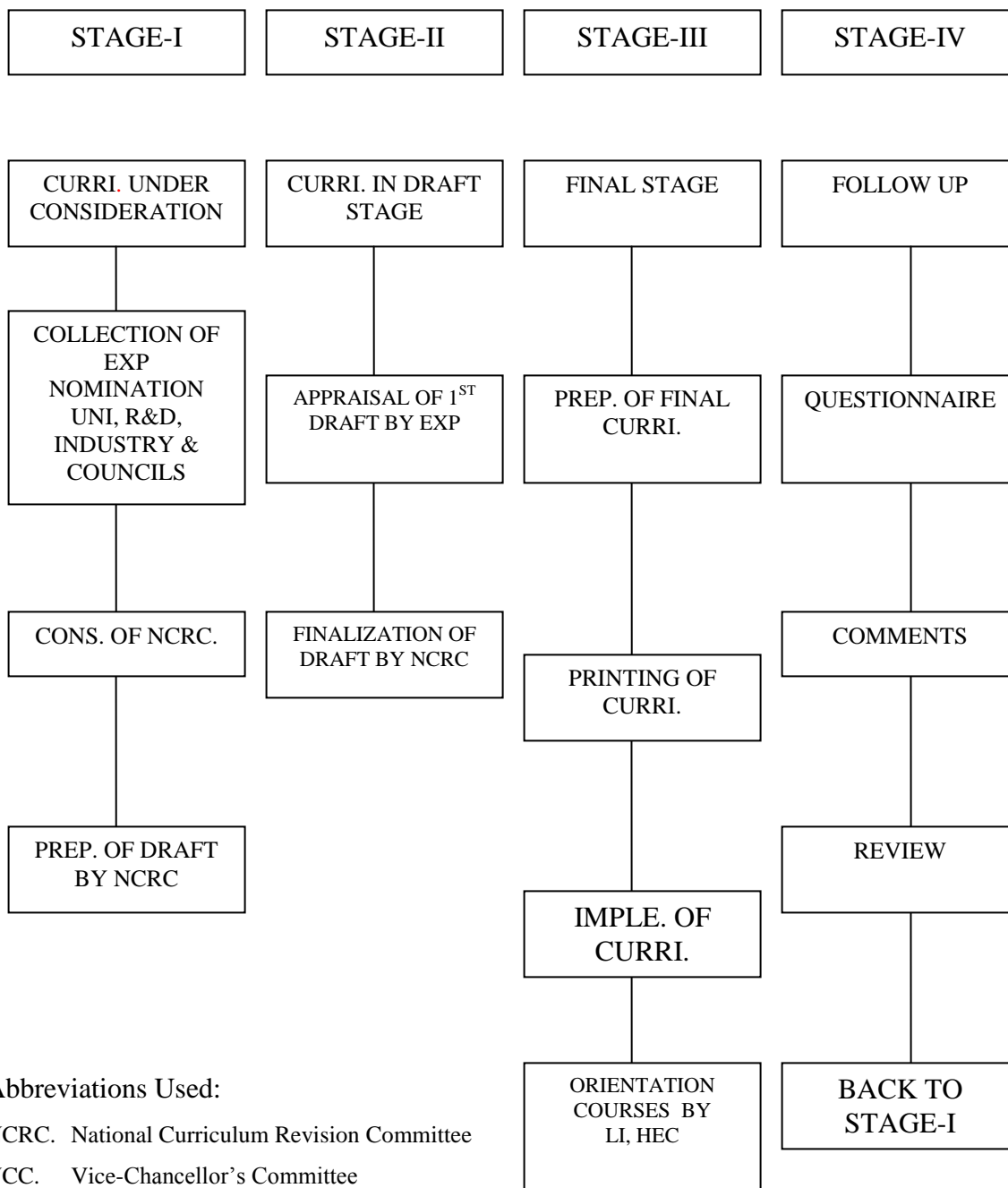
To bring international compatibility to qualifications held from Pakistani universities/DAIs for promotion of students mobility and job seekers around the globe, a Committee comprising of Conveners of the National Curriculum Revision Committee of HEC met in 2009 and developed a unified template for standardized 4-year/8-semester BS degree programmes. This unified template was aimed to inculcate broader base of knowledge in the subjects like English, Sociology, Philosophy, Economics etc. in addition to major discipline of study. The Bachelor (BS) degree course requires to be completed in 4-years/8-semesters, and shall require qualifying of 130-140 credit hours of which 77% of the curriculum will constitute discipline specific and remaining 23% will comprise compulsory and general courses.

In line with above, NCRC comprising senior university faculty and experts from various stakeholders and the respective accreditation councils has finalized the curriculum for BBA 4-year and MBA 2-year. The same is being recommended for adoption by the universities/DAIs channelizing through relevant statutory bodies of the universities.

MUHAMMAD JAVED KHAN
Adviser (Academics)

March, 2012

CURRICULUM DEVELOPMENT



Abbreviations Used:

- NCRC. National Curriculum Revision Committee
- VCC. Vice-Chancellor’s Committee
- EXP. Experts
- COL. Colleges
- UNI. Universities
- PREP. Preparation
- REC. Recommendations
- LI Learning Innovation
- R&D Research & Development Organization
- HEC Higher Education Commission

INTRODUCTION

The Final meeting of National Curriculum Revision Committee on Business Administration was held at HEC Regional Centre, Lahore from January 11-13, 2012 to revise preliminary BBA and MBA in Business Administration Curriculum. The following members attended the meeting:-

1. Prof. M. Amanullah Khan
Dean, Faculty of Management Sciences,
Riphah International University,
Islamabad. Convener
2. Dr. Hasan Sohaib Murad
Chairman, NBEAC/Director,
University of management & Technology,
C-II Johar Town, Lahore. Member
3. Dr. Farooq e Azam Cheema,
Dean Management Sciences / Director HR,
Institute of Business & Technology (Biztek),
Main, Ibrahim Hydri Road,
Korangi Creek,
Karachi. Member
4. Prof. Dr. Mushtaq A. Sajid,
Dean,
Faculty of Management Sciences & Commerce,
University College of Administrative Sciences,
University of AJK,
Campus Kotli (AK). Member
5. Prof. Khalil Mahmood,
Dean School of Business,
University of Central Punjab, Lahore. Member
6. Dr. Muhammad Aslam Khan
Professor,
Department of Management Sciences,
Preston University, Building 85, Street 3,
H-8/1, Islamabad. Member
7. Dr. Khalid Mustafa
Professor & Director
Institute of Business Management Sciences,
University of Agriculture,
Faisalabad. Member

8. Dr. Shahid Raza Mir,
Chairman,
Department of Management,
Institute of Business Administration,
University Road,
Karachi. Member
9. Prof. Dr. Sarwar M. Azhar,
Professor,
University of Management & Technology,
C-II Johar Town,
Lahore. Member
10. Dr. Ahmad Nawaz,
Head, Department of Business Studies,
Pakistan Institute of Development Economics (PIDE),
Quaid-i-Azam University Campus,
Islamabad. Member
11. Dr. Nadeem A. Syed,
Associate Professor,
Department of Management Sciences,
FAST –National University,
22-G, Block-6,
PECHS Karachi. Member
12. Dr. Niaz Ahmed Bhutto,
Associate Professor,
Department of Business Administration,
Sukkur Institute of Business Administration (IBA),
Airport Road, Sukkur-65200. Member
13. Dr. Ghulam Shabbir Khan Niazi,
Assistant Professor,
Quaid-i-Azam School of Management Sciences,
Quaid-i-Azam University,
Islamabad. Member
14. Mr. Hamid Nawaz,
Assistant Professor,
NUST Business School,
National University of Science & Technology (NUST),
Sector H-12,
Islamabad. Member
15. Malik Muhammad Hayat,
Assistant Professor,
Department of Business Administration,
University of Sargodha,
Sargodha. Member

16.	Dr. Rehman Gul Gilal, Assistant Professor, Department of Business Administration, Shah Abdul Latif University, Khairpur.	Member
17.	Dr. Muhammad Asim, Assistant Professor, Karachi University Business School, University of Karachi, Karachi.	Member
18.	Mr. Kashif Hamid, Institute of Business Management Sciences, University of Agriculture, Faisalabad.	Member
19.	Mr. Altaf-ur-Rehman, Department of Business Administration, National College of Business Administration & Economics, 40-E/1, Gulberg III, Lahore 54660.	Member
20.	Dr. Zafar Iqbal, Professor, FAST University, Block - B, Faisal Town, Lahore	Secretary

The meeting started with the name of Allah, the most beneficent and merciful.

Objectives of the Meeting

- Review of the BBA curriculum
- Review of the BBS curriculum
- Review of the standard 2-year MBA program and curriculum
- Review of the MS program and curriculum
- Recommendations for promotion / development of the discipline

Key Highlights

- The participants were welcomed to the meeting by Mr. Muhammad Javed Khan, Adviser (Academics), HEC. Mr. Khan highlighted the key objectives of the meeting stated above and requested the participants to accomplish the task of bringing the curriculum in the discipline of Business Administration at par with the international standards over the scheduled 3-day meetings. Once finalized, the curriculum can then be reviewed after every three years.
- The Chair, Professor Amanullah Khan welcomed the participants to the NCRC and emphasized the need for individual Universities to adapt the baseline curriculum being prepared under the patronization of HEC by integrating it with

their niche area as well as bringing indigenous management practices, adding on comparative perspective to it (e.g., how the conventional US paradigm of organizing and conducting business compares with other variations upon the theme such as European, Chinese and Japanese versions,) and, finally, dovetailing with how ethical and religious, in particular, Islamic principles could bear upon and impact the received conventional theory and practice in the area of Business Administration.

- The chair then went through Dr. Nauman Farooqi, the external expert's comments on the draft curriculum. Dr. Farooqi suggested that content be added in the areas of Entrepreneurship and New Venture Creation, Commercial Law, and the Global Context of Business. He also suggested that electives be offered in non-traditional areas such as Philosophy of Business, Intellectual Property, Religion and Business in the Society, Social Media Marketing, Management of Arts and Culture, History of Business Practices in Pakistan, and Contemporary Challenges for Business in Pakistan. He emphasized the need for accentuating the Business Ethics content of curriculum in the wake of the critique faced by the discipline due to recent turmoil in the financial markets and indeed allowing business students to have minors in a non-business discipline. Among his other suggestions were to encourage exchange programs with other universities, to explore Block Delivery method under which students study only one course at a time in an intensive 3-week period, making internship compulsory for all MBA students, and Universities becoming serious about teachers' training.
- The house discussed the above suggestions at length and resolved to dedicate one special session during the current 3-day get together to the topic of Entrepreneurship and some joint institutional means to promote it in Pakistan.
- The chair then invited Dr. Sohaib Murad, Rector UMT and Chair NBEAC to address the participants. Professor Sohaib Murad emphasized the importance of developing course outlines as these would be acting as a source of guidance and benchmark for some 2/3rd of the more than 100 business schools in Pakistan which faced the challenge of capacity building in this area. He asked the participants to distinguish MBA curriculum from the BBA by integrating four key themes in the former. These were, first, introducing and identifying the complementary roles that business, society and government played in economic and human development, second, emphasizing need for sustainable and environmentally friendly development design practices drawing upon multi-disciplinary and holistic approach to problem solving, third, learning, benefitting and participating in globalization without losing sight of the best of the home grown tradition, fourth, industry orientation, and, fifth, orientation toward research, to begin with, in the form of case study development by the Masters students.
- The participants then split into groups to improve the draft curricula.
- The curricula were thoroughly discusses and finalized
- In addition to the finalization of curriculum (mainly outlines) the following minor changes and improvements were suggested in the BBA and MBA layout;

In case of BBA the following recommendation were made:

- i. In the list of compulsory courses of 27 credits hours it was recommended that:
 - a. Math-II be taken to Discipline Specific courses
 - b. Economic –I and Stat-I may be included in the list
- ii. The purpose of General courses of 24 credit hours should be overall grooming of the personality. The list provided is suggestive and a university may include other course of general nature (not in the context of business) with in maximum of 24 credit hours.
- iii. In the category of major courses “Business Policy” as a capstone course may be added. E-commerce should to taken to the list of elective course.

In case of MBA and MS no changes/improvement were recommended. The committee upheld the previous decision. However, the course title “Technology and Operation Management” was changed to “Operation Management”.

The committee also made certain recommendations. They are attached separately.

Malik Arshad Mahmood, Director Curriculum, HEC Islamabad thanked the Convener, the Secretary and all the members of the committee for sparing precious time and for their quality contribution towards preparation of the Final draft curriculum in the discipline of Business Administration. He further added that their efforts will go long way in developing workable, useful and comprehensive degree programmes in Business Administration.

The committee highly appreciated the efforts made by the officials of HEC Regional Centre, Lahore, and Malik Arshad Mahmood, Director, Curriculum for making proper arrangements to facilitate the members of NCRC and their accommodation at Lahore.

The meeting ended with the vote of thanks to the HEC for providing an ideal environment to discuss the agenda. The convener of the NCRC also thanked the members for their inputs in revising the BBA and MBA curriculum keeping in view the requirement of the country and to make it more practical, competitive and effective.

BACHELOR OF BUSINESS ADMINISTRATION (BBA)

1. Programme Objective

The four years BBA programme is tailored made to serve the needs of the bright young persons who have completed twelve years of education and are looking for a career education in entrepreneurship, management profession or towards higher education in business administration. This programme is open to the students with diverse educational backgrounds including, humanities, science, arts and commerce. However, being a programme with challenging curricula and contents, it is accessible mainly to those students who have excellent academic record and high potential for success. Accordingly, candidates for this programme are carefully sifted and screened through a selective admission test process.

The four years BBA degree promises the graduates higher level employability at the entry level of management profession through helping them fulfill potential for high earnings and greater personal development. The programme curricula offer to the students a rich blend of general education like English language, mathematics, Pakistan studies, Islamic studies economics; general management skills like oral and written communication, decision-making, leadership, teamwork, quantitative method; discipline based core courses including finance & banking, marketing, and HRM etc. and the specialization based elective courses. The programme builds in the students potential for future and enables them to build and maintain balance between the targets of economic success and the limitations of increasing social and environmental responsibility.

2. Learning Outcomes

The students who earn the BBA degree will be able to:

- i. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
- ii. Demonstrate the ability to identify and evaluate relevant information for decision-making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment like ours characterized by uncertainty.
- iii. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.
- iv. Acknowledges and understands significance of cultural diversity adapt their interpersonal behaviours and styles accordingly.
- v. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation.
- vi. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills accordingly

- vii. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
- viii. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.
- ix. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
- x. Understand computer-based information systems and able to use end-user computing tools and infrastructures to apply and interpret functional business knowledge.

3. Structure of BBA Programme

- a) The Bachelor of Business Administration programme is of 4-years duration, spread over 8 regular semesters, and consisting of 124-136 credit hours after completing twelve years of higher secondary school certificate or equivalent.
- b) The BBA degree would require successful completion of a minimum of 42 courses (3 or 2 cr. hr. each) picked from the following streams. It specifies the minimum and maximum range in each category. The course titles are suggestive and not mandatory.
 - Compulsory courses of 27 credit hours with following details
 - 12 credits for English and Communication
 - 6 credits for basic quantitative skills
 - 3 credits for Pakistan Studies
 - 3 credits for Islamic Studies
 - 3 credits for basic Economics
 - Inter-disciplinary courses of 25 credit hours.
 - The purpose of these courses is to provide broader exposure of life to the students. A student must have an understanding of the contemporary world, human psychology, the universe, the life itself, philosophy etc. These courses should not be business oriented.
 - Discipline-specific core, elective and specialization courses of 60 to 73 credit hours with following minimum requirement in each area
 - Finance 6 credits
 - Accounting 6 credits
 - Marketing 6 credits
 - Management 12 credits
 - Quantitative Techniques 6 credits
 - Information Technology 6 credits
 - Economics 6 credits
 - Specialization courses of 12 credit hours.
 - Final Year Project / Thesis of 3 credits may be encouraged.

- A university may add elective courses or areas of specialization according to the trends and demands of the market.
- The maximum course load should not exceed 18 credit hours and 9 credit hours in a regular semester and in summer respectively.

4. LAYOUT FOR BBA (4-YEAR, 8-SEMESTER PROGRAMME)

Course titles are suggestive and are of 3 credit hours each. A university may like to offer courses of 2 credit hours while remaining within the prescribed limits. For example in the area of General courses more titles may be incorporated.

Compulsory Requirement (CR)	General Requirement (GR)	Discipline Specific Requirement		
		Foundation courses (Core)	Major courses	Specialization courses
27 Cr Hrs	25 Cr Hrs	27 Cr Hrs	33-45 Cr Hrs	12 Cr Hrs
1. Freshmen English-I 2. Freshmen English-II 3. Oral Communication 4. Business Communication 5. Pakistan Studies 6. Islamic Studies/Ethics (for Non-Muslims) 7. Mathematics I 8. Macro Economics 9. Statistics-I	1. International Relation and Current Affairs 2. Psychology 3. Sociology 4. Logic 5. Business Ethics 6. Pakistan Economy 7. Environmental Science 8. History 9. Language: Arabic/French/Chinese 10. Others	1. Financial Accounting I 2. Principles of Marketing 3. Business Finance 4. Principles of Mgt 5. IT in Business 6. HRM 7. Business Law 8. Business Research Methods 9. Micro Economics	Core Courses 1. Financial Accounting II 2. Financial Management 3. Marketing Management 4. Production/ Operation Mgt. 5. Management Information System Elective Courses 6. Entrepreneurship 7. Consumer Behaviours 8. Organizational Behaviour 9. Money and Banking 10. Business Policy 11. Intl. Business Managements 12. Cost Accounting 13. Statistic-II 14. Research Project	To be selected from area of specialization

5. SEMESTER-WISE BREAKUP FOR BBA

Following is a suggested semester-wise breakup. Minor changes may be made in it if deemed necessary.

SEMESTER-WISE BREAKUP FOR BBA					
(For 45 courses or 135 credit hrs)					
	Semester 1	Category		Semester 2	Category
1	Freshman English 1	CR	1	Freshman English 1I	CR
2	Arabic/Chinese etc I	GR	2	Arabic/Chinese etc II	GR
3	Introduction to Computing	core	3	Business Mathematics	CR
4	Contemporary World	GR	4	Human Psychology	GR
5	Pakistan Studies	CR	5	Introduction to Management	Core
6	Islamic Studies	CR	6	Microeconomics	CR
	Semester 3			Semester 4	
1	Oral Communication	CR	1	Business Communication	CR
2	Business Statistics	CR	2	Principles of Marketing	core
3	Macro Economics	Core	3	Environmental Sciences	GR
4	Financial Accounting I	Core	4	Financial Accounting II	core
5	Introduction to HRM	Core	5	Pakistan Economics	Elective
6	Sociology	GR	6	Business Finance	core
	Semester 5			Semester 6	
1	Cost Accounting	Elective	1	Business Ethics	GR
2	Marketing Management	Core	2	Organizational Behaviour	Elective
3	Logic	GR	3	Consumer Behaviour	Elective
4	Financial Management	Core	4	MIS	Core
5	Business Law	Core	5	Specialization II	
6	Specialization I				
	Semester 7			Semester 8	
1			1	Project/ Two elective courses	6 Cr Hrs
2	Business Research & Report Writing	Core	2	Business Policy	core
3	Operations Management	core	3	International Business Management	Elective
4	Entrepreneurship	Elective	4	Specialization IV	
5	Specialization III				

6. BACHELOR OF BUSINESS STUDIES (BBS)

The students with 14 years of education will be required to complete 60 to 66 credit hours of business courses and earn a BBS degree before they could become eligible for admission to MBA programme. In essence BBS is similar to old MBA (16 years) programme and is a subset of BBA 4-year programme. The following courses are recommended for BBS degree. The underlying assumption is to have minimum of 6 credit hours in each functional area. BBS degree holder will be eligible for admission to MBA or MS programme.

Core Courses	Elective
<ol style="list-style-type: none">1. Principles of Microeconomics2. Principles of Macroeconomics3. Financial Accounting -I4. Financial Accounting –II5. Introduction to Management6. Introduction to HRM7. Principles of Marketing8. Marketing Management9. Business Finance10. Financial Management11. Mathematics for Business12. Statistics for Business13. Business Communications14. Business Research & Report writing15. Management Information System16. Business & Corporate Law	<ol style="list-style-type: none">1. Cost Accounting2. Organizational Behavior3. Consumer Behavior4. Entrepreneurship5. Other electives may be added and/or substituted with the above suggested titles.

7. MASTER OF BUSINESS ADMINISTRATION (MBA)

Programme Objectives

The MBA program aims at developing a student's intellectual ability, executive personality and managerial skills through an appropriate blending of business and general education. The MBA curriculum provides students with a comprehensive management education of globally recognized best practices with flexibility of their adaptation to indigenous entrepreneurial and societal context. Curriculum of the programme ascends from general management education to specialization in diverse business fields. General management skills like oral and written communication, decision-making, leadership, and teamwork developed among the students at the initial level of the programme provides them with a solid foundation for more advanced studies at the elective level during the subsequent stage. Core courses taught integrate information and theories from various disciplines, including communication, economics, financial accounting, quantitative methods, business strategy, marketing, finance, organizational structure and strategic management and prepare the students to think critically about business issues in order to enable them to develop strategic level understanding and demonstrate comprehension of complex theoretical constructs in the major business disciplines and technologies.

Objective of the program, thus, is developing the unique leadership qualities among the young students required for successfully managing business functions, an organizational unit or an enterprise. It aims at to develop students into broadly educated business managers and executives who understand the nature of business as a whole, with the tools and techniques applicable to a wide variety of business situations. The program gives the students a chance to bring together all of the theories, skills and tools studied during the program and integrate them into a learning experience that highlights the nature of competition and the kind of strategic maneuvering that must be done in order to succeed.

Upon completion of the programme, many graduates go on to become successful entrepreneurs, or to assume leadership positions in SMEs, major local and multinational corporations, in consulting firms, or in government service. In the field, the graduates are expected to be able to integrate human and other organizational resources with continually developing technology, while nurturing the entrepreneurial spirit that has always been one of the key characteristics to successful businesses. They are expected to adapt and apply complex business theories as they build an understanding of evolving organizational realities that require instant, skillful and ethical action as they aim through rapidly changing circumstances. They are also expected to be able to identify key ethical, global, and social issues surrounding business related choices and make decisions that balance corporate values and socially responsible action.

Learning Outcomes

The students who earn the MBA degree will be able to:

1. Effectively utilize various human relation skills including leadership; oral and written communication; teamwork and collaboration.

2. Demonstrate competence in applying the tools and techniques of business management, drawing on a broad-based knowledge of the major functions like accounting, economics, finance, information systems, marketing, strategy and management to solve complex business problems and make sound business decisions.
3. Use qualitative and quantitative methods and analytic tools to diagnose business challenges, identify and analyze alternatives in a business context and leverage technology and analytic reasoning to cultivate new ways to successfully recognize, mitigate and solve problems.
4. Demonstrate a thorough understanding of the internal structures and operations of businesses ranging in size from small to multinational.
5. Demonstrate a thorough understanding of how the interplay between business and various external forces, both domestic and international, e.g., regulatory, competitive, environmental and non-governmental interest groups shape management decisions strategies and outcomes.
6. Think critically and creatively in seeking solutions to practical and theoretical problems by using developed skills to evaluate information, solve problems, and make sound decisions.
7. Recognize legal and ethical problems that arise in the domestic and international environment and choose and defend solutions.
8. Recognize and reconcile cultural differences when solving complex business problems.
9. Identify, articulate and disseminate core organizational values, evaluate the ethical, global and social issues of various business options for all stakeholder groups and demonstrate the ability to propose feasible solutions to ethical, global, and social dilemmas consistent with stakeholder and organizational values.

PROGRAMME STRUCTURE

- a. The standard MBA programme would be 2 years consisting of minimum 60 credit hours of work load after completing sixteen years of education. A university may go up to maximum of 72 Cr. hrs.
- b. Universities may offer up to 30 Cr. hrs exemptions to 4 years BBA or equivalent degrees directly relevant to business education (e.g. BBS and old MBA). In case of non relevant 16 years education a university may require some deficiency courses but not more than 15 credit hours.
- c. The standard course load should be no more than 15 Cr. hrs for undergraduate (up to 500 level) and 12 Cr. hrs for graduate (600 and above level) courses in a regular semester and 6 Cr. hrs. in Summer.
- d. The MBA degree holders will be eligible for admission to PhD. However, a university may require a student to complete some deficiency course/s, specially in the field of Research Methodology, if deemed necessary.
- e. For all practical purposes MBA degree is equivalent to MS degree.

- f. The recommended broad content of the MBA programme are provided in Table-1. The first column mentions the functional areas to be covered. The second column mentions minimum credit hours to be covered in each area. The third and fourth columns provide the suggested, not mandatory, titles for the courses. The whole idea is that first year courses should be up to 500 level (usually covered during 4-year BBA programmes) and second year courses should not be less than 600 level.

Table-1

Functional Area	Minimum cr. hrs	Year 1 Undergrad Courses	Year 2 Graduate Courses
1-Finance	6	Financial Management	Strategic Finance
2-Marketing	6	Marketing Management	Strategic Marketing
3-Accounting	6	Financial Accounting	Financial Reporting and Analysis
4-Management	15	a) Theory & Practice of Management b) HRM	a) Strategic Management b) Leadership and OB c) Operations Management
5-Economics	3	Business Economics	
6-Quantitative Techniques	3	Business Math & Stat	
7- Support	6	Business Law Business Communication	
8-Research Methodology		Business Research Methods	
9- Elective /Specialisation			12 cr. hrs Elective /Specialisation courses. (It may include Project/Thesis up to 6 cr. Hrs)

SEMESTER-WISE BREAKUP FOR MBA

Following is a suggested semester-wise breakup. Minor changes may be made in it if deemed necessary.

Table II

1ST SEMESTER		3RD SEMESTER	
1	BUSINESS ECONOMICS	1	FINANCIAL REPORTING AND ANALYSIS
2	BUSINESS MATHS AND STATS	2	STRATEGIC MARKETING
3	FINANCIAL ACCOUNTING	3	STRATEGIC MANAGEMENT
4	MARKETING MANAGEMENT	4	OPERATIONS MANAGEMENT
5	THEORY AND PRACTICE OF MANAGEMENT		
	2ND SEMESTER		SUMMER
1	FINANCIAL MANAGEMENT	1	ELECTIVE 1
2	HRM	2	ELECTIVE 2
3	BUSINESS LAW		
4	BUSINESS COMMUNICATION		4TH SEMESTER
5	BUSINESS RESEARCH METHODS	1	STRATEGIC FINANCE
		2	LEADERSHIP AND ORGANIZATIONAL BEHAVIOR
		3	ELECTIVE 3
		4	ELECTIVE 4

Note: As per quality assurance standards maximum course load at graduate level can be 12 credit hours per semester and 6 credit hours in Summer.

8. MS IN MANAGEMENT SCIENCES

The MS in Management Sciences programme aims at developing a student's intellectual ability in terms of understanding the theoretical and philosophical underpinnings of modern business. The students are encouraged to explore the deepest, broadest questions of life why we exist, how society should organize itself, how institutions should relate to society, and the purpose of human endeavor, to name just a few. The structure of markets, societies and organizations depends on our assumptions about human beings, the global resources and human welfare. The program aims at developing a comparative perspective rather than teaching one school of thought. In effect, Adam Smith known as father of modern economics was not an economist but a philosopher. He was chairman of the Moral Philosophy Dept. at Glasgow University. Another important feature of the program is to develop an integrated thinking so that students can connect the dots amongst the competing political, financial, environmental, ethical, and social interests. The program is essentially research oriented and focuses on academic research having practical applications in real life. The program is suitable both for those who want to pursue academic career and for those who want to pursue professional career.

Learning Outcomes

The students will be able to:

1. Understand the theoretical underpinnings of the modern business activity.
2. Conduct research independently
3. think more broadly and more deeply about the beliefs and values at the root of business activities
4. appreciate and critically evaluate different schools of thought
5. Contribute towards the development of new ideas, theories and business models

The Structure of MS programme

MS is 30 to 36 credit hrs program after 16 years of relevant business education. It is research oriented degree. Although it offers different areas of specialization yet it is deemed necessary that there is a certain bare minimum of strategic understanding of each core functional area in order to develop integrated decision making capability. The broad structure of the program is as follows.

1	Core	12 Cr. Hrs
2	Specialisation	12 Cr. Hrs
3	Research Thesis	6 Cr. Hrs
	Total	30 Cr. Hrs

The area and suggested title of core courses are as follows

1. Advanced Research Methodology
2. Strategic Management
3. Strategic Finance
4. Strategic Marketing

A university may like to add two more subjects as core or specialization to make the total credit hours up to 36.

Eligibility for non-business 16 year degree holders

The students with 16-year of non relevant education will be required to do 30 to 36 credit hours of deficiency courses before they could become eligible for admission to MS program. The following courses are recommended to be successfully completed as minimum requirement.

1. Financial Accounting -I
2. Financial Accounting –II
3. Introduction to Management
4. Introduction to HRM
5. Principles of Marketing
6. Marketing Management
7. Business Finance
8. Financial Management
9. Business Economics
10. Business Mathematics and Statistics

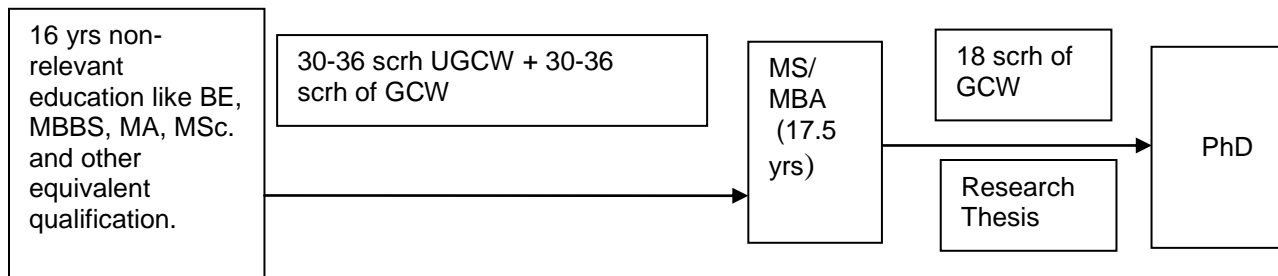
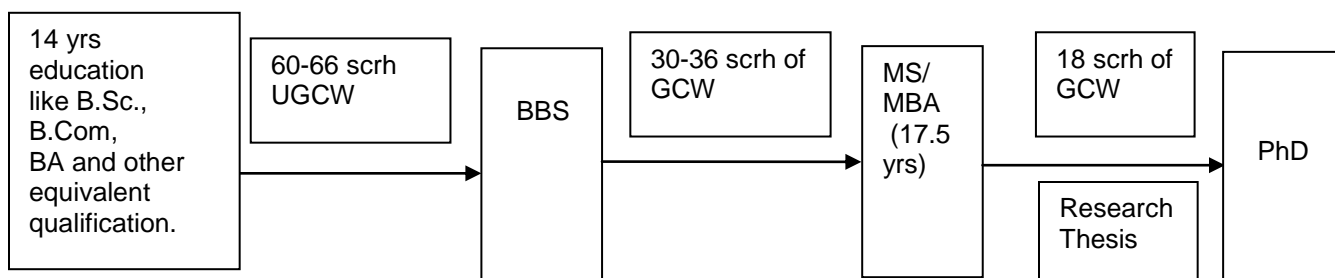
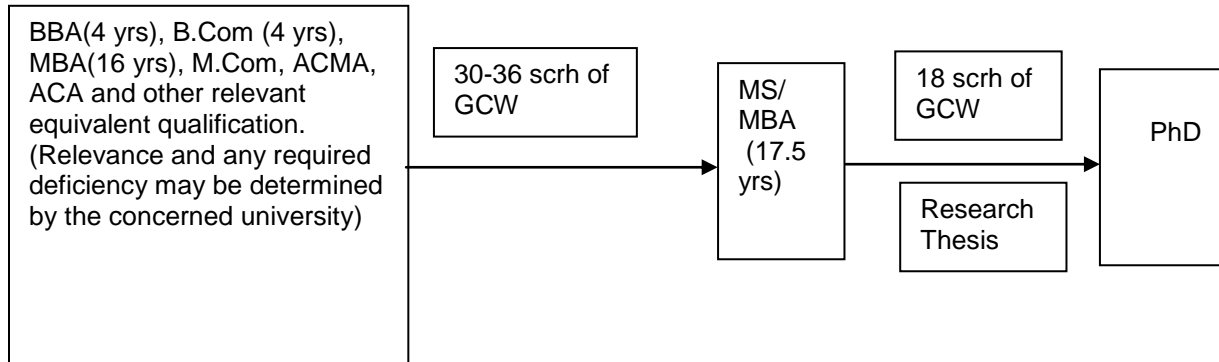
11. THE RECOMMENDATIONS OF NCRC

1. In the dynamic world, business environment is changing very rapidly therefore, it is imperative for faculty members not to focus narrowly on text books. One should be cognizant with the fact that a textbook generally represents a particular school of thought. Therefore, it should not be taught as the only truth and a comparative perspective of each topic should also be provided. Faculty members are also encouraged to inculcate critical thinking by referring to different resources of reading material including scholarly articles, researches and new development in science and technology, arts, fashion, politics and social change. Faculty members should be abreast with new pedagogies and utilize appropriate tools to educate students like case studies, simulations, business plans, industry reports etc.
2. The contemporary business schools are heavily dependent on Anglo-Saxon concepts and models of business management. A special emphasis on indigenous wisdom (cultural and religious values) must be incorporated: particularly Islamic perspective should also be discussed.
3. Every business school must have a research agenda commensurate with the national needs. It has been observed that students pick topics for research by looking at the convenience and ease rather than the applied utility of the topic. It is therefore recommend that the faculty member should take the responsibility to highlight key issues faced by the industry and country. Faculty members should establish contact and identify company's problems so that students are given real issues to work on. The findings of the students' reports can be shared with the industry.
4. Lot of emphasis has been put on quantitative research whereas Qualitative research needs to be emphasized equally. Qualitative research is the one which addresses the basic, theoretical and philosophical underpinnings of any society.
5. Material on indigenous management practices needs to be developed. Many efforts have been made in this direction by Universities and HEC. They have generally been in the form of some financial incentives to the faculty members. These incentives have not delivered. The committee believes that a dedicated project/cell with dedicated budget must be created at HEC to do this job. The job of the proposed cell is to develop text books and other reading material using Pakistani context.
6. Language has been one major handicap in the learning process of our students and faculty members. This is particularly true at MS/PhD level as well. Very few business schools attract the students from "elite" families who have reasonable command on English. Majority of the students are very weak in English. They should not be punished for it. The teachers must use easy language to explain concepts otherwise the students will be compelled to memorize without understanding the concepts. We should follow Korean model where every research done in any language around the globe is

translated into Korean language and provided to the concerned circles within 15 days. We should not kill the initiatives of our youth with 'English Obsession'.

7. Capacity building of university teachers is another important area. HEC organizes general programs in this direction. However, capacity building in specific area is required. For example, "Teaching Finance at a business school".
8. The recruitment criteria for Management Sciences faculty must be structured differently. It should not be equated with other disciplines. An approach similar to engineering discipline may be adopted. Moreover, Universities may be encouraged to appoint MS/Mphil degree holders to teach at MBA level.

Roadmap for Business Education



Semester Credit Hour-----scrh
Undergraduate Coursework-----UGCW
Graduate Coursework-----GCW

Notes:

30-36 Graduate Coursework for MS/MBA includes compulsory 6 credit hours of research thesis in case of MS and research/field project in case of MBA. (A consensus was reached in previous meetings that research thesis is compulsory for MS and can't be substituted with two courses. In case of MBA the project may be substituted with two courses.

BBA

COMPULSORY REQUIREMENT COURSES

ENGLISH-I
ENGLISH-II
ORAL COMMUNICATION & PRESENTATION
BUSINESS COMMUNICATION I
STATISTICS -I
MATHEMATICS -I
PRINCIPLES OF MICRO ECONOMICS
ISLAMIC STUDIES – ANNEXURE-A
PAKISTAN STUDIES- ANNEXURE-B

ENGLISH-I

COURSE DESCRIPTION/OBJECTIVE

This course provides the students Language skills for effective communication, organizational communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. To further develop students skills in reading, writing, speaking and thinking.
2. To develop students 'understanding and appreciation of English language and its use in effective communication and literature.
3. To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.
4. To develop effective business communication skills and enhance presentation skills.

COURSE CONTENT (SEMESTER 1)

Week 01	<ul style="list-style-type: none"> • Parts of Speech • Parts of Sentences
Week 02	<ul style="list-style-type: none"> • Clauses • Phrases • Capitalization • Punctuation • Usage • Modifiers
Week 03	<ul style="list-style-type: none"> • Conjunctions • Figures of Speech • Modifiers • Proofreading
Week 04	<ul style="list-style-type: none"> • Pre-writing Skills • Graphic Organizers • Five Planning steps for effective message
Week 05	<p>Reflective Essays Persuasive Essays Compare-Contrast Essays</p>
Week 06	<ul style="list-style-type: none"> • Literary Analysis • Library Skills • Reference Book Skills
Week 07	<p>Creative Writing Letter Writing bad news, good news,</p>
Week 09	<p>Resume, Emails and applications</p>
Week 09	<ul style="list-style-type: none"> • Research Papers
Week 10	<ul style="list-style-type: none"> • Short story writing
Week 11	<ul style="list-style-type: none"> • 7 Cs of communication
Week 12	<ul style="list-style-type: none"> • Effective reading skills development • Book reading • Research paper reading
Week 13	<ul style="list-style-type: none"> • Case study • News-paper/ article
Week 14	<ul style="list-style-type: none"> • Introduction to communication
Week 15	<ul style="list-style-type: none"> • Effective presentation skills
Week 16	<ul style="list-style-type: none"> • Public Speaking Skills • Persuasive Speeches
Week 17	Presentation week

ENGLISH-II

COURSE DESCRIPTION/OBJECTIVE

This course aims at helping students develop a positive, constructive and practical approach to effective written and oral communication in business and professional settings.

Audience awareness, developing a design, handling questions and answers, personal presence, style and body language are some other aspects that will be discussed

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. Communicate in clear, concise correspondence to meet the diverse needs and multiple purposes of business and social communication situations. Presentations, interviews, meetings and conferences are an integral part of any professional environment. Well-prepared and well-executed presentations leave an indelible impression on superiors, peers and subordinates alike.
2. Students will learn to use graphics, audio-visual aids and audience handouts in an effective manner.

COURSE CONTENT (SEMESTER 3)

Week 01	Effective Communication in Business <ul style="list-style-type: none">• Importance and benefits of effective communication• Components of communication• Concepts and problems of communication• Non-verbal communication
Week 02	The 7 C's of Effective Communication <ul style="list-style-type: none">• Completeness• Conciseness• Consideration• Concreteness• Clarity• Courtesy• Correctness
Week 03	The Process of Preparing Effective Business Messages Five planning steps
Week 04	Strategies for Successful Speaking and Successful Listening <ul style="list-style-type: none">• Strategies for improving oral presentation.• Strategies for reducing stage fright.

	<ul style="list-style-type: none"> • Strategies for improving listening skills
Week 05	<p>Strategies for Successful Informative and Persuasive speaking</p> <ul style="list-style-type: none"> • Purpose of informative and persuasive speaking. • Kinds of informative and persuasive speaking. • Audience analysis for informative and persuasive speaking. • Organization for informative and persuasive speaking. • Support for informative and persuasive speaking
Week 06	<p>Strategies for Successful Interpersonal Communication</p> <ul style="list-style-type: none"> • Dyadic communication. • Interviewing • Telephoning <p>Dictating</p>
Week 07	<p>Confidence Building</p> <p>How to make PowerPoint Presentation</p> <ul style="list-style-type: none"> • Strategies to build confidence • Techniques to make Power Point Presentation
Week 08	
Week 09	<p>Making Oral Presentation</p> <ul style="list-style-type: none"> • Purpose in oral presentation • Comparing written and oral messages • Planning strategies for your presentation • Choosing information to include in your presentation. • Organizing your information. • Delivering an effective presentation • Handling questions. <p>Making group presentations.</p>
Week 10	<p>Building Good Will</p> <ul style="list-style-type: none"> • You attitude • Positive emphasis • Tone, power & politeness. • Reducing bias in business communication
Week 11	<p>Public Speaking And Oral Reporting</p> <ul style="list-style-type: none"> • Making formal speeches • Determination of presentation methods. • Consideration of personal aspects. • Audience analysis.

	<ul style="list-style-type: none"> • Appearance and body actions. • Use of voice. • Use of visual aids
Week 12	Additional Oral Communication Activities <ul style="list-style-type: none"> • Conducting and participating in meetings. • Techniques for participating in a meeting. • Interviewing people • Guidelines for the interviewee. • Dictating letters and reports. • Using the telephone.
Week 13	Non-Verbal Communication <ul style="list-style-type: none"> • Classification of non-verbal communication • Kinesics • Proxemics • Time language • Paralanguage • Physical context
Week 14	Communications in group meetings
Week 15	Writing Covering Letters Resume
Week 16	Confidence building, tips to be impressive
Week17	Final project Presentations

RECOMMENDED TEXTBOOKS

1. Murphy, Effective Business Communication, 7th edition
Hand Outs.

ORAL COMMUNICATION & PRESENTATION

COURSE OUTLINE

CREDIT HOURS: 3

Introduction

The Course is designed to introduce to the students of the Essentials of Speech Communication. Hence this course focuses on the topic of Public Speaking. The aim of this course is to develop effective oral communication skills.

OBJECTIVES:

The students will be able to:

- Speak objectively
- Develop oral presentation
- Listen with a purpose
- Speak persuasively
- Decipher verbal and non-verbal messages

- Develop and maintain the sense of confidence and self-worth
- Objective participation in meetings
- Develop skills to face media

Course Contents

- Introduction to oral communication
- Forms of oral communication
- Importance of oral communication
- Analyze your organization and Environment
- Oral and written communication : a comparison
- Planning steps of a Message / Speech
- Barriers in oral communication
- Oral communication in business
- Oral communication in practice
- Persuasive Speaking
- Visual Aids
- Line graphs-Bar graphs
- Pie charts etc
- Transparencies
- Usage of over-head Projectors and VCR etc.
- Planning and Conducting an Interview
- Objective usage of telephone
- Dictating, Importance of dictation
- Importance and procedure of note – making
- Oral Communication in committee
- Meetings, symposia/workshops
- Oral communication in e-mail and on internet
- Group discussion /panel discussion /role of moderator
- Facing media
- Communication in personal selling
- Report writing and presentation
- How to make presentation/ control of stage fright, general guidance and allocation of topics to students
- Knowing and analyzing audience
- Motivating your audience
- Character and Personality traits of audience
- Internal and External audience
- Scripted Speech
- Planning your Speech
- Choosing the right language
- Body Posture, Body Language, Proximity to audience
- Panel discussion and Role Play
- Picture Talk
- Discussion on a TV/Film Scene
- Debate/Presentation

RECOMMENDED TEXTBOOKS

1. Stuart Sillar (1988) Success in Communication, Jhon Murray Publishers

Additional Readings

1. Murphy & Hilderbrant (1991) *Effective Business Communication*, 6th Edition, McGraw-Hill
2. Raymond V. Lesikar (1996) *Business Communication*, Richard D. Irwin, Inc.
3. Bovee & Thill (1995) *Business Communication Today*, 4th Edition, McGraw-Hill
4. Shirley Taylor (1994) *Communication for Business-A Practical Approach* 2nd Edition, Pitman Publishing

BUSINESS COMMUNICATION I

COURSE DESCRIPTION

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organisations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained.

Communicators, who can speak, write and interact with others efficiently, effectively and professionally.

This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.

Course Goals

Upon satisfactory completion of the course, students will be able to:

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
- Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in an effort to avoid these misunderstandings
- Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, concise and complete letters and memorandums of a minimum of 500 words
- Compares and contrasts various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the ability to organize and compose various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words
- Translate the content of written reports into an oral format

- Present oral reports effectively, synthesizing information in written and oral form
- Compare and contrast various forms of resumes, cover letters and other documentation associated with the job search
- Demonstrate the skills necessary for the job search, including resume writing and interviewing
- Utilize information technology effectively, selecting and using tools appropriate to the task describe the influence of cultural diversity in the workforce and Demonstrate effective communication skills to accommodate these differences

Indented Learning Outcomes

Upon successful completion of this course, students are expected to have improved their:

1. Level of self-awareness and understanding of how self-awareness influences communication.
2. Analytical ability in relation to business communication.
3. Ability to communicate with others and in particular their conflict resolution and negotiation Skills.
4. Ability to communicate as a member of a team and identify and resolve communication Problems in teams.
5. Understanding of communication patterns in organisations

Course Content

Week 01	<p>Communication in Organizations</p> <ul style="list-style-type: none"> • The basic communication process • Language • Nonverbal communication • Listening • Role of culture and diversity on communication in the workplace
Week 02	<p>Qualities of communication within business organizations</p> <ul style="list-style-type: none"> • Methods of communicating in business organizations • Written • Oral • Electronic
Week 03	<ul style="list-style-type: none"> • Benefits of effective communication in your career • Challenge of communication in the global market
Week 04	<ul style="list-style-type: none"> • Background to intercultural communication • A concept of culture • An intercultural communication model • National cultural variables • Education/law and regulations/economics/politics/religion/social norms/language

Week 05	<ul style="list-style-type: none"> • Business communication and the technology • Managing information within organizations • History of technological developments
Week 06	<ul style="list-style-type: none"> • Challenges to the organization made by new technologies • E-mail • Understanding the internet • Establishing security • Other communication technologies
Week 07	<ul style="list-style-type: none"> • Managing information outside organizations • Managing crisis communication • The process of preparing effective business messages
Week 08	<ul style="list-style-type: none"> • Strategies for improving oral presentations • Strategies for an effective nonverbal delivery • Strategies for reducing stage fright • Signs of discomfort
Week 09	<ul style="list-style-type: none"> • Interviewing • Interview purposes • Interviewee's responsibilities • Interviewer's responsibilities • Telephoning
Week 10	<ul style="list-style-type: none"> • The process of preparing effective business messages • Five planning steps • Indirect (inductive) approach • Beginning and endings • Opening paragraphs/closing paragraphs
Week 11	<ul style="list-style-type: none"> • Self Disclosure and Trust • Forming groups for presentation/essay; self-disclosure and trust
Week 12	<ul style="list-style-type: none"> • Persuasive Communication • Group Presentations; Persuasive • Communication
Week 13	<ul style="list-style-type: none"> • Conflict Resolution and Negotiation • Group Presentations; conflict and negotiation
Week 14	<ul style="list-style-type: none"> • Working in Teams for Success Group Presentations; working in teams
Week 15	<ul style="list-style-type: none"> • Confidence Building, how to be impressive Personality
Week 16	<ul style="list-style-type: none"> • Project Presentations

RECOMMENDED BOOKS

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition

STATISTICS -I

COURSE DESCRIPTION/OBJECTIVE

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Data description and data presentation in a business environment;
2. Measures of Central Tendency
3. Measure of Relative Dispersion
4. Use of index numbers
5. Basic probability concepts and probability distributions as an aid to business decision making.

COURSE CONTENTS

Week 01	INTRODUCTION <ul style="list-style-type: none">• Definition• Descriptive Statistics & Inferential Statistics• Statistics Applications in Business
Week 02	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none">• Data• The Data Array and Frequency Distribution• Relative Frequency Distribution• Cumulative frequency distribution• Graphical Representation
Week 03	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none">• Graphical Representation<ul style="list-style-type: none">○ Pie Chart○ Frequency Bar Chart○ Frequency Histogram○ Frequency Polygon○ Ogive

Week 04 & 05	<p>MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA</p> <ul style="list-style-type: none"> • Means: (Arithmetic, Geometric, Harmonic) • The Median • The Mode • Quartiles
Week 05 & 06	<p>MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA</p> <ul style="list-style-type: none"> • Range • Mean absolute deviation • Variance • Standard Deviation • Relative Dispersion
Week 07 & 08	<p>INDEX NUMBERS</p> <ul style="list-style-type: none"> • Defining an Index Number • Un-weighted Aggregates Index • Weighted Aggregates Index • Average of Relative Methods • Quantity and Value Indices
Week 09	<p>SETS</p> <ul style="list-style-type: none"> • Basic Sets and Subsets • Operations on sets • Venn Diagram
Week 10 & 11	<p>PERMUTATION AND COMBINATION</p> <ul style="list-style-type: none"> • Successive event principle • Permutations for all or part of elements of a set • Permutation of the objects ranged in circle • Combination
Week 12 & 13	<p>PROBABILITY AND LAWS OF PROBABILITY</p> <ul style="list-style-type: none"> • Basic concepts • Addition rules of probability • Conditional Probabilities • Multiplication rule of probability
Week 14	<p>MATHEMATICAL EXPECTATION</p> <ul style="list-style-type: none"> • Expected value. • Expected monetary value. • Decision criterion utility & Expected Utility.

Week 15 & 16	<p>PROBABILITY DISTRIBUTION</p> <ul style="list-style-type: none"> • Basic concept • Types of Probability Distribution. • Random variables • The Binomial distribution • The Poisson Distribution • The Normal Distribution • Distribution of continues Random variable. • Sample regression and correlation
-------------------------	---

TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introduction to the Practice of Statistics, 6th Edition WH. Freeman.
2. Levin I. Richard., Statistics for Management, 4th ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman
5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1st Ed; New York, McGraw Hill, International, 1983.
6. Walpole, R, Introduction to Statistics, Edition 3
7. Shaum and Seigel, Statistics for Business (Latest Edition)

MATHEMATICS -I

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students' competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

LEARNING OUTCOME

Upon the successful completion of this course, you should be able to:

1. Mathematical Function
2. Building and solving linear and quadratic equations
3. Types of functions
4. Matrices and its applications
5. Determinants and its applications

COURSE CONTENTS (delete numbering only)

Week 01	MATHEMATICAL NOTATIONS
----------------	-------------------------------

	<ul style="list-style-type: none"> • Introduction to Submission • Multiplication • Introduction of Subscripted variables • Linear Equation involving one variable
Week 02	<p>Quadratic Equations</p> <ul style="list-style-type: none"> • Solution of Quadratic Equations by factorization method • Solution of Quadratic Equations by square completion methods • Solution of Quadratic Equations by quadratic formula • Applications of quadratic equation
Week 03	<p>LINEAR EQUATIONS</p> <ul style="list-style-type: none"> • Characteristics of Linear Equations • Graphical Characteristics • Writing of the Linear Equation <ul style="list-style-type: none"> ○ Slope - Intercept Form ○ Slope and Point formula ○ Two point formula • Determining the Equation of a Straight Line Linear Equations involving more than two variables
Week 04 & 05	<p>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations. <ul style="list-style-type: none"> ○ Elimination method • Three variable system of Equations <ul style="list-style-type: none"> ○ Elimination method • Applications of Linear Equations and Systems of Equations
Week 06 & 07	<p>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations. <ul style="list-style-type: none"> ○ Gauss – Jordan Elimination method • Three variable system of equations <ul style="list-style-type: none"> ○ Gauss-Jordan Elimination method • Applications of Linear Equations and Systems of Equations
Week 08 & 09	<p>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations.

	<ul style="list-style-type: none"> ○ Gauss – Jordan Inversion method • Three variable system of equations <ul style="list-style-type: none"> ○ Gauss-Jordan Inversion method • Applications of Linear Equations and Systems of Equations
Week 10 & 11	<p>NONLINEAR FUNCTIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • Non Linear Functions- Introduction • Quadratic Functions, Characteristics and Their Applications • Polynomial Functions. • Exponential Functions & Applications • Logarithmic Functions, Properties of Logarithmic Functions
Week 12 & 13	<p>MATRICES</p> <ul style="list-style-type: none"> • Introduction to Matrices • Types of Matrices • Matrix Operations • Inverse of Matrix • The Determinant & its Properties • The Method of Cofactors
Week 14 & 15	<p>DETERMINANTS</p> <ul style="list-style-type: none"> • Determinants • Properties of Determinants • Determinants and Non Singularity • Special Determinants • Solution of Linear Equations by Determinants <ul style="list-style-type: none"> ○ Charamer's Rule
Week 16	<p>DETERMINANTS</p> <ul style="list-style-type: none"> • Solution of Linear Equations by Determinants <ul style="list-style-type: none"> ○ Inverse Matrices Method

RECOMMENDED/REFERENCE BOOKS

1. Cheryl Cleaves, Business Maths, Pearson (Latest Edition)
2. Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning
3. Budnick, Mathematics for Business Economics and Social Science

PRINCIPLES OF MICRO ECONOMICS

COURSE DESCRIPTION

This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro

framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business.

The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.

INDENTED LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The Economic problem of allocation and distribution of resources.
2. The factors that determine demand and supply
3. The concept of elasticity of demand and supply
4. Analyze the effect of market structure on firm behavior
5. Analyze efficiency and the role of government in promoting and deterring efficiency
6. The concept of derived demand for labor and capital
7. The existence of impact of externalities
8. Income distribution and “fairness”.

COURSE CONTENT

Week 01, 02	BASIC ECONOMIC CONCEPTS <ul style="list-style-type: none"> • Economics: Basic Themes and Nature • Micro versus Macro Economics • Positive versus Normative economics • Economic problem of resource allocation • Economics relevance to business organizations
Week 03, 04	DEMAND AND SUPPLY ANALYSIS <ul style="list-style-type: none"> • The demand function. • Changes in demand. • The supply function. • Changes in supply. • Equilibrium of Supply & Demand • Elasticity of demand/supply and its measurement.
Week 05, 06	APPROACHES TO UTILITY ANALYSIS <ul style="list-style-type: none"> • Cardinal approach and consumer equilibrium. • Ordinal approach and consumer equilibrium. • Price, Income and Substitution effects on consumer equilibrium.
Week 07, 08	PRODUCTION ANALYSIS <ul style="list-style-type: none"> • Basic production concepts. • Total, Average and Marginal Product • Returns to scale. • Short-run and long-run production. • Least-cost factor combination. • Producer equilibrium.

Week 09, 10	COST AND REVENUE ANALYSIS <ul style="list-style-type: none"> • Various cost concepts. • The cost of production: Short-run cost, long-run cost. • Revenue and revenue curves: Total, average and marginal revenues. • Profit-Maximization
Week 11, 12	MARKET STRUCTURES AND PRICING <ul style="list-style-type: none"> • Market and its forms. • Price and out-put under perfect competition. • Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.
Week 13, 14	RESOURCE ALLOCATION <ul style="list-style-type: none"> • Role of the government in market efficiency. • The theory of Marginal Productivity. • Market demand for resources. • Existence of impact of externalities • Income distribution and fairness
Week 15	Project/Revision

TEXT/REFERENCE BOOKS

1. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
2. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC
3. Muhammad Hussain Choudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002.
4. Ruffin and Gregory, Principles of Economics, Illionois: Scott Foresman and Company, (Latest Edition).
5. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition).
6. Scott and Nigro: Principles of Economics, New York; Macmillan Publishing Co., Inc., (Latest Edition).

BBA

Foundation Courses (Core)

FINANCIAL ACCOUNTING I
PRINCIPLES OF MARKETING
BUSINESS FINANCE
INTRODUCTION TO MANAGEMENT
INTRODUCTION TO HUMAN RESOURCE MANAGEMENT
BUSINESS & CORPORATE LAW
BUSINESS RESEARCH METHODS
PRINCIPLES OF MACRO-ECONOMICS

FINANCIAL ACCOUNTING I

COURSE DESCRIPTION/OBJECTIVES

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow statement.

COURSE CONTENT

<p>Week 01</p>	<p>Accounting and its role</p> <ul style="list-style-type: none"> • Development of accounting • Accounting Theory and Conceptual framework • Accounting Defined • Why study Accounting • Financial statements • Major fields of Accounting • Accounting as a Career
<p>Week 02</p>	<p>Basic Accounting Concepts</p> <ul style="list-style-type: none"> • The Entity Concept • The Reliability (or Objectivity) principle • The cost Principle • The Going-Concern Assumptions • The Stable Currency Assumptions • Ethics-the-Most Fundamental Principle of Accounting • Qualitative characteristics of Financial statements
<p>Week 03 & 04</p>	<p>The recording process</p> <ul style="list-style-type: none"> • The Recognition Issue • The Valuation Issue • The Classification Issue • The Recording Process • Analysis of Transaction • The Journal • The Ledger • Balancing the Accounts
<p>Week 05 &06</p>	<p>Preparation of Financial Statements</p> <ul style="list-style-type: none"> • Preparing Trial Balance • Locating and correcting errors in recording process • Preparing Profit and Loss Account and Balance Sheet
<p>Week 06 &07</p>	<p>The adjusting and closing entries</p> <ul style="list-style-type: none"> • Need for Adjusting Entries • Recording adjusting entries • Preparing adjusted trial balance • Recording closing entries • Preparing post-closing trial balance • Preparing work-sheet • Preparation of Financial Statements
<p>Week 08 & 09</p>	<p>Accounting for trading organization</p> <ul style="list-style-type: none"> • The Purchase Function • Accounting for Purchases and Sales • Return and allowances • Periodic System

	<ul style="list-style-type: none"> • Perpetual System • Worksheet • Preparation of financial Statements • Departmental Accounts
Week 10 & 11	Accounting Systems <ul style="list-style-type: none"> • Developing a System • Subsidiary Journals • Subsidiary ledgers • Cash Book • Petty cash book • Control Accounts
Week 12	Cash and temporary investment <ul style="list-style-type: none"> • Nature and Composition of Cash • Cash Management and Control • Maintaining Bank Account • Bank Reconciliation • Short term investments
Week 13 & 14	Accounting for debtors and stock <ul style="list-style-type: none"> • Accounting Treatment of Bad Debts • Direct write-Off Method • Aging Schedule • Percentage of Sales Method • Recoveries of Bad debts • Stock • Measurement of Stock Quantity • Measurement of Stock Cost • Perpetual Stock System • Periodic Stock System
Week 15 & 16	Accounting for property, plant and equipment <ul style="list-style-type: none"> • Property, Plant and Equipment • Lump-sum Purchase • Subsequent Expenditure • Depreciation methods • Revaluation • Review of Useful life • Intangible Assets and Amortization • Wasting Assets and Depletion

TEXT/REFERENCE BOOKS

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood's: Business Accounting 1, Eleventh Edition
4. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition

PRINCIPLES OF MARKETING

COURSE DESCRIPTION/OBJECTIVE

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

COURSE CONTENT

Week 01	INTRODUCTION TO MARKETING <ul style="list-style-type: none">• Marketing and the Society• Importance and scope of marketing• Definition of marketing• Nature and concept of marketing
Week 02	MARKETING ENVIRONMENTS <ul style="list-style-type: none">• The Marketing environment<ul style="list-style-type: none">○ Macro environment○ Micro environment• Environmental scanning and monitoring
Week 03	MARKETING & STRATEGY <ul style="list-style-type: none">• Strategic planning• Strategic marketing planning• Forecasting marketing demand
Week 04	MARKETING DECISIONS <ul style="list-style-type: none">• Information required for marketing decisions• Reasons for obtaining information• Marketing research

Week 05	CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Information for purchase decisions • Consumer decision process • Influence of social and psychological factors • Market implications
Week 06	MARKET SEGMENTATION AND TARGETING <ul style="list-style-type: none"> • Factors for Segmentation • Selecting the target market • Developing the positioning and target market strategies
Week 07	PRODUCTS AND SERVICES <ul style="list-style-type: none"> • Definition of product and services • Classification of consumer goods • Classification of business goods
Week 08	PRODUCT DEVELOPMENT AND LIFE CYCLE <ul style="list-style-type: none"> • Product development process and commercialization • Product life cycle stages and its implications
	MID-TERM EXAMINATION
Week 09	PRICING <ul style="list-style-type: none"> • Overview of pricing • Importance of pricing • Break even analysis • Factor effecting pricing decisions
Week 10	SETTING THE PRICE AND RELATING STRATEGIES <ul style="list-style-type: none"> • Pricing objectives <ul style="list-style-type: none"> ○ Sale based objectives ○ Profit based objectives • Status quo Pricing • Price strategy
Week 11	PRICING TECHNIQUES AND THEIR APPLICATIONS <ul style="list-style-type: none"> • Cost based pricing • Cost plus pricing • Target pricing • Floor pricing
Week 12	DISTRIBUTION <ul style="list-style-type: none"> • Importance of distribution channels • Selecting a channel of distribution • Retail functions in distribution • Recent trends in wholesaling and retailing
Week 13	PROMOTION <ul style="list-style-type: none"> • Importance and types of promotion • Channels of communication • Objectives, budgeting and promotional mix • Legal environments of promotion
Week 14	ADVERTISEMENT AND PUBLICITY <ul style="list-style-type: none"> • Scope of advertisement and publicity

	<ul style="list-style-type: none"> • Characteristic of advertisement and publicity • Development, planning and implementation of advertising plan • Evaluating the success and failure of promotional plan
Week 15	INTRODUCTION To E-BUSINESS <ul style="list-style-type: none"> • Introduction • Different trends • Rules of doing e-business • E-business application in the market
Week 16	<ul style="list-style-type: none"> • Conclusion Session • Final Exam

RECOMMENDED TEXT BOOKS

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Pareanath, Basics Marketing, (Latest Edition)

BUSINESS FINANCE

COURSE DESCRIPTION

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

Learning Outcomes

On completion of the course, students will be able to understand:

1. Functions of business finance and finance manager.
2. The basics of finance theory and its applications to corporate financial decisions.
3. Analysis of financial statements.
4. Tools and techniques of time value of money for investing decisions.
5. Concepts of risk and return for portfolio management.
6. The principles of capital structure.
7. The concept of cost of capital.

COURSE CONTENTS

Week 01	An Overview of Business Finance <ul style="list-style-type: none"> • Finance a quick look. • Business finance and financial manager. • Forms of business organization. • Goals of business finance. • Agency problem.
----------------	---

Week 02	Understanding financial statements and cash flows. The balance sheet. The income statement. Taxes. Cash flow.
Week 03	Analyzing the financial statements Standardized financial statements. Ratio analysis. The Du-pont identity . Internal and sustainable growth. Using financial statement information.
Week 04 & 05	Time Value of Money <ul style="list-style-type: none"> • The role and perspectives of the TVM concept • Future values • Present values • The relationship between future and present values • Annuities • Future and present values of cash flows under high compounding frequency • Impact of higher compounding frequency • Inflation and the Time Value of Money
Week 06	Bond and Their Valuation <ul style="list-style-type: none"> • Definition, types and features of bonds • Valuation of bonds (the basic process) • Basic relationships in bond valuation • Bondholder's expected rate of return • Risks associated with bond returns
Week 07 & 08	Stocks and Their Valuation <ul style="list-style-type: none"> • Shares and their basic features • Benefits from a share investments • Price of ordinary shares • Behaviour of expected dividend growth and share price • Price of shares based on earnings • Expected rate of return • Preferred shares and their characteristics • Price of preferred shared and the expected rate of return • Valuing the entire business
Week 09 & 10	Net present value and other investment Criteria Net present value. The payback rule. The average accounting return. The internal rate of return. The profitability index. The practice of capital budgeting.
Week 11 & 12	Introduction to Islamic Finance. The concept of: Mudarba Musharqa Murabah

	<p>Ijarah Comparison with the conventional financial system</p>
Week 13-14	<p>Risk and Return</p> <ul style="list-style-type: none"> • Expected returns and risk defined • Calculating expected return • Calculating risk (Variance and Standard deviation) • Portfolio expected returns • Portfolio variance and standard deviation • Systematic and unsystematic risk • Diversification and portfolio risk
Week 15 & 16	<p>The Cost of Capital</p> <ul style="list-style-type: none"> • The cost of capital concepts • Individual and weighted average costs of capital • Costs of capital and valuation • Capital structure • Capital structure decision (No taxes or other capital market imperfections) • Taxation and capital structure decision • Debt equity ratio, cost of capital and the value of the firm (The MM Propositions) • Optimal capital structure • Costs of financial distress and bankruptcy • The static trade-off theory • The pecking order theory • Personal taxes • Evidence on capital structure determinants

RECOMMENDED TEXT BOOKS (Latest available edition)

1. Ross, Westerfield, Jordan: Corporate Finance Essentials.
2. James C. Vanhorne: Fundamentals of Financial Management
3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of corporate finance.

INTRODUCTION TO MANAGEMENT

COURSE DESCRIPTION AND GOALS

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

INTENDED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices which are been used in today's modern era.

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

COURSE CONTENT (SEMESTER)

Week 01	Introduction to Management Organization, The management Process
Week 02	The History and evaluation of Management Organizational theories and different approaches to management
Week 03	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
Week 04	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
Week 05	Decision Making The manager's role as decision maker Decision making process
Week 06	Basics of Strategic Management Case of Strategic Management Strategic management process

Week 07	Organizational Structure Types of organizational structures
Week 08	MID-TERM EXAMINATION Case Decision-making
Week 09	Human Resource Management HRM processes
Week 10	Motivation its theories Current issues in Motivation
Week 11	Team work and Group Behaviour Case of team and team work
Week 12	Leadership and its characteristics Leadership styles and behaviours
Week 13	The process of Control The Control Standards
Week 14	Case of Controlling Presentation
Week 15	Staffing Presentation
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

Assessment will be based on nature of the course and teacher's preference

RECOMMENDED TEXT BOOKS

1. Mary Coulter & Robbins, Management, International ed.

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the

local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

INTENDED LEARNING OUTCOMES

At the end of this course, students should be able to:

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

COURSE CONTENT

Week 01	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
Week 03	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
Week 04	Conducting Job analysis. HR Planning Job Description Job Specification

Week 05	Staffing Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals Performance management
Week 07	Training and development Training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION
Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

1. *By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)*

BUSINESS & CORPORATE LAW

COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies' ordinance and Negotiable instrument.

The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial

institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study

LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

COURSE CONTENT

Week 01	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
Week 02	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
Week 03	Rights and Duties of parties, specific performance of the contract ,Discharge of the contract, Breach of the contract and remedies, illegal, voidable and void contracts
Week 04	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
Week 05	Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
Week 06	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of

	joint stock companies by nature and formation, Ownership and management of the companies
Week 07	Rights of the shareholders, Rights ,power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
Week 09	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watch dog
Week 09	Mid –term exam
Week 10	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties
Week 11	Transfer of property ,performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment ,supply against letter of credit, types of letter of credit
Week 12	Laws relating to indemnity, guarantees, bailment, hyphothetication, pledge and Mortgage, agency agreement
Week 13	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act ,Definition ,characteristics of Negotiable instruments,
Week 14	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 15	Revision
Week 16	Final exam

RECOMMENDED BOOKS

1. Dr. Khwaja Amjad Saeed, Mercantile and Industrial Laws in Pakistan Latest Edition, Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance, Latest Edition, PLD.

RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

BUSINESS RESEARCH METHODS

COURSE DESCRIPTION

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation,

sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

INTENDED LEARNING OUTCOMES

At the end of this course, the students should be able to:

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.
5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
6. Use different software for statistical analysis and interpretation including SPSS, Amos, and E-Views etc.
7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
8. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

COURSE CONTENT

Week 01	The Role of Business Research What is business research Why it is important
Week 01	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
Week 02	The research process: An overview What are the key steps in research process Types of research
Week 03	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals

Week 04	Exploratory Research and Qualitative analysis Qualitative research and theory building
Week 05	Survey Research: An Overview Survey method and business research
Week 06	Survey Research: Basic Method of Communication with respondents
Week 07	Measurement and Scaling Concepts Types of measures Types of scales
Week 08	Attitude Measurement Types of attitudes and their relevant scales
Week 09	Questionnaire Design Open ended questions Close ended questions
Week 10	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
Week 11	Determination of Sample Size
Week 12	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
Week 13	Univariate Analysis Using SPSS for univariate analysis
Week 14	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
Week 15	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
Week 16	The Research Report Contents of a research paper Managerial decision making and Research Policy implications for managers

RECOMMENDED BOOKS

1. William G. Zikmund, **Business Research Methods**, Latest Edition, Thomson Learning

PRINCIPLES OF MACRO-ECONOMICS

COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out put and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macro economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

INDENTED LEARNING OUTCOME

At the end of this course, students will be able to:

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

COURSE CONTENT

Week 01,02	KEY CONCEPTS OF MACROECONOMICS <ul style="list-style-type: none"> • Objectives and instruments of macroeconomics. • Tools of macroeconomics policy. • Aggregate demand and supply.
Week 03,04	MEASURING ECONOMIC ACTIVITY. <ul style="list-style-type: none"> • Concepts of National Income. • Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income • GDP Deflator and a real GDP • National Income as a measure of economic welfare
Week 05,06	CONSUMPTION AND INVESTMENT. <ul style="list-style-type: none"> • Consumption, Income and saving. • Consumption Function. • Saving Function. • The Marginal Propensity to Consume and Average Propensity to consume • The Marginal Propensity to Save and Average Propensity to save • Determinants of Consumption • Determinants of Investment (Rate of interest, MEC)
Week 07,	INCOME AND EMPLOYMENT DETERMINATION <ul style="list-style-type: none"> • Classical approach. • Modern approach (Keynesian) • Post Keynesian Approach
Week 08,	MULTIPLIER AND ACCELERATOR <ul style="list-style-type: none"> • Investment Multiplier. • Tax multiplier, foreign trade multiplier and super multiplier.

Week 09	FISCAL AND MONETARY POLICIES <ul style="list-style-type: none"> • Fiscal Policy • Monetary Policy
Week 10,	INFLATION <ul style="list-style-type: none"> • Nature and kinds. • Inflationary and deflationary gaps. • Inflation and unemployment.
Week 11	BUSINESS CYCLE <ul style="list-style-type: none"> • The concept of Business Cycle • Business Cycle Theories • Business Cycle & Business Decision Making
Week 12,13	INTERNATIONAL TRADE <ul style="list-style-type: none"> • Classical theory of International trade (CIT) • Modern theory of International trade (H-O-Theorem) • Economic Integration and Regional Cooperation. • Protection and free trade. • WTO (Objectives and role)
Week 14	BALANCE OF PAYMENTS <ul style="list-style-type: none"> • Balance of Payments Accounts. • Disequilibrium & Imbalance of Payments. • Causes and Remedies.
Week 15	Project/Revision

TEXT/REFERENCE BOOKS

1. Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition)
2. Mc Connell & Brue, Economic, Mc Graw Hill, INC (Latest Edition)
3. Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
4. Ruffin & Gregory, Principles of Economics, Scott, Foresman & Company.
5. Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)

BBA

Major courses (Core)

FINANCIAL ACCOUNTING II
FINANCIAL MANAGEMENT
MARKETING MANAGEMENT
CONSUMER BEHAVIOUR
MANAGEMENT INFORMATION SYSTEMS

FINANCIAL ACCOUNTING II

COURSE DESCRIPTION/OBJECTIVE

This course is built upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focuses upon the company accounts and their understanding in the context of the IAS and companies ordinance 1984.

LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The formation of companies and important financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) of Public Limited companies.
2. Exposer about company annual report and notes to the accounts.
3. The accounting for partnership and non-profit organizations.
4. The accounting for consolidated statements.
5. Accounting for leasing and fixed assets.

COURSE CONTENT

Week 1	Accounting for companies <ul style="list-style-type: none"> • The Company • Types of Company • Formation of a Public Limited Co, • Classes of Shares • Ordinary Shares • Preference Shares • Issuance of Shares
---------------	---

	<ul style="list-style-type: none"> • Market Value of Shares • Share Capital and Share Premium
Week 02	Accounting for Issuance of shares
Week 03 & 04	Company final Accounts <ul style="list-style-type: none"> • Preparing Final Accounts <ul style="list-style-type: none"> ○ Profit & Loss Account ○ Appropriation Account ○ Balance Sheet • Published Annual Reports
Week 05	Company final Accounts <ul style="list-style-type: none"> • Alteration of Capital • Bonus Shares • Right Issue • Stock Splits
Week 06	Accounting for Dividends
Week 07	Accounting for Bonds and Debentures <ul style="list-style-type: none"> • Issuance of Bonds and Debentures • Redeemable Capital
Week 08 & 09	Preparation and Interpretation of Cash Flow
Week 10 & 11	Important IAS and FRS <ul style="list-style-type: none"> • Inventories IAS-2 • Revenue recognition • Research and Development • Intangible Assets • Revaluation of Assets • Impairment of Assets • Post balance sheet events
Week 12 & 13	Analysis of Financial Statements <ul style="list-style-type: none"> • Ratios • Trend analysis • Common size analysis
Week 14 & 15	Accounting for consolidated statements.
Week 16	Accounting for Partnerships

TEXT/REFERENCES BOOKS:

1. By Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition. Publisher Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank wood, Business Accounting –II, (Latest Edition)
4. Miegs and Meigs, Accounting for Business Decision, 12th/Latest Edition

FINANCIAL MANAGEMENT

COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and

financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

INDENTED LEARNING OUTCOMES

At the end on this course the student will be able to understand:

1. Role of financial planning and control– financial forecasting and cash budgeting tools – in planning for the firm’s short term financial requirements
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital – cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing –venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the firms’ capital structure

COURSE CONTENT (SEMESTER 3)

Week 01	<p>Meaning and Scope of Financial Management.</p> <ul style="list-style-type: none"> • Finance and financial management • Scope of Financial management • Business organizations • Organization of the finance function • Finance management vs. other managerial functions
Week 02	<p>The Finance manager and the financial environment</p> <ul style="list-style-type: none"> • Financial markets • Financial institutions • The roles of the finance manager • Goals of the firm • Agency problems and their mitigation

<p>Week 03 & 04</p>	<p>“Time Value of Money” Calculate the future value (FV) or present value (PV) of a single sum of money; Calculate the interest rate or time period for single-sum problems; Calculate the FV or PV of an annuity and an annuity due; Calculate the payments, interest rate, or time period for annuity and annuity-due problems. Calculate the value, cash flow, or interest rate in a perpetuity problem; Calculate the FV or PV of a series of uneven cash flows (i.e., compound or discount the Cash flows); Adapt all FV and PV calculations to other-than-annual compounding periods; Compute the solution for various time value of money problems.</p> <p>“Bond and Their Valuation” Who Issues Bonds, Key Characteristics of Bonds Bond Valuation, Bond Yields Bonds with Semiannual Coupons Assessing the Riskiness of a Bond Default Risk, Bond Markets</p>
<p>Week 05</p>	<p>“Share and Their Valuation” Legal Rights and Privileges of Common Stockholders Types of Ordinary Stock The Market for Ordinary Stock Ordinary Stock Valuation Share Market Equilibrium Actual Share Prices and Returns Preferred Shares</p>
<p>Week 06</p>	<p>“Risk and Return” Stand Alone Risk The Trade Off between Risk and Return Risk in a Portfolio Context The Relationship between Risk and Rates of Return Physical Assets versus Securities Some Concerns about Beta and the CAMP Volatility Versus Risk</p>
<p>Week 07</p>	<p>INVESTMENT APPRAISALS</p> <ul style="list-style-type: none"> • Types of investment projects • Investment process • Non-discounted appraisal techniques • Discounted Cash flow techniques • A comparison of the NPV and the IRR methods

<p>Week 08</p>	<p>“Analysis of Cash Flows”</p> <p>The student should be able to</p> <p>Explain the relevance of cash flows to analyzing business activities;</p> <p>Describe the elements of operating cash flows;</p> <p>Describe the elements of investing cash flows;</p> <p>Describe the elements of financing cash flows;</p> <p>Classify a particular item as an operating cash flow, an investing cash flow, or a Financing cash flow;</p> <p>Compute, explain, and interpret a statement of cash flows, using the direct method and the indirect method;</p> <p>Compute free cash flow.</p>
<p>Week 09</p>	<p>“Analysis of Inventories”</p> <p>The student should be able to</p> <p>compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;</p> <p>Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;</p> <p>Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a company’s cost of goods sold, income, cash flow, and working capital;</p> <p>Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p> <p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and</p> <p>Discuss the implications of such a decline for financial analysis.</p>
<p>Week 10</p>	<p>“The Investment Setting”</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield;</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend payments.</p>
<p>Week 11</p>	<p>“The Cost of Capital</p> <p>The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting</p>

	<p>should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>Define and calculate a company's weighted-average cost of capital.</p>
Week 12	<p>“The Basics of Capital Budgeting”</p> <p>The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;</p> <p>Describe and calculate the modified IRR (MIRR);</p> <p>Explain the “multiple IRR problem” and the condition that can cause the problem;</p> <p>Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects.</p>
Week 13	<p>“Cash Flow Estimation and Other Topics in Capital Budgeting”</p> <p>The student should be able to</p> <p>Distinguish between cash flows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting:</p> <p>incremental cash flow, sunk cost, opportunity cost, externality, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cash flow over a project's life, and terminal-year cash flow, and compute each measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
Week 14	<p>“Risk Analysis and the Optimal Capital Budget”</p> <p>The student should be able to</p> <p>Distinguish among three types of project risk: stand-alone, corporate, and market;</p> <p>Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques;</p> <p>Describe how the security market line is used in the capital</p>

	<p>budgeting process; Describe the pure play and accounting beta methods for estimating individual project betas.</p>
Week 15	<p>“Capital Structure and The student should be able to Define target capital structure and optimal capital structure; Describe, and state the impact of changes in, factors that influence a company’s capital structure decision; Explain business risk and financial risk and discuss factors that influence each risk; Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) on earnings per share for companies with differing amounts of debt financing; Define operating leverage and explain how it affects a project’s or company’s expected rate of return; Calculate the breakeven quantity of sales and determine the firm’s gain or loss at various sales levels; Define financial leverage; Calculate degree of operating leverage, degree of financial leverage, and degree of total leverage; Describe the relationship between financial leverage and financial risk; Discuss why the use of greater amounts of debt in the capital structure can raise both the cost of debt and the cost of equity capital; Describe how changes in the use of debt can cause changes in the company’s earnings per share and in the stock price; Distinguish between the value of a company and the value of the company’s common stock; Explain the effect of taxes and bankruptcy costs on the cost of capital, the optimal capital structure, and the Modigliani and Miller (MM) capital structure irrelevance proposition; Compare the MM capital structure irrelevance proposition and the trade-off theory of leverage; Describe how a company signals its prospects through its financing choices.</p>
Week 16	<p>Financial forecasting Keeping Track of forecasts Sales Forecast Financial Statement Forecasting: Constant Ratio Method The AFN Formula Forecasting Financial Requirements When the Balance Sheet Ratios Are Subject to Change Other Techniques for Forecasting Financial Statements Computerized Financial Planning Models</p>
Week 17	<p>Managing Current Assets Working Capital Terminology Alternative Current Asset Investment Policies</p>

	The Concept of Zero Working Capital Cash Management The Cash Budget Cash Management Techniques Marketable Securities Inventory costs Inventory Control Systems Receivables Management Credit Policy Setting the Credit Period and Standards Setting the Collection Policy
Week 18	Financing current Assets Sound Working Capital Requires Appropriate Financing Alternative Current Asset Financing Policies Advantages and Disadvantages of Short- Term Financing Accruals Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in short-Term Financing

RECOMMENDED BOOKS

1. Ross, S. A., Westerfield, R. W. & Jordan, B. D. (2006) *Fundamentals of corporate finance*. 7th edition. New York: McGraw Hill
2. Eugene F. Brigham: *Fundamentals of Financial Management*
3. Jones, *Financial Management*
4. White, Sondhi and Fried, *Analysis of Financial Statements*.

MARKETING MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making. This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. Define and understand the nature and purpose of effective marketing management in the marketplace.
2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions.
4. To analyze and seek to identify gaps in the needs and wants of the customer so that appropriate strategy can be proposed to create customer value through competitive advantage.
5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.

COURSE CONTENT (SEMESTER 3)

Week 01	<p>MARKETING: AN OVERVIEW</p> <ul style="list-style-type: none"> • Definitions • The evolution of marketing management. • The marketing concept and social responsibility. • The importance and scope of marketing. • The basic functions of marketing.
Week 02/03	<p>MARKETING INFORMATION SYSTEMS.</p> <ul style="list-style-type: none"> • Concept and components of marketing information systems. • Marketing intelligence system. • Marketing research system. • Analytical marketing system. • Marketing decision support system.
Week 04 & 05	<p>CONSUMER MARKETS AND CONSUMER BEHAVIOR ANALYSIS</p> <ul style="list-style-type: none"> • Demographic dimensions of consumer market. • Behavioral dimensions of consumer market. • The consumer's decision process. • The buyer's decision process. • The industrial market, the reseller market and the Government market. • Organizational markets and their buying objectives & structures.
Week 06 & 07	<p>STP MARKETING</p> <ul style="list-style-type: none"> • An overview of marketing opportunities and target markets • Market segmentation concept patterns & procedure • Dimensions to segment consumer and industrial markets • Market targeting and product positioning

Week 08 & 09	PRODUCT MARKETS STRATEGIES <ul style="list-style-type: none"> • 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.
Week 10 & 11	PRICING STRATEGIES AND POLICIES <ul style="list-style-type: none"> • Procedure for price setting. • Methods of setting prices. • Price-adaptation strategies • One-price and flexible-price polices. • Price level policies over the product life cycle. • Initiating and responding to price changes.
Week 12 & 13	MARKETING CHANNEL DECISIONS <ul style="list-style-type: none"> • Channel - design decisions. • Channel - management decisions. • Channel dynamics.
Week 14 & 15	PROMOTIONAL STRATEGIES <ul style="list-style-type: none"> • Effective advertising programs. • Sales promotion and public relations programs. • The strategic personal selling process. • Strategic sales-force management.
Week 16	CONCLUDING SESSION AND EXAMS

RECOMMENDED TEXT/REFERENCE BOOKS:

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, South Western Publishing.
4. E. Jerome McCarthy & William. D. Pareanath, Basic Marketing: Managerial Approach, IRWIN.

CONSUMER BEHAVIOR

COURSE DESCRIPTION/OBJECTIVE

Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behaviour and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.

This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. To develop an understanding of the consumer and the internal and external factors that makes each consumption situation unique.
2. To develop an understanding of consumer behavior research in modern marketing.
3. To develop an understanding of the dynamic and evolving nature of consumer behavior.
4. Appreciate the importance of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies.

COURSE CONTENT

Week 01	INTRODUCTION <ul style="list-style-type: none">• Concept of consumer behaviour, its definition, its practical evolution and the consumer decision making process• Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer
Week 02	CONSUMERS AND MARKET SEGMENT <ul style="list-style-type: none">• Determinants of market segments and their characteristics
Week 03 & 04	CONSUMER RESEARCH PROCESS
Week 05 & 06	CONSUMER DECISION PROCESS
Week 07 - 10	INFLUENCES ON CONSUMER BEHAVIOUR <ul style="list-style-type: none">• Cultural influence on CB• Social class influence on CB• Family life cycle and their influence on CB• Demographics and their influence on CB

Week 11 & 12	PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Personality and self-concept • Motivation • Attitude and change • Information processing and learning
Week 13	CONSUMER INNOVATION AND ADAPTATION PROCESS
Week 14	Characteristics of B2B Buying Behaviour, Organizational Buying Behavior - Consumer Markets
Week 15	Conclusion and Revision
Week 16	FINAL EXAM

RECOMMENDED TEXT BOOKS

1. Hawkins, Mothersbaugh and Best, Consumer Behaviour, Latest Edition
2. Shiffman and Kanuk, Consumer Behavior, Latest Edition
3. Loudon and Bitta, Consumer Behavior, Latest Edition

OPERATIONS MANAGEMENT

COURE DESCRIPTION/OBJECTIVE

This course is designed to provide the student with an understanding of the foundations of the operations function in both manufacturing and services. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide for the organization. The goal of the course is to help students become effective managers in today's competitive, global environment. The course will examine operations as a competitive weapon, demand forecasting, supply-chain management, aggregate planning, inventory systems, just in-time systems and material requirements planning.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to

1. Describe operation management areas of responsibility and the contribution of operations management to an organization.
2. Use computer analysis to produce a linear regression forecasting model.
3. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
4. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
5. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.
6. Identify the characteristics of JIT (just-in-time) systems that enable the realization of the JIT philosophy.

7. Identify the key concepts of materials planning for dependent demand using MRP (material requirement planning).

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions, Knowledge of Computer
Active Learning	

COURSE CONTENTS

Week 01, 02	<p>INTRODUCTION</p> <ul style="list-style-type: none"> • Introduction to Operations Management • Competitiveness, Strategy, and Productivity
Week 03	<p>OPERATIONS MANAGEMENT MODELS</p> <ul style="list-style-type: none"> • Forecasting • Decision Making • Transportation models • Waiting lines models • Learning curves
Week 04, 05	<p>SYSTEM DESIGN</p> <ul style="list-style-type: none"> • Product and Service Design: Reliability • Strategic Capacity Planning for Products and Services: Decision Theory • Process Selection and Facility Layout: Linear Programming • Design of work systems: Learning Curves • Location Planning and Analysis: The Transportation Model
Week 06	<p>QUALITY</p> <ul style="list-style-type: none"> • Management of Quality • Quality Control: Acceptance Sampling
Week 07, 08	<p>INVENTORY MANAGEMENT AND SCHEDULING</p> <ul style="list-style-type: none"> • Inventory Management • Aggregate Planning • MRP and ERP • JIT and Lean Operations: Maintenance • Scheduling
Week 09,10	<p>SUPPLY CHAIN MANAGEMENT</p> <ul style="list-style-type: none"> • Supply Chain Strategies • Vendor selection, Internet purchasing, Supplier quality ad reliability • Benchmarking

	<ul style="list-style-type: none"> • Types of Facilities and location analysis techniques • Transportation and distribution system
Week 11,12	PROJECT MANAGEMENT ➤ WAITING LINES AND SIMULATIONS
Week 13,14	LAYOUT STRATEGY <ul style="list-style-type: none"> • Basics layouts • Designing process layouts • Designing product layouts • Warehousing and storage layouts • Assembly line balancing • Hybrid Layouts
Week 15	Final Project (Report Submission & Presentations)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%
	Project	1	10%
	Mid-Term	1	30%
Final Exam	End Term Exam		50%

TEXTBOOK

1. Operations Management, International Edition, Eighth Edition, by William J. Stevenson, Publisher: McGraw-Hill
2. Jay Heizer & Barry Render, Operations Management, Latest Edition, Prentice Hall

REFERENCE BOOK

1. Operations Management by William J. Stevenson
2. Operations Management for MBAs by Jack R. Meredith and Scott M. Shafer
3. Operations Management (10th Edition) (Pearson Custom Business Resources) by Jay Heizer and Barry Render
4. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor

MANAGEMENT INFORMATION SYSTEMS

COURSE DESCRIPTION/OBJECTIVE:

This is a fundamental course for the students of business administration. 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.

INTENDED LEARNING OUTCOMES

Upon completing this course, students will be able to:

1. Describe how data is captured, organized and managed using a data management system and design a simple database using data modeling techniques;
2. Discuss the strategic considerations in information system development and their impacts on the organization;
3. Design effective user interfaces and explain the importance of internal controls for information systems;
4. Describe the different technologies, techniques and infrastructure of transaction processing systems associated with various transaction cycles;
5. Explain the e-commerce technology architecture and discuss the strategies for successful E-commerce;
6. Identify and analyze risk factors, discuss measures to mitigate risks and the importance of business continuity planning; and
7. Explain how various information systems are designed to support the decision making process for business managers.

COURSE CONTENTS

Week 01	Introduction to Information Systems in Business Why study information systems Why business need information technology
Week 02	Fundamentals of Information System
Week 03	Solving Business Problems with Information Systems <ul style="list-style-type: none"> ▪ Systems approached to problem solving ▪ Developing information system solutions
Week 04	General Systems Model of the Firm
Week 05	Computer Software, Hardware (Overview from Managerial Perspective)
Week 06	DBMS
Week 07	MS Access (A comprehensive workshop)
Week 08	IS for Business Operations <ul style="list-style-type: none"> ▪ Business information systems ▪ Transaction processing system
Week 11	Accounting Information System/ Financial Information System
Week 10	Decision Support System/ Financial Support System
Week 12	Marketing Information System

Week 09	Transaction Processing System
Week 13	IS for Strategic Advantage <ul style="list-style-type: none"> ▪ Fundamentals of strategic advantage ▪ Strategic applications and issues in IT
Week 14	IS & Artificial Intelligence
Week 15	Enterprise & Global Management Managing IT (Planning & Implementing Change)
Week 16	Final Project (Report Submission & Presentations)

RECOMMENDED TEXTBOOKS

1. Kenneth C. Laudon, Management Information System- Managing the digital firms, Prentice Hall of India, (Latest Edition)
2. James O'Brien, Management Information Systems, (Latest Edition)
3. Raymond Mcleod, Jr, Management Information Systems, Prentice Hall (Latest Edition)

BBA

Major Elective Courses

ORGANIZATIONAL BEHAVIOUR
MONEY & BANKING
COST ACCOUNTING
STATISTICS – II
INTERNATIONAL BUSINESS MANAGEMENT
BUSINESS POLICY

ENTREPRENEURSHIP

COURSE DESCRIPTION/OBJECTIVES

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying. This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses.

For those who consider becoming part of a big traditional business, while working for someone else, as a viable career option, it is hoped that participation in this course will orient them towards thinking and acting more entrepreneurially and creatively in the big business ambiance. Thus, regardless of their future plans and hopes, this course can benefit them greatly in how they think and act, from an entrepreneurial viewpoint, in the future.

The course puts a strong emphasis on the development of a real world, workable, implementable business plan that applies the proper methods, techniques and skills needed for successfully developing and growing a new venture. While some theory will be explored, the major thrust of this course will be to ensure that the primary product of the course, the Business Plan, and other assignments which have immediate and real world application.

This course is about learning of risk and failure and growing from it. It is about learning to forge one's ideas into workable business concepts, commit them to paper, and flesh them out into a reasonable form that can be tested to see if it could stand up to the demands of the market. The students must write at a top level, argue the potential of their ideas, and convince investors that their ideas are worth being born in the marketplace.

LEARNING OBJECTIVES

After completing this course, the participants should be able to:

1. develop an idea for a new venture;
2. research its potential and understand the risks associated;
3. undertake marketing, positioning, and customer development;
4. prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base;
5. plan for the execution and management of all the relevant functional areas of new venture including operations, supply chain, information systems, and human resources etc.
6. identify and prepare legal documents, IP policy, contracts, etc. and
7. develop a comprehensive business plan for their venture;

COURSE CONTENTS

Session	Topic
WEEK. 1	<p>ENTREPRENEURSHIP: AN EVOLVING CONCEPT</p> <ul style="list-style-type: none"> • Entrepreneurship – A perspective • Emerging Trends: The Internet and E-Commerce • ENTREPRENEURIAL OPPORTUNITIES • The evolution of Entrepreneurship • The myths & approaches to entrepreneurship
2	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> • Comparative analysis entrepreneurship in other countries • Strategic Objectives • Competitor Analysis
3	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> • STP Strategies • Marketing Mix Strategies
4	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> • The Entrepreneurial Perspective • The Dark side of Entrepreneurship • Entrepreneurial Motivation <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE ENTREPRENEURSHIP</p> <p>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p>
5	<p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> • Opportunity Identification: The search for New Ideas • Entrepreneurial Imagination and Creativity • The role of Creative Thinking • Arenas in Which People Are Creative • Innovation and the Entrepreneur • The Innovation Process
6	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Pathways to New Ventures for Entrepreneurs • Creating New Ventures

	<ul style="list-style-type: none"> • Acquiring an Established Entrepreneurial Venture • Franchising: The Hybrid
7	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • Legal Challenges for the Entrepreneurial Venture • Intellectual Property Protection: Patents, Copyrights, and Trademarks • Identifying Legal Structures for Entrepreneurial Ventures • Sole Proprietorships • Partnerships • Corporations • Specific Forms of Partnerships and Corporations • Understanding Bankruptcy
8	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Entrepreneur's Search for Capital • Debt Versus Equity • The Venture Capital Market • Informal Risk Capital: "Angel" Financing
9	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <ul style="list-style-type: none"> • The Challenge of New- Venture Start-Ups • Pitfalls in Selecting New Ventures • Critical Factors for New-Venture Development • Why New Ventures Fail • The Evaluation Process
10	<p>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Marketing Concept for Entrepreneurs • Marketing Research • Inhibitors to Marketing Research • Internet Marketing • Developing the Marketing Concept • Developing a Marketing Plan • Pricing Strategies
11	<p>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Importance of Financial Information for Entrepreneurs • Understanding the Key Financial Statements • Preparing Financial Budgets • Pro Forma Statements • Capital Budgeting • Break-Even Analysis • Ratio Analysis
12	<p>DEVELOPING AN EFFECTIVE BUSINESS PLAN</p> <ul style="list-style-type: none"> • What is a Business Plan? • Pitfalls to Avoid in Planning • Benefits of a Business Plan • Developing a Well- Conceived Business Plan • Elements of a Business Plan • Updating the Business Plan • Presentation of the Business Plan: The "Pitch" •

13	STRATEGIC ENTREPRENEURIAL GROWTH <ul style="list-style-type: none"> • The Nature of Strategic Planning in Emerging Firms • Strategic Planning • The Lack of Strategic Planning • The Value of Strategic Planning • Managing Entrepreneurial Growth • Venture Development Stages • The Entrepreneurial Company in the Twenty-First Century • Building the Adaptive Firm • The Transition from an Entrepreneurial Style to a Managerial Approach • Understanding the Growth Stage • Unique Managerial Concerns of Growing Ventures • The International Environment: Global Opportunities • Achieving Entrepreneurial Leadership in the New Millennium
14	VALUATION OF ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> • The Importance of Business Valuation • Underlying Issues When Acquiring a Venture • Due Diligence • Analyzing the Business • Establishing a Firm's Value • Term Sheets in Venture Valuation • Additional Factors in the Valuation Process
15	HARVESTING THE ENTREPRENEURIAL VENTURE <ul style="list-style-type: none"> • Harvesting the Venture: A Focus on the Future • The Management Succession Strategy • Key Factors in Succession
16	PROJECTS/ PRESENTATIONS

RECOMMENDED TEXT BOOK

1. Entrepreneurship – Theory Process Practice, Donald F. Koratko 8th Edition (South Western - Cengage Learning)

ORGANIZATIONAL BEHAVIOUR

COURSE DESCRIPTION/OBJECTIVE

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

INDENTED LEARNING OUTCOMES

Upon completion of this course, students should be able to:

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.
5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

COURSE CONTENTS

Week 01	What is Organizational Behaviour Importance of organizational behavior
Week 02	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
Week 03	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
Week 04	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
Week 05	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
Week 06	Motivation concept Content theories of Motivational Process theories of motivation
Week 07	Motivation: from concept to application Applying motivation concepts for designing reward system

	1. Emotions and Moods
Week 08	MID-TERM EXAMINATION
Week 09	Foundations of Group Behaviour Groups in organization
Week 10	Basic Approaches to Leadership Trait theories Behavioural theories
Week 11	Contemporary Issues in Leadership
Week 12	Power and politics Types and sources of power Politics in organizations
Week 13	Conflict and negotiation Types of conflicts
Week 14	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
Week 15	Organizational culture Organizational culture and individual behavior
Week 16	Conclusion Session Project/Presentation

RECOMMENDED BOOKS

1. Robbins, P. S., & Judge, T. A. (2009). **Organizational Behaviour**. 13th ed.

MONEY & BANKING

COURSE DESCRIPTION/OBJECTIVES

In the wake of recent financial crisis, monetary system has grown out of historical circumstances. Economic analysis convinces us that to some extent our institutions cannot be other than what they are. For example, we may not have to use paper currency, but clearly some kind of medium of exchange is essential to run any economic system. Once conventions establish themselves as institutions, they dictate what purposes in fact can be served. An important objective of this course is to investigate the principal financial institutions involved in our macro economy.

This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to understand:

1. the concept of the money, money demand & supply
2. Monetary theories the impact of monetary variables on real variables
3. The role of central bank and Instruments of monetary policy
4. the concept of trade deficit, exchange rates, and the impact of capital inflows (and capital outflows)
5. The Islamic perspective on money and banking

COURSE CONTENT

Week 01-02	MONEY: <ul style="list-style-type: none"> • Nature • Definition and Functions. • Types of Money • Evolution of Fiat Money
Week 03-04	DEMAND FOR MONEY: <ul style="list-style-type: none"> • The transactions precautionary and speculative motives. • Factors affecting the demand for money.
Week 05-06	SUPPLY OF MONEY: TYPES OF MONEY: <ul style="list-style-type: none"> • The concept M1 to M4 • The process of money creation and sources.
Week 07-08	MONETARY THEORIES <ul style="list-style-type: none"> • The crude Quantity Theory • Modern Quantity Theory • Inventory Theoretic Approach
Week 09-10	CENTRAL BANKING <ul style="list-style-type: none"> • Functions of central bank • The central reserve system • Modern banking and creation of money. • Control of Credit & money by the Central Bank and the instruments used for it
Week 11-12	COMMERCIAL BANKING: <ul style="list-style-type: none"> • Commercial bank and its functions • Commercial banks and payment system • Commercial banks and money stock • The organizations and structure of banks • Lending to business firms • Policies and procedures
Week 13-14	FOREIGN EXCHANGE AND TRADE <ul style="list-style-type: none"> • Foreign exchange determination • Theory of international trade • Import/export and letters of credit • Trade financing
Week 15-16	Islamic Perspective of money and banking

TEXT/REFERENCE BOOKS

1. Mishkin, Frederic. S, The Economics of Money and Banking and Financial Markets, 8th edition, Pearson Education
2. Meenai, S. A. Money and Banking in Pakistan, Karachi, Oxford University Press.
3. Lucket, D. G., Money & Banking, McGraw Hill.

4. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC
5. Rose, Peter S., Commercial Bank Management, McGraw Hill.
6. Zamir Iqbal & Abbas Mirakhos, An introduction to Islamic finance.

COST ACCOUNTING

COURSE DESCRIPTION/OBJECTIVE

The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

LEARNING OUTCOMES

After studying this course student will be able to understand:

1. The importance of Cost Accounting as a first step in the Manufacturing process.
2. Cost Accounting and explain its purpose within an organization.
3. The steps involved in the Accumulation of Total Cost in different departments.
4. Financial accounting and Cost Accounting.
5. Cost data for the decision making of the higher management.
6. Product costing preparation and process costing analysis.
7. Cost of production and cost of goods sold statements for onward reporting to financial statements.

COURSE CONTENT Week 01	Cost Accounting Concepts and Objectives.
Week 02	Financial Statements The bases for planning and control
Week 03	Costs: Concepts, Uses and Classification
Week 04-06	Job Order Costing, Process Costing:
Week 07-09	Planning and Control of Factory Overhead.
Week 10	Joint and byproduct casting.
Week 11	Planning and Control of Materials.
Week 12	Planning and Control of Labor.
Week 13	Value Cost and Profit Analysis.
Week 14-15	Differential Cost Analysis
Week 16	Project/ Presentations

TEXT BOOKS:

1. Matz Usry latest Edition, Cost Accounting: Planning and Control
2. Matz, Hammer Usry (1985) 9th edition Cost Accounting *South-western Publishing Co*
3. Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting, *Irwin*

STATISTICS - II

COURSE DESCRIPTION/OBJECTIVE

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Know the sampling
2. Estimation
3. Hypothesis testing
4. Regression and correlation analysis
5. Time series

COURSE CONTENTS

Week 01	SAMPLING <ul style="list-style-type: none">• Sampling distribution of mean with replacement• Sampling distribution of mean without replacement
Week 02 & 03	ESTIMATION <ul style="list-style-type: none">• Point estimation• Interval estimation<ul style="list-style-type: none">○ Mean○ Proportion○ Difference of Mean of two population○ Difference of proportion of two population○ Variance of the population○ Ratio of Variances of two population
Week 04 & 05	HYPOTHESIS TESTING <ul style="list-style-type: none">• Hypothesis testing of mean• Hypothesis testing proportion• Hypothesis testing of difference of mean• Hypothesis testing of difference of proportion
Week 06	HYPOTHESIS TESTING <ul style="list-style-type: none">• Variance• Ratio of Variance

Week 07 & 08	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> • Linear regression • Correlation coefficient • Coefficient of determination
Week 09	REGRESSION AND CORRELATION ANALYSIS <ul style="list-style-type: none"> • Hypothesis testing of OLS Estimates • Calculation of Standard error
Week 10	GOODNESS-OF-FIT-TESTS <ul style="list-style-type: none"> • Chai square test
Week 11	TEST OF INDEPENDENTS <ul style="list-style-type: none"> • Chai square test • 2x2 Contingency table • Higher order contingency table
Week 12 & 13	ANOVA <ul style="list-style-type: none"> • One way classification
Week 14	ANOVA <ul style="list-style-type: none"> • Two way classification
Week 15 & 16	TIME SERIES ANALYSIS <ul style="list-style-type: none"> • Moving Average • Seasonality • Measure of trend and seasonal variations • Time series analysis in forecasting

TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introduction to the Practice of Statistics 6th Edition WH.Freeman.
2. Levin I. Richard., Statistics for Management, 4th ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman
5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1st Ed; New York, McGraw Hill, International, 1983.
6. Walpole, R, Introduction to Statistics, Edition 3
7. Shaum and Seigel, Statistics for Business (Latest Edition)

INTERNATIONAL BUSINESS MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal

Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to

1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment.
2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization.
3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.
7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.
8. Examines the strategies and structures that firms adapt in order to compete effectively in the international business environment.
9. Examine the strategies and functions of international management in the areas of managing political risk, negotiations, planning, organizing international operations, decision making and controlling.
10. Develop an understanding of the horizons of international business and Management in the areas of social responsibility and ethics in the era of globalization.
11. Provide a blend of solid research based information compiled with real world current events and interesting application examples that help explain and reinforce important international topics

COURSE CONTENTS

Week 01, 02,	THE NATURE OF INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Why study global business • The process of internationalization • Theories of internationalization • Regional trading blocs
Week 03,	CULTURAL INFLUENCES ON INTERNATIONAL BUSINESS <ul style="list-style-type: none"> • Importance of culture • The elements of culture • Evaluating cultural differences • Culture and MNC'S
Week 04, 05	THE INTERNATIONAL ECONOMIC ENVIRONMENT <ul style="list-style-type: none"> • Economic systems • Economic structure • International organizations (WTO, UNO, IBRD

	<p>IMF, OPEL EU)</p> <ul style="list-style-type: none"> • Theories of international trade • Theories of international investment. • The balance of payment • Free trade versus protection • Techniques of protection • Trade in services
Week 06	<p>THE INTERNATIONAL POLITICAL AND LEGAL ENVIRONMENT</p> <ul style="list-style-type: none"> • Political factors • The international legal environment • The conflict of laws • Arbitration • Uniform laws • Economic and Political Integration
Week 07	<p>THE MULTINATIONAL COMPANY</p> <ul style="list-style-type: none"> • The pros and cons of multinationals • Control of MNC activities • MNC conflict with national government • Techniques of host country control • UNCTAD codes • The OECD codes
Week 08, 09	<p>DIRECT FOREIGN INVESTMENT</p> <ul style="list-style-type: none"> • Trends in direct foreign investment • Reasons for direct foreign investment • Strategies for direct foreign investment • Acquisitions • Cross border mergers and takeovers • Transaction cost analysis
Week 10, 11	<p>INTERNATIONAL TECHNOLOGY TRANSFER</p> <ul style="list-style-type: none"> • Reasons for technology transfer • Licensing and franchising • Legal aspects of franchising • Patent violations • Protection of trade mark • International agreements concerning intellectual property
Week 12	<p>INTERNATIONAL LOGISTICS AND DISTRIBUTION</p> <ul style="list-style-type: none"> • Sea transport, air transport, rail and road transport • INCOTERMS • Warehousing • Distribution channels • Use of agents and distributors • Agency contracts • Special Distribution problems
Week 13	<p>INTERNATIONAL FINANCIAL MANAGEMENT</p> <ul style="list-style-type: none"> • The international monetary system

	<ul style="list-style-type: none"> • Exchange rates • International capital markets • Management of foreign exchange risk • Bills of exchange, letters of credit and factoring
Week 14	INTERNATIONAL BUSINESS ENTRIES. <ul style="list-style-type: none"> • Exporting • Joint ventures • Subsidiaries • Locating export markets • International marketing research • International market segmentation
Week 15	Final Project (Report Submission & Presentations)

TEXTBOOK

1. Roger Bennett. International Business 2nd edition, Financial Times Pitman publishing.

REFERENCE BOOK

1. Czinkota, Michael. R Ronkainen, Ilkka.A (2001) Global Business, 3rd Edn, South- Western
2. Claude M. Jonnard, International Business and Trade: Theory, Practice, and Policy, International Business Series.

BUSINESS POLICY

COURSE DESCRIPTIONS

Course (Catalog) Description: This course is a “capstone” seminar in general management and can be only taken upon successful completion of the five preceding courses. The knowledge, theories, skills, and techniques derived from all previous courses will be integrated. Analysis and diagnosis of business problems will be applied in order to formulate strategies, tactics, plans, and policies for the improvement of organizational performance. Accomplished through practice in rational and responsible decision-making processes, the course will develop a well-defined approach to solving the technical, economic, and human problems of management.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Providing recapitulations and summaries;
2. Making observations that integrate concepts and discussions;
3. Citing relevant personal examples;
4. Asking key questions that lead to revealing discussions;
5. Engaging in devil's advocacy;
6. Disagreeing with the instructor when the difference of opinion serves as both counterpoint and a way of exploring all sides of a concept, issue, or practice;
7. Presenting one of his/her thought items to the class;
8. Working with others to come to a common understanding of topics -- in and out of the classroom;

9. Offering a different and unique, but relevant insight into the issue;
10. Moving the discussion forward with a concrete example to generate a deeper, richer appreciation of the conceptual issue; and
11. Transcending the “I feel” syndrome, meaning your comment is embedded in some conceptual or experiential framework.

COURSE CONTENT

Week 01, 02	Introductory Lecture “The Dynamics of Business and Economics”
Week 03, 04	Ethical Business Policy and Strategy Business Ethics and Social Responsibility
Week 05, 06	Business in a Borderless World
Week 07, 08	Managing Unionized Employees” In-Class Handout: “Labor Relations in a Global Context
Week 09, 10	Managing Human Resources The Nature of Management
Week 11, 12	Organization, Teamwork, and Communication Motivating the Workforce
Week 13	Options for Organizing Business Small Business, Entrepreneurship, and Franchising
Week 14	Customer-Driven Marketing Dimensions of Marketing Strategy
Week 15	Accounting and Financial Statements Money and the Financial System
Week 16	Financial Management and Securities Markets
Week 17	Final Exam

REQUIRED TEXTBOOKS:

1. Paperback O. C. Ferrell and Geoffrey Hirt. Business: A Changing World. Sixth Edition. McGraw-Hill Irwin, 2008.

BBA

Management Specialisation Courses

TOTAL QUALITY MANAGEMENT
CORPORATE SOCIAL RESPONSIBILITY
CORPORATE STRATEGY
DECISION SUPPORT SYSTEMS
E-COMMERCE
LEADERSHIP
MANAGERIAL ECONOMICS

TOTAL QUALITY MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations. This course examines the concepts of TQM as systematic process in the context of continuous improvement and quality management initiatives that improves customer satisfaction. The course covers methodologies and tools that will aid the student to understand how TQM can be used as a strategic tool that helps the organization achieve a competitive advantage in a global economy.

Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight, and world-class performance. This course will present the various TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of the 21st century

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing a manufacturing or service organization.

2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Assess exactly where an organization stands on quality management with respect to the ISO 9000 quality management standard and the Baldrige Award criteria.
5. Develop a strategy for implementing TQM in an organization.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions, Knowledge of Computer
Active Learning	

COURSE CONTENTS

Week 01, 02	INTRODUCTION TO TOTAL QUALITY MANAGEMENT <ul style="list-style-type: none"> • Definition of TQM • Overview of quality and dimensions of quality • TQM framework • Quality Gurus and their contribution to TQM • Obstacles in implementing TQM program in an organization
Week 03, 04	Role Of Top Management In Implementing TQM <ul style="list-style-type: none"> • Quality statements • Importance of Communication in implementing TQM program
Week 05, 06	RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT
Week 07, 08	ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE
Week 09, 10	PERFORMANCE MEASURES FOR TQM <ul style="list-style-type: none"> • Typical measurements (cost, time ,HR, marketing, administrative measures and so on) • Criteria for choosing performance measures and building performance excellence
Week 11, 12	QUALITY MANAGEMENT SYSTEM <ul style="list-style-type: none"> • Benefits of ISO registration

	<ul style="list-style-type: none"> • ISO Series of Standards • Environmental management system (ISO 14000)
Week 13, 14	SATISTICAL PROCESS CONTROL <ul style="list-style-type: none"> • Introduction to SPC • Basic SPC Tools
Week 15	Final Project (Report Submission & Presentations)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%
	Project	1	10%
	Mid-Term	1	30%
Final Exam	End Term Exam		50%

TEXT BOOKS:

1. John S. Oakland (2005) Total Quality Management, (3rd edition), Butterworth-Heinemann, An Imprint of Elsevier, Linacre house, Jordan Hill, Oxford, 200 Wheeler Road, Burlington.
2. Subburaj Ramasamy (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi

REFERENCE:

1. Foster, T. S. (2006). *Managing quality: An integrative approach* (2nd ed.). Upper Saddle, NJ: Prentice – Hall.
2. Sadikoglu, E. (2004, September). Total quality management: Context and performance. *The Journal of Academy of Business, Cambridge*, 5 (1/2), 364-366.

CORPORATE SOCIAL RESPONSIBILITY

COURSE DESCRIPTION

This course is designed to engage students in a discussion of Corporate Social Responsibility through a series of interactive learning activities. The course will begin with preparing the students to discuss and debate the definition and importance of CSR to a company's strategy. We'll then move on to examine situations in which companies have not done a very good job at demonstrating good CSR practices, and we'll examine the complexity of those situations and the range of possible responses. Finally, we'll look at some companies that have demonstrated CSR "best practices", and discuss what these examples teach us that we can apply in our future careers. The class depends highly on student participation, and student interests will drive the topics and situations that are considered and discussed.

LEARNING OBJECTIVES:

After successfully completing this course, students will be able:

- To explain what Corporate Social Responsibility means
- To debate the case for and “against” CSR including understanding the complex balance between CSR and other elements of company strategy
- To identify real-world CSR best practices and to reflect on how those might be more broadly applied
- To critically analyze situations where companies are facing CSR issues, including an appreciation of the interests of various stakeholders
- To recommend a course of action that balances CSR with other business interests, and is compelling and persuasive After successfully completing this course.

COURSE CONTENTS

Week 01	Introduction to CSR The roles and objectives of corporations, and the nature of CSR
Week 02	Externalities (costs and benefits), market failures and CSR components
Week 03	Accountability, corporate governance and voluntary disclosure
Week 04	Stakeholder engagement and stakeholders’ interests
Week 05	Investors’ interests and CSR consideration
Week 06	Disclosure regulation
Week 07	Trends in CSR reporting
Week 08	MID SEMESTER BREAK
Week 09	Theories of CSR behaviour and disclosure
Week 10	Theories of CSR behaviour and disclosure continued
Week 11	CSR accounting and measurement issues
Week 12	CSR reporting: voluntary initiatives and guidelines
Week 13	Contemporary issues

REQUIRED TEXTBOOK

1. Dunphy, D., A. Griffiths and S. Benn. Organisational Change for Corporate Sustainability. London: Routledge, 2003.

CORPORATE STRATEGY

COURSE DESCRIPTION

This course deals with major techniques and approaches to the development and implementation of strategy as it concerns firms competing domestically and internationally. We will explore the underlying concepts, analytical techniques, and evaluation of strategic options that form the basis for strategic analysis and action. This course is designed to introduce you to key strategic concepts and to explore the reasons for the success and failure of businesses in this era of global competition. The course teaches concepts applicable to firms around the world, with a special emphasis to small and large companies based in Asia.

LEARNING OUTCOME

By the end of this course it is expected that the student should be able to

1. Familiar with the concepts, frameworks and techniques of strategy
2. Gain expertise in applying these concepts, frameworks and techniques to:
 - understand the reasons for good or bad performance by a firm
 - generate strategy options for a firm
 - assess available options under conditions of imperfect knowledge
 - select the most appropriate strategy
 - recommend means of implementing the chosen strategy.
3. Enhance your ability to:
 - view business problems from a strategic perspective
 - develop original and innovative approaches to strategic problems that span national boundaries
 - create convincing plans of action for resolution of business problems.
4. Improve your analytical, discussion and presentation skills.

COURSE CONTENTS

Week 01, 02	Strategy Frameworks This session introduces core concepts in strategy to develop simple strategic frameworks to guide strategic thinking. The key focus will be on the factors that influence strategy: customers, competition and competencies. Issue: How can leaders think strategically?
Week 03, 04	Leadership, Intent, Strategy and Success We continue our discussion of strategy, by focusing on the relationship between Intent, strategy and firm success. What role do leaders play in this process? What does a final strategy document contain? Issues: How can a company effectively align its intent, strategy and operations?

Week 05, 06	Outlining your strategy We will work in small teams to clarify the following issues: - What is your company's strategic intent? - What are your unit's strategic objectives? - Which strategy will achieve these strategic objectives?
Week 07, 08	Competencies and Competition We focus on clarifying the concept of competencies, a major determinant of business success. A key issue is how competencies relate to customers and competitors. We will establish that this relationship is at the core of strategy. Issue: What are your company's core competencies in the world regions in which it competes?
Week 09, 10	Refining your strategy We will work continue to work in small teams to clarify the following issues: What are your company's resources and competencies?
Week 11, 12	Lecture and Discussion: Competencies, Resources and Corporate Growth
Week 13, 14	Lecture and Discussion – Competition, strategy and firm performance
Week 15, 16	Final Project (Report Submission & Presentations)

TEXTBOOK:

1. Singh, Kulwant and Andrew Delios. 2005. *Strategy for Success in Asia*. John. Wiley & Sons (Pte.), Singapore. ISBN 0-470-82137-X.

DECISION SUPPORT SYSTEMS

CATALOG DESCRIPTION

A study of decision support systems and applications. Topics include: decision support framework, decision processes, design and development, architecture and networking, web-based DSS, evaluating DSS projects

As a result of our work together in this course, you should:

1. To review and clarify the fundamental terms, concepts and theories associated with Decision Support Systems, computerized decision aids, expert systems, group support systems and executive information systems.
2. To examine examples and case studies documenting computer support for organizational decision making, and various planning, analysis and control tasks.
3. To discuss and develop skills in the analysis, design and implementation of computerized Decision Support Systems.

4. To examine user interface design issues and evaluate the user interfaces and capabilities of Decision Support Systems.
5. To improve hands-on skills using HTML, Microsoft Access and Excel, and JavaScript for building state-of-the-art Decision Support Systems, especially Web-Based systems that use advanced computing and networking technologies.
6. To understand that most Decision Support Systems are designed to support rather than replace decision makers and the consequences of this perspective for designing DSS.
7. To discuss organizational and social implications of Decision Support Systems.

COURSE CONTENT

Week 1	Ch. 1 Supporting Business Decision-Making Tutorial 1: Using Worksheets to Make Business Decisions
Week 2	Ch. 2 Gaining Competitive Advantage with DSS Tutorial 2: Creating a Worksheet
Week 3	Ch. 3 Analyzing Business Decision Processes Tutorial 3: Developing a Professional-Looking Worksheet
Week 4	Ch. 3 Analyzing Business Decision Processes Tutorial 4: Creating Charts
Week	
Week 5	Ch. 4 Designing and Developing DSS
Week 6	Review Power DSS Chs. 1-4
Week 7	Ch. 5 Designing and Evaluating DSS User Interfaces Tutorial 7: Developing an Excel Application
Week 8	Ch. 6 Evaluating DSS Architecture, Networking and Security Issues Tutorial 11: Importing Data into Excel
Week 9	Ch. 7 Implementing Communications-Driven and Group DSS Tutorial: Using Microsoft Netmeeting for Decision Support
Week 10	Ch. 8 Building Data and Document-Driven DSS Tutorial 5: Working with Excel Lists Appendix 2: Using Data Maps
Week 11	
Week 12	Review Power DSS Chs. 5-8
Week 13	Ch. 9 Building Knowledge-Driven DSS and Mining Data Tutorial 9: Data Tables and Scenario Management
Week 14	Ch. 10 Building Model-Driven DSS Tutorial 10: Using Solver for Complex Problems
Week 15	Final Term

TEXT AND READINGS:

Our primary text is:

1. Power, D. J. **Decision Support Systems: Concepts and Resources for Managers.**
2. An MS Excel text like: Parsons, J., D. Oja, R. Ageloff and P. Carey, **New Perspectives on Microsoft Excel 2000 - Comprehensive Enhanced**, Course Technology, ISBN: 0-619-04427-6, 2001.
3. You will probably want to subscribe to DSSResources.COM. The subscription cost is \$10 for 1 month or \$20 for 4 months. The subscriber zone has support materials that you may find useful.

E-COMMERCE

COURSE DESCRIPTION

This course emphasizes organizational issues related to electronic commerce, such as business models for B2B or B2C e-commerce, technology infrastructure, electronic payment mechanisms, information privacy, and competitive advantage.

LEARNING OUTCOME

The objectives of the course are to provide students with an appreciation of the major technical and organizational issues related to e-commerce. By the end of the semester, the student will be able to:

- Explain how electronic commerce can be used to create a competitive advantage for an organization;
- Analyze the strengths and weaknesses of different business models related to B2B and B2C electronic commerce;
- Analyze a business case and identify strengths and weaknesses in the organization's e-commerce strategy;
- Explain many technical, ethical, and policy issues in electronic commerce (e.g., data mining, security, privacy, and intellectual property rights) as well as how individuals, organizations, and policy makers are addressing these problems.
- Explain the effects of policy decisions on e-commerce and businesses

COURSE SCHEDULE

	Topics to be covered in the course	Learning Objective of this topic
1.	Introduction to e-Commerce	To define electronic commerce (EC) and describe its various categories. Describe and discuss the content and framework of EC. Describe the major types of EC transactions. Describe the digital revolution as a driver of EC. Describe the business environment as a driver of EC. Describe some EC business

		models. Describe the benefits of EC to organizations, consumers, and society. Describe the limitations of EC. Describe the contribution of EC to organizations responding to environmental pressures.
2.	e-Commerce Infrastructure	Define e-marketplaces and list their components. List the major types of e-marketplaces and describe their features. Describe the various types of EC intermediaries and their roles. Describe electronic catalogs, shopping carts, and search engines. Describe the various types of auctions and list their characteristics. Discuss the benefits, limitations, and impacts of auctions. Describe bartering and negotiating online. Define m-commerce and explain its role as a market mechanism. Discuss liquidity, quality, and success factors in e-marketplaces. Describe the economic impact of EC. Discuss competition in the digital economy. Describe the impact of e-marketplaces on organizations
3.	Business Models and e-Commerce	Describe electronic retailing (e-tailing) and its characteristics. Define and describe the primary e-tailing business models. Describe how online travel and tourism services operate and their impact on the industry. Discuss the online employment market, including its participants, benefits, and limitations. Describe online real estate services. Discuss online stock-trading services. Discuss cyber-banking and online personal finance. Describe on-demand delivery by e-grocers. Describe the delivery of digital products and online entertainment. Discuss various e-tail consumer aids, including comparison-shopping aids. Identify the critical success factors and failure avoidance tactics for direct online marketing and e-tailing. Describe re-intermediation, channel conflict, and personalization in e-tailing
4.	e-Commerce Strategy	Describe the factors that influence consumer behavior online. Understand the decision-making process of consumer purchasing online. Describe how companies are building one-to-one relationships with customers. Explain how personalization is accomplished online. Discuss the issues of e-loyalty and e-trust in EC. Describe consumer market research in EC. Describe Internet marketing in B2B, including organizational buyer behavior. Describe the objectives of Web advertising and its characteristics. Describe the major advertising methods used on the Web. Describe various online advertising strategies and types of promotions. Describe permission marketing, ad management, localization, and other advertising-related issues. Understand the role of intelligent agents in consumer issues and advertising applications.
5.	Supply Chain Management and e-Commerce	Define the e-supply chain and describe its characteristics and components. List supply chain problems and their causes. List solutions to supply chain problems provided by EC. Define c-

		commerce and list the major types. Describe collaborative planning and Collaboration, Planning, Forecasting, and Replenishing (CPFR) and list the benefits of each. Define intrabusiness EC and describe its major activities. Discuss integration along the supply chain. Understand corporate portals and their types and roles. Describe e-collaboration tools such as workflow software and groupware.
6.	Innovative EC Systems	Describe e-government to citizens (G2C) to businesses (G2B) and to others. Describe various e-government initiatives. Discuss online publishing, e-books, and blogging. Describe e-learning and virtual universities. Describe knowledge management and dissemination as an e-business. Describe C2C activities. Understand how peer-to-peer technology works in intrabusiness, in B2B, and in C2C
7.	e-Commerce Security and Controls	Document the trends in computer and network security attacks. Describe the common security practices of businesses of all sizes. Understand the basic elements of EC security. Explain the basic types of network security attacks. Describe common mistakes that organizations make in managing security. Discuss some of the major technologies for securing EC communications. Detail some of the major technologies for securing EC networks components.
8.	Electronic Payment Systems	Understand the shifts that are occurring with regards to noncash and online payments. Discuss the players and processes involved in using credit cards online. Discuss the different categories and potential uses of smart cards. Discuss various online alternatives to credit card payments and identify under what circumstances they are best used. Describe the processes and parties involved in e-checking. Describe payment methods in B2B EC, including payments for global trade. Discuss electronic bill and invoice presentment and payment. Understand the sales tax implications of e-payments.
9.	Mobile Commerce and Pervasive Computing	Define mobile commerce and understand its relationship to e-commerce. Understand the mobile computing environment that supports m-commerce. Describe the four major types of wireless telecommunications networks. Discuss the value-added attributes and fundamental drivers of m-commerce. Discuss m-commerce applications in finance, advertising, and provision of content. Describe the application of m-commerce within organizations. Understand B2B and supply chain management applications of m-commerce. Describe consumer and personal applications of m-commerce. Understand the technologies and potential application of location-based m-commerce. Describe the major inhibitors and barriers of m-commerce. Discuss the key characteristics and current uses of pervasive computing

10	Legal and Ethical Issues in e-Commerce	Describe the differences between legal and ethical issues in EC. Understand the difficulties of protecting privacy in EC. Discuss issues of intellectual property rights in EC. Describe unsolicited ad problems and remedies. Understand the conflict between free speech and censorship on the Internet. Describe major legal issues in EC. Describe the types of fraud on the Internet and how to protect against them. Describe representative societal issues in EC. Describe the role and impact of virtual communities on EC. Describe the future of EC
11.	Global, Social, and Other Issues in e-Commerce	Describe the strategic planning process. Describe the purpose and content of a business plan. Understand how e-commerce impacts the strategic planning process. Understand how EC applications are formulated, justified, and prioritized. Describe strategy implementation and assessment, including the use of metrics. Evaluate the issues involved in global EC. Analyze the impact of EC on small and medium-sized businesses
12.	E Commerce in Pakistan and the Developing world (the opportunities and challenges	Describe the use of e-commerce in Pakistan. Describe various trends that are effecting the corporate culture in Pakistan. Describe how certain organizations have performed by adopting a certain EC model.

REFERENCE TEXT:

1. Electronic Commerce. A Managerial Perspective by Efraim Turban David King, Judy McKay, Peter Marshall, Jae Lee, Dennis Viehland, 2008.
2. Electronic Commerce, Greenstein & Feinman
3. Electronic Commerce. Business, Technology. Society. By Kenneth C. Laudon Carol Guercio traver
4. Electronic Commerce, By: Gary P. Schneider

LEADERSHIP

COURSE DESCRIPTION

Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders.

This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students' awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.

LEARNING OUTCOMES

After studying this course the students should be able to:

1. Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.
2. Apply different leadership styles to lead effectively in their personal and professional settings.
3. Explore, articulate and synthesis leadership choices in making business decisions and ethical judgments.
4. Evaluate others as well as their own leadership and managerial potential.
5. Identify the individual & situational characteristics that affect leadership effectiveness.
6. Develop effective leaders and followership.

Sess ions	Topics	Expected learning outcomes
1	Introduction/Ice Breaking	Participants should feel a relaxed and conducive learning environment
	Introduction to leadership	<p><i>Students will be able to</i></p> <ul style="list-style-type: none"> • Define Leadership. • Explore how they can relate themselves towards leadership capabilities and organization's needs.
2	Leaders as an individuals: <i>A personal side of Leadership</i>	<p><i>Students will be able to</i></p> <ul style="list-style-type: none"> • Explore the relationship of traits with leadership dynamics • Explain the impact that Personality, Values, Attitude, and Cognitive styles have on leadership effectiveness in organizations. • Explore different leadership styles i.e. transactional, transformational and charismatic leadership.
3	Contingent Perspective of Leadership	<p><i>Students will be able to</i></p> <ul style="list-style-type: none"> • Relate the theoretical concepts with practices of leadership • Understand how the theory of individualized leadership has broadened the understanding of relationship between leaders, followers and situation.
4	Heart, Mind and Morality of	<p><i>Students will be able to</i></p> <ul style="list-style-type: none"> • Exhibit leadership by staying mentally alert, thinking

	Leaders	critically & independently, and being mindful rather than mindless. <ul style="list-style-type: none"> Apply systems thinking and personal mastery in their social as well as professional existence.
5	Followership	<i>Students will be able to</i> <ul style="list-style-type: none"> Define the role of followers in leaders' effectiveness. Explain that how leaders can develop followers by identifying their styles to be effective leaders.
6	Leadership Communication	<i>Students will be able to</i> <ul style="list-style-type: none"> Identify the differences in communication channels of Leaders and Managers. Explain the key elements of effective leader communication.
7	Leading Through Vision	<i>Students will be able to</i> <ul style="list-style-type: none"> Explain the role of vision in leader's effectiveness and organizational excellence. Develop their personal leadership vision.
8	Leadership In Practice (Guest Speaker)	<i>Students will be able to</i> <ul style="list-style-type: none"> Identify the different leadership approaches practicing by the corporate world.
9	MID TERM (1 st Half)	
	Leading through Power & Politics (2 nd Half)	Students will be able to..... <ul style="list-style-type: none"> Define the dynamics of leaders' power bases, and the relationship among power, politics and leadership effectiveness.
10		
	Motivation and Empowerment	The student will be able... <ul style="list-style-type: none"> Work on creating difference through developing conducive environment Theories of motivation through leadership lens.
11	Leading team and Diversity	<i>Students will be able to</i> <ul style="list-style-type: none"> Turning individuals into team players Handling different type of teams with the help of leadership skills.
12	GUEST SPEAKER	<i>Students will be able to</i> <ul style="list-style-type: none"> Explore the expectations of corporate world from the new generation of business leaders.
13	Leading Change and Learning	<i>Students will be able to</i> <ul style="list-style-type: none"> See the pressures and changes in today's organization. Expand own and other's creativity and innovation
14&15	Group Quiz Round & Final Presentation	Students will work in groups. Demonstrating acquired knowledge using their presentation skills.

RECOMMENDED BOOKS:-

In order to develop a diverse, practical and comprehensive approach towards leadership, literature, exercises and cases will be used from following books. Therefore, The Leadership Experience (Richard L. Daft) will be used as text book. All the material taken from journals, research papers, newspapers or sources other than these books will be provided in advance.

1. The Leadership Experience, by Richard L. Daft. 3rd or latest edition. Thomson, South-western. (Text Book)
2. The Heart of Leadership, by Robert E. Staub. 12 Practices of Courageous Leaders.
3. The Timeless Leader, by John K. Clemens and Steve Albrecht

MANAGERIAL ECONOMICS

CAPSULE STATEMENT

Managerial Economics is a key branch of economics at graduate level. This is basically applied microeconomics though it uses macroeconomic variables also. The subject matter deals with the economic theory and its application in business management. The course provides a unifying theme of managerial decision making around the theory of the firm. It examines the process whereby a firm can reach optimal managerial decisions in the face of constraints in today's dynamic market. It covers a variety of topics such as demand Analysis, Estimation and forecasting, market structure, production and cost analysis, pricing practices, economic optimization and risk analysis. A strong grasp of the principles that govern the behavior of economic agents (firms, individuals and government) is a vital managerial talent.

The course provides practical guidelines to students to analyze in depth the managerial decisions in the market. It enables students to comprehend the complexity, risk element, and key success in business.

A sound background of mathematical and statistical tools makes the understanding of the subject matter more interesting and easier.

LEARNING OUTCOMES

After completing this course participants must be able to:

1. Understand the key role of managers in decision making
2. Analyze firm's decision making process
3. Examine how a firm achieves its aims and objectives most efficiently
4. Understand functioning of different markets
5. Meet the challenges of the risky businesses
6. Formulate price strategies in different markets
7. Become confident in making managerial decisions

CALENDAR ACTIVITIES

Session	Topic (s)
1, 2	<ul style="list-style-type: none"> • The nature and scope of Managerial Economics. • Management Problem • Effective Management • Theory of firm • The objective of the Firm • Constrains faced by a firm • Business vs. Economic profit • Theories of Economic profit
3, 4	<p>Advanced Demand Analysis</p> <ul style="list-style-type: none"> • The Market Demand Function • Total and Marginal Revenue • Sensitivity analysis • Computation of Price, Income and Cross price Elasticity of Demand by two Methods • Uses and Application of Price, Income and Cross-Price Elasticity of demand • Some other Demand Elasticity
5	<p>Advanced Demand Analysis</p> <ul style="list-style-type: none"> • Price elasticity, Marginal Revenue and Total Revenue • Optimal Pricing Policy under given price elasticity
6	<p>Demand estimation by Regression Analysis</p> <ul style="list-style-type: none"> • Simple Linear and Multiple Linear Regression Models • Significance of estimated coefficients and model • Use of R^2
7	<p>Demand Forecasting</p> <ul style="list-style-type: none"> • Quantitative Methods for Forecasting • Best Forecasts • Forecasting power of a Regression Model
8	<p style="text-align: center;">Mid-Term Exam</p>
9, 10	<p>Economic Optimization</p> <ul style="list-style-type: none"> • Mathematical tools for derivatives • Unconstrained vs. Constrained Optimization • The substitution vs. the Lagrange Methods of Optimization

11, 12	Production Analysis <ul style="list-style-type: none"> • Production Function • Total, Marginal and average Products in case of single and two variable inputs • Marginal Revenue Product and Optimal Employment of Inputs • Returns to scale vs. Returns to factor
13	Cost Analysis <ul style="list-style-type: none"> • Explicit and Implicit Costs • Incremental and Sunk Costs • Short-Run vs. Long-Run Costs • Economies of Scale and Economies of Scope • Learning Curves • Breakeven Analysis • Degree of Operating Leverage
14	Pricing Practices <ul style="list-style-type: none"> • Markup Pricing and profit maximization • Mark up on costs and price • Optimal markup on price and cost • Price discrimination
15	Risk Analysis <ul style="list-style-type: none"> • Economics Risk vs. Uncertainty • Various types of risk • Expected Profit of a Project • Absolute vs. Relative Risk • Beta as Measure of Risk • Managerial Applications
16	End-Term Exam

TEXT BOOK:

1. Mark Hirschey (2009), “Managerial Economics”, Thomson: South Western

ADDITIONAL READINGS:

1. William F. Samuelson, Stephen G. Marks (2003), Managerial Economics Fourth Edition, Wiley.
2. Lila J. Truett and Dale B. Truett (19989), Managerial Economics: Analysis, Problems, Cases , International Thomson Publishing
3. Micheal Baye (2002), “Managerial Economics and Business Strategy”, Irvin Publishers.
4. Dominick Salvatore (latest edition), “Managerial Economics in a Global Economy”, McGraw Hill.
5. Petersen, Lewis and Jain (2006), “Managerial Economics” Pearson: Education.
6. Abdul R. Butt (2006), “Least Squares Estimation of Econometric Models”, (Revised Edition), National Book Foundation, Pakistan.

Marketing Specialization Courses

E-BUSINESS
SALES & SELLING
ADVERTISING & PROMOTION
ONLINE MARKETING
SUPPLY CHAIN MANAGEMENT

E-BUSINESS

The primary objective of this course is to introduce concepts, tools and approaches to e-business. The course will help you to understand the ways in which companies use the Internet as a channel for conducting and expanding commerce. This course provides an introduction to E Business that takes place online. Online business is increasingly important in our networked world of global transactions and global competition.

Developments in computing technology and communication systems, most notably the internet, have created many new business opportunities for electronic commerce. New mechanisms for making money have developed. This course focuses on Business Models, Business opportunities, Technologies Security, laws and payment mechanisms pertaining to E-Commerce.

INTRODUCTION TO E BUSINESS

- The Digital Economy
- E Commerce Fundamentals
- Introduction to E-Commerce Technologies
- The E Commerce Consumer
- Legal and Ethical Issues of e Business
- Businesses-to-Business Ecommerce

E-BUSINESS INFRASTRUCTURES

- Introduction
- Ecommerce Industry Structures
- Alliances, Partners, Outsourcing
- Portals and Search Engines
- Governmental Structures and Resources

- Keeping Track of Innovations and Changes

ELECTRONIC RETAILING

- Ecommerce Transactions: Shopping Carts and Payment Options
- Tracking Customers
- Security Issues, Strategies, and Resources
- Interactive Communication with Customers and Partners
- Customer-Pleasing E-Service
- Know Your Competition

INTRODUCTION TO ECOMMERCE WEB DESIGN

- Web Design Strategies and Concepts
- Web Design Architectures and Infrastructures
- Web Design Tools I: HTML, XTL, Java, etc.
- Web Design Tools II: Plugins and Multimedia
- Personalization, Persuasion, and Related Design Strategies
- Web Design Trends: Preparing for the Future

E BUSINESS MARKETING

- Introduction to Marketing Online
- E Marketing Strategies and Options
- E Marketing Resources
- Encouraging Customer Participation
- Creating Online Communities
- Customer Service and Marketing

ADVERTISEMENT IN E COMMERCE

- Describe the objectives of Web advertisement, its types, and characteristics.
- Describe the major advertisement methods used on the Web
- Describe various Web advertisement strategies.
- Describe various types of promotions on the Web.
- Discuss the benefits of push technology and intelligent agents.
- Understand the major economic issues related to Web advertisement.
- Compare paper and electronic catalogs and describe customized catalogs.
- Describe Web advertisement implementation issues ranging

ELECTRONIC COMMERCE IN SERVICE INDUSTRIES

- Understand how broker-based services are performed online.
- Describe online travel tourism services and their benefits.
- Discuss the impact of EC on the travel industry.
- Describe the online job market, its drivers, and benefits.
- Describe the electronic real estate market.
- Discuss cyber banking, its drivers, and capabilities.
- Describe electronic auctions, their benefits, implementation, and impacts.

ELECTRONIC PAYMENTS SYSTEMS & SECURITY

- Describe the typical electronic payment systems for EC.
- Identify the security requirements for safe electronic payments.
- Describe the typical security schemes used to meet security requirements.
- Identify the players and procedures of the electronic credit card system on the Internet.
- Discuss the relationship between SSL and SET protocols.
- Discuss the relationship between EFT and debit cards.
- Describe the characteristics of a stored-value card.
- Classify and describe the types of IC cards used for payments.
- Discuss the characteristics of electronic check systems.

TEXT BOOK

1. Daniel Amor. (1999). The E-business (R) evolution: Living and Working in an Interconnected World. Upper Saddle River, NJ: Prentice Hall.

REFERENCE BOOK

1. Turban, E., Lee, J., King, D., & Chung, H., Electronic Commerce: A Managerial Perspective

SALES & SELLING

COURSE DESCRIPTION/OBJECTIVE

This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well manage sales and business related activities. You will become the acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues.

This course focuses on the activities and the problems on the first line field sales manager. Subject includes organizing the sales force, recruiting, training, personal selling, compensation and motivation for the sales force, forecasting territory designee evaluation and the control of the sales force.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. To successfully managing a sales team requires a set of skills, techniques and Behaviors which actual sales experience does not provide.
2. To make the transition into sales management a success by introducing key practices and good habits in all the areas in which a sales manager is expected to perform.
3. To support the specialized roles within the sales function. Definition and ongoing maintenance of competency models, foundational curriculums required, delivery methods required and measurement strategies.
4. Sales learning, with respective HR Business Partners (HRBP) and other Learning Partners, to define learning and performance

solutions/programmes, which drive business, results. Maintains external perspective/network of best practices and benchmarks for Sales L&D.

5. Annual assessment and plan for new/changing requirements to meet needs of business specific Human Capital Plans (as defined with HRBP and Sr. Learning Partners). Assesses synergies across business units and provide input into priorities, opportunities for consideration by Learning Partners and HRBPs.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Week 01	Selling and Sales Management, Challenges in the Market, Sales Managers Job, etc
Week 02	Marketing and Sales Evolution, Sales Environment; Customer, Competition, Economics, Legal, Demography, etc
Week 03	Personal Selling, Relationship Selling, Seven Steps of Selling, etc
Week 04	Sales Leadership and Management, Activities of Sales Managers, Roles, Responsibilities, Skills, Authority, etc
Week 05	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 06	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 07	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 08	MID-TERM EXAMINATION
Week 09	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 10	Recruitment and Selection, Importance, Planning, Assessing, Recruiting, etc
Week 11	Training, Needs Assessment, Setting Objectives, Training topics, Formalized Program, etc
Week 12	Compensation, Reward System Management, Financial Rewards, Non-Financial Rewards, Other considerations, Relationship b/w Motivation and Compensation.
Week 13	I Evaluation, Criteria for Performance Measurement, Performance Appraisal, Comparing Actual with Standard, Evaluating Teams, etc
Week 14	Motivating the Sales Team, Models of Motivation Process, Job-Related Factors, Individual Related Factors, Motivational Theory, etc

Week 15	Sales process
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

RECOMMENDED TEXT BOOKS

1. Eugene M. Johnson, David L., Kurtz & Eberhard E. Scheuing McGraw Hill. Sales Management; Concepts Practices and Case, 2nd edition.

ADVERTISING & PROMOTION

COURSE DESCRIPTION/OBJECTIVE

Advertising and Promotion management is designed as an introduction to the field of integrated marketing communications (IMC). The emphasis is on the use of communication to meet marketing objectives, including but not limited to advertising. This course will provide a broad overview of many areas that pertain to marketing communication. Special attention will be placed on understanding the consumer in order to communicate better. Although creative issues will be examined, this is primarily a management, not a creative, course.

This course is intended to train you in the ways of advertising and other components of IMC. There are two parts to that – background knowledge and critical thinking. You will need an understanding of the “who, what and where” questions – advertising concepts in general, the specific terms that are used, and issues that arise. But you will also have to apply those concepts, theories, and tools, and to think through the issues to develop the best possible campaign and executions for the product or service and relevant audience. Advertising agencies know that the selection of strategies and executions are not arbitrary (as in choose 1 from column A, then 1 from column B); they must fit into the logic of the marketing plan, and communicate the right message for the product to the right target audience. The best method I know of to improve your critical thinking skills is through frequent practice. Expect lots of “how, when and why” questions both in class discussion and on your exams

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. To explain the structure of advertising and promotion industry and the roles of its separate players, have assets to analyze promotion programs and identify main objectives distinguishing their singularities from marketing goals as well as to recognize, organize, and measure effectiveness of separate elements of advertising plan and its outcomes.
2. To compare and generalize different promotion programs is also one of the man tasks of the course. As a result of the above, students are expected to be able to criticize selected promotion programs, outline their strengths and weaknesses and point out the measurable improvement possibilities (e.g. rearrangement of selected communication elements and explanation of their possible effects).
3. To analyze and subdivide given advertisements (and other elements of promotion mix) into single measurable units, as well as the ability to link distinguished units to campaign's overall goals and evaluation methods.

Week 01	INTRODUCTION <ul style="list-style-type: none"> • Advertising: Definition, functions and classifications. • The evolution of modern advertising. • Advertising and the social, ethical and legal issues. • The advertising business: The company's own department, Advertising agencies and the media.
Week 02	THE MARKETING MIX AND ADVERTISING <ul style="list-style-type: none"> • Advertising and the product. • Advertising and the price. • Advertising and the place. • Advertising and the promotion.
Week 03	THE ADVERTISING RESEARCH STAGES <ul style="list-style-type: none"> • Advertising strategy determination. • Concept development and testing. • Testing and evaluation of advertising.
Week 04	COPYWRITING AND ADVERTISING STRATEGY <ul style="list-style-type: none"> • Message strategy: The product marketing facts for copywriters. • Copy platform. • Objectives of creative copy. • The structure of copy. • How to write effective copy. • Common pitfalls and copywriting.
Week 05	DESIGNING THE ADVERTISING <ul style="list-style-type: none"> • The advertisement layouts. • The design principles. • The features of the best layout design.

Week 06	MEDIA PLANNING AND SELECTION <ul style="list-style-type: none"> • Role of media in marketing framework. • Defining media objectives. • Developing media strategies. • Media selection and scheduling.
Week 07	ADVERTISING MEDIA <ul style="list-style-type: none"> • Print media: Newspapers and magazines • Electronic media: Television, radio and limitations of cable. • Direct mail and the creative mix. • Out-of-home media. • Transit advertising
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment	3 and more	30%
	Project		10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

TEXT BOOKS

1. Bovee & Arens; Contemporary Advertising, IRWIN Inc.

REFERENCE BOOKS

1. Bovee, Thill, Dovel, Woo; Advertising Excellence, The McGraw Hill Inc.
2. Wright M:G; Advertising, McGraw Hill Inc.
3. Wilmshurst & Mackay; The Fundamentals of Advertising, Butterworth Heinemann

ONLINE MARKETING

COURSE DESCRIPTION/OBJECTIVE

This course will provide students with an overview of the application of marketing strategy using the Internet. Topics include the basics of designing a web site for content and functionality, using the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing. Students will apply theory using case examples and will become familiar with analyzing web metrics to measure the success of programs.

Students will learn how the Internet has become a necessity in modern business, and discover how this medium can assist in marketing. The Internet is an extremely

useful tool for marketing planning, and has become a necessary and integral part of a firm's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for the marketer.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. Develop and implement Internet marketing strategies.
2. Critically appraise the application of the Internet in marketing.
3. Apply the marketing concepts in an online environment.
4. Employ Internet tools to achieve marketing goals.
5. Gain practical experience in Internet marketing.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.
Active Learning	Industry project

COURSE CONTENT (SEMESTER 3)

Week 01	INTRODUCTION AND INDUSTRY TRENDS <ul style="list-style-type: none"> • The opportunity • Mega trends
Week 02	STRATEGIC E - MARKETING <ul style="list-style-type: none"> • E business models • Consumers online characteristics
Week 03	SITE DESIGN BASICS <ul style="list-style-type: none"> • Four cornerstone approach • Personas and scenarios • How to write project briefs
Week 04	SITE DESIGN USABILITY <ul style="list-style-type: none"> • Usability Best Practices • Domain name management
Week 05	SITE DESIGN <ul style="list-style-type: none"> • Programming standards/information architecture • Rich Media
Week 06	BUILDING TRUST <ul style="list-style-type: none"> • Consumer privacy legislation • Data management practices
Week 07	E MARKETING COMMUNICATIONS <ul style="list-style-type: none"> • Online advertising methods • Online promotional tools

	<ul style="list-style-type: none"> • Permission based email
Week 08	SEARCH AND INTELLIGENT SEARCH <ul style="list-style-type: none"> • Search engine optimization
Week 09	SEARCH MARKETING <ul style="list-style-type: none"> • Search strategies customer acquisition • Search Engine Marketing FAQ
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

REQUIRED TEXT

1. Strauss, Judy, Adel El – Ansary, and Raymond Frost (2006), E – marketing 4th Edition, Prentice Hall, ISBN: 0-13-148519-9

USEFUL TEXT

1. Hanson, Word (2000), principles of internet marketing, South western college publishing, ISBN 0-538-87573-9

SUPPLY CHAIN MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Supply Chain Management involves the flows of materials and information among all of the firms that contribute value to a product, from the source of raw materials to end customers. Elements of supply chain management have been studied and practiced for some time in marketing, logistics, and operations management. This course will attempt to integrate these different perspectives to develop a broad understanding of how to manage a supply chain.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. To develop an understanding of key drivers of supply chain performance and their inter-relationships with strategy and other functions of the company such as marketing, manufacturing and accounting.
2. To impart analytical and problem solving skills necessary to develop solutions for a variety of supply chain management and design problems and

develop an understanding for use of information technology in supply chain optimization.

3. To understand the complexity of inter-firm and intra-firm coordination in implementing programs such as e-collaboration, quick response, jointly managed inventories and strategic alliances.
4. To develop the ability to design logistics systems and formulate integrated supply chain strategy, so that all components are not only internally synchronized but also tuned to fit corporate strategy, competitive realities and market needs.
5. To understand which information should be exchanged in a supply chain and how it should be used to benefit the entire supply chain.
6. To identify improvement opportunities that exist within supply chains in different industries and to quantify the improvements that various supply chain strategies offer.
7. To understand which barriers companies face during the implementation of new supply chain strategies.
8. To developed knowledge and skills relating to Supply Chain management.
9. To developed modeling skills by using excel solver.

COURSE CONTENTS

Week 01	Introduction to supply chain management.
Week 02	Supply chain strategy
Week 03	SCM Decisions
Week 04	SCM Drivers and obstacles
Week 05	Facility location
Week 06	Warehousing
Week 07	Forecasting
Week 08	Inventory Management
Week 09	Inventory Management
Week 10	Transportation
Week 11	Linear Programming – Excel Solver – Lab sessions
Week 12	Bullwhip effect
Week 13	Double Marginalization
Week 14	Job shop scheduling, ERP JIT and lean production

Week 15	Outsourcing and Supplier Relationships
Week 16	Project presentations
Week 17	End Term

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	10%
	Assignment	1	10%
	Project	1	40%
Final Exam	End Term Exam		40%

RECOMMENDED TEXT BOOKS

1. Sunil Chopra, Supply Chain management, 3rd Prentice Hall.
2. Martin Christopher, Logistics and Supply Chain management – Creating value added networks, FT – Prentice Hall.

RECOMMENDED REFERENCE BOOKS

1. W. Stevenson, Operations Management, 9th.

BBS CORE COURSES

FINANCIAL ACCOUNTING I
PRINCIPLES OF MARKETING
BUSINESS FINANCE
INTRODUCTION TO MANAGEMENT
BUSINESS & CORPORATE LAW
BUSINESS RESEARCH METHODS
PRINCIPLES OF MACRO-ECONOMICS
BUSINESS RESEARCH METHODS
PRINCIPLES OF MACRO-ECONOMICS
STATISTICS -I
MATHEMATICS -I
FINANCIAL ACCOUNTING 2
BUSINESS COMMUNICATION I
PRINCIPLES OF MICRO ECONOMICS
FINANCIAL MANAGEMENT
MANAGEMENT INFORMATION SYSTEMS
MARKETING MANAGEMENT

FINANCIAL ACCOUNTING I

COURSE DESCRIPTION/OBJECTIVES

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The language of accounting and financial reporting;
2. Complete Accounting Cycle
3. Preparation and the role of Journal, Ledger and subsidiary books
4. Preparation of balance sheet, profit and loss account and cash flow statement.

COURSE CONTENT

Week 01	<p>Accounting and its role</p> <ul style="list-style-type: none"> • Development of accounting • Accounting Theory and Conceptual framework • Accounting Defined • Why study Accounting • Financial statements • Major fields of Accounting • Accounting as a Career • Question for Class Discussions
Week 02	<p>Basic Accounting Concepts</p> <ul style="list-style-type: none"> • The Entity Concept • The Reliability (or Objectivity) principle • The cost Principle • The Going-Concern Assumptions • The Stable Currency Assumptions • Ethics-the-Most Fundamental Principle of Accounting
Week 03 & 04	<p>The recording process</p> <ul style="list-style-type: none"> • The Recognition Issue • The Valuation Issue • The Classification Issue • The Recording Process • Analysis of Transaction • The Journal • The Ledger • Balancing the Accounts • Trial Balance • Limitations of Trial Balance • Chart of Accounts
Week 05	<p>The year and adjustments and financial statements</p> <ul style="list-style-type: none"> • Recording Revenue and Expenses • Accounting Period • Need for Adjusting Entries • Adjusting Entries Illustrated • Preparation of Financial Statements
Week 06	<p>Accounting for trading organization</p> <ul style="list-style-type: none"> • The Purchase Function • Accounting for Purchase • Accounting for Stock and Cost of Goods Sold • Periodic System • Closing Entries

	<ul style="list-style-type: none"> • Perpetual System • The Accounting for Sales • Worksheet • Preparation of financial Statements • Departmental Accounts
Week 07	Accounting Systems <ul style="list-style-type: none"> • Developing a System • Special Journal • Subsidiary Journal • Special Journal and Posting Process • Posting from the Cash Book • General Journal
Week 08	Cash and temporary investment <ul style="list-style-type: none"> • Nature and Composition of Cash • Cash Management and Control • Maintaining Bank Account • Steps in Preparing the Bank Reconciliation • Over the counter receipts • Short term investments
Week 09 & 10	Accounting for debtors and stock <ul style="list-style-type: none"> • Accounting Treatment of Bad Debts • Direct write-Off Method • Aging Schedule • Percentage of Sales Method • Recoveries of Bad debts • Stock • Measurement of Stock Quantity • Measurement of Stock Cost • Perpetual Stock System • Periodic Stock System • First in First out • Last in First out
Week 11	Mid-Term
Week 12	Accounting for property, plant and equipment <ul style="list-style-type: none"> • Property, Plant and Equipment • Lum-sum Purchase • Subsequent Expenditure • Depreciation • Units-of-Output Method • Reducing-Balance Methods • Sum-of-the-years-digits Method • Revaluation • Review of Useful life • Intangible Assets and Amortization • Wasting Assets and Depletion • Demonstration Problem
Week 13	Accounting for companies

	<ul style="list-style-type: none"> • The Company • Types of Company • Formation of a Public Limited Co, • Classes of Shares • Ordinary Shares • Preference Shares • Issuance of Shares • Market Value of Shares • Share Capital and Share Premium • No Par Value Share
Week 14	Company final Accounts <ul style="list-style-type: none"> • Published Annual Report • The contents of the Published Accounts • Dividends • Reserve • Dividend payment process • Profit and Loss Appropriation Account
Week 15	Company final Accounts <ul style="list-style-type: none"> • Alteration of Capital • Bonus Shares • Right Issue • Stock Splits • Treasury Stock
Week 16	Final Exam

TEXT/REFERENCES BOOKS

1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank Wood's: Business Accounting 1, Eleventh Edition
4. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition

PRINCIPLES OF MARKETING

COURSE DESCRIPTION/OBJECTIVE

This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.

The objective of this course, specifically, is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. Understand the marketplace and the consumers.
2. Understand the elements in marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Discuss social responsibility and ethics in marketing.
5. Understand the importance of customer relationship in marketing and the creation of customer value.

COURSE CONTENT

Week 01	INTRODUCTION TO MARKETING <ul style="list-style-type: none">• Marketing and the Society• Importance and scope of marketing• Definition of marketing• Nature and concept of marketing
Week 02	MARKETING ENVIRONMENTS <ul style="list-style-type: none">• The Marketing environment<ul style="list-style-type: none">○ Macro environment○ Micro environment• Environmental scanning and monitoring
Week 03	MARKETING & STRATEGY <ul style="list-style-type: none">• Strategic planning• Strategic marketing planning• Forecasting marketing demand
Week 04	MARKETING DECISIONS <ul style="list-style-type: none">• Information required for marketing decisions• Reasons for obtaining information• Marketing research
Week 05	CONSUMER BEHAVIOUR <ul style="list-style-type: none">• Information for purchase decisions• Consumer decision process• Influence of social and psychological factors• Market implications
Week 06	MARKET SEGMENTATION AND TARGETING <ul style="list-style-type: none">• Factors for Segmentation• Selecting the target market• Developing the positioning and target market strategies
Week 07	PRODUCTS AND SERVICES <ul style="list-style-type: none">• Definition of product and services• Classification of consumer goods• Classification of business goods
Week 08	PRODUCT DEVELOPMENT AND LIFE CYCLE <ul style="list-style-type: none">• Product development process and commercialization

	<ul style="list-style-type: none"> • Product life cycle stages and its implications
	MID-TERM EXAMINATION
Week 09	PRICING <ul style="list-style-type: none"> • Overview of pricing • Importance of pricing • Break even analysis • Factor effecting pricing decisions
Week 10	SETTING THE PRICE AND RELATING STRATEGIES <ul style="list-style-type: none"> • Pricing objectives <ul style="list-style-type: none"> ○ Sale based objectives ○ Profit based objectives • Status quo Pricing • Price strategy
Week 11	PRICING TECHNIQUES AND THEIR APPLICATIONS <ul style="list-style-type: none"> • Cost based pricing • Cost plus pricing • Target pricing • Floor pricing
Week 12	DISTRIBUTION <ul style="list-style-type: none"> • Importance of distribution channels • Selecting a channel of distribution • Retail functions in distribution • Recent trends in wholesaling and retailing
Week 13	PROMOTION <ul style="list-style-type: none"> • Importance and types of promotion • Channels of communication • Objectives, budgeting and promotional mix • Legal environments of promotion
Week 14	ADVERTISEMENT AND PUBLICITY <ul style="list-style-type: none"> • Scope of advertisement and publicity • Characteristic of advertisement and publicity • Development, planning and implementation of advertising plan • Evaluating the success and failure of promotional plan
Week 15	INTRODUCTION To E-BUSINESS <ul style="list-style-type: none"> • Introduction • Different trends • Rules of doing e-business • E-business application in the market
Week 16	<ul style="list-style-type: none"> • Conclusion Session • Final Exam

RECOMMENDED TEXTBOOKS

1. Philip Kotler, Principles of Marketing (Latest Edition)
2. David Jobber, Principles of Marketing (Latest Edition)
3. Jerome McCarthy & William, D. Pareanth, Basics Marketing, (Latest Edition)

BUSINESS FINANCE

Course Description

Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

LEARNING OUTCOMES

On completion of the course, students will be able to understand:

1. Functions of business finance and finance manager.
2. The basics of finance theory and its applications to corporate financial decisions.
3. Analysis of financial statements.
4. Tools and techniques of time value of money for investing decisions.
5. Concepts of risk and return for portfolio management.
6. The principles of capital structure.
7. The concept of cost of capital.

COURSE CONTENTS

Week 01	An Overview of Business Finance <ul style="list-style-type: none">• Finance a quick look.• Business finance and financial manager.• Forms of business organization.• Goals of business finance.• Agency problem.
Week 02	Understanding financial statements and cash flows. <ul style="list-style-type: none">• The balance sheet.• The income statement.• Taxes.• Cash flow.
Week 03	Analyzing the financial statements <ul style="list-style-type: none">• Standardized financial statements.• Ratio analysis.• The Du-pont identity .• Internal and sustainable growth.• Using financial statement information.
Week 04 & 05	Time Value of Money <ul style="list-style-type: none">• The role and perspectives of the TVM concept• Future values• Present values• The relationship between future and present values• Annuities• Future and present values of cash flows under high

	<p>compounding frequency</p> <ul style="list-style-type: none"> • Impact of higher compounding frequency • Inflation and the Time Value of Money
Week 06	<p>Bond and Their Valuation</p> <ul style="list-style-type: none"> • Definition, types and features of bonds • Valuation of bonds (the basic process) • Basic relationships in bond valuation • Bondholder's expected rate of return • Risks associated with bond returns
Week 07 & 08	<p>Stocks and Their Valuation</p> <ul style="list-style-type: none"> • Shares and their basic features • Benefits from a share investments • Price of ordinary shares • Behavior of expected dividend growth and share price • Price of shares based on earnings • Expected rate of return • Preferred shares and their characteristics • Price of preferred shared and the expected rate of return • Valuing the entire business
Week 09 & 10	<p>Net present value and other investment Criteria</p> <ul style="list-style-type: none"> • Net present value. • The payback rule. • The average accounting return. • The internal rate of return. • The profitability index. • The practice of capital budgeting.
Week 11 & 12	<p>Introduction to Islamic Finance.</p> <p>The concept of:</p> <ul style="list-style-type: none"> • Mudarba • Musharqa • Murabah • Ijarah • Comparison with the conventional financial system
Week 13-14	<p>Risk and Return</p> <ul style="list-style-type: none"> • Expected returns and risk defined • Calculating expected return • Calculating risk (Variance and Standard deviation) • Portfolio expected returns • Portfolio variance and standard deviation • Systematic and unsystematic risk • Diversification and portfolio risk
Week 15 & 16	<p>The Cost of Capital</p> <ul style="list-style-type: none"> • The cost of capital concepts • Individual and weighted average costs of capital • Costs of capital and valuation • Capital structure • Capital structure decision (No taxes or other capital market imperfections)

- | | |
|--|---|
| | <ul style="list-style-type: none"> • Taxation and capital structure decision • Debt equity ratio, cost of capital and the value of the firm (The MM Propositions) • Optimal capital structure • Costs of financial distress and bankruptcy • The static trade-off theory • The pecking order theory • Personal taxes • Evidence on capital structure determinants |
|--|---|

RECOMMENDED TEXTBOOKS (Latest available edition)

1. Ross, Westerfield, Jordan: Corporate Finance Essentials.
2. James C. Vanhorne: Fundamentals of Financial Management
3. Eugene F. Brigham: Fundamentals of Financial Management
4. Brealey, R. A. & Myers, Principles of corporate finance.

INTRODUCTION TO MANAGEMENT

COURSE DESCRIPTION AND GOALS

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

INDENTED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices which are been used in today's modern era.

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.

- Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

COURSE CONTENT (SEMESTER)

Week 01	Introduction to Management Organization, The management Process
Week 02	The History and evaluation of Management Organizational theories and different approaches to management
Week 03	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
Week 04	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
Week 05	Decision Making The manager's role as decision maker Decision making process
Week 06	Basics of Strategic Management Case of Strategic Management Strategic management process
Week 07	Organizational Structure Types of organizational structures
Week 08	MID-TERM EXAMINATION Case Decision-making
Week 09	Human Resource Management HRM processes
Week 10	Motivation its theories Current issues in Motivation
Week 11	Team work and Group Behaviour Case of team and team work
Week 12	Leadership and its characteristics Leadership styles and behaviours
Week 13	The process of Control The Control Standards
Week 14	Case of Controlling Presentation
Week 15	Staffing Presentation
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

Assessment will be based on nature of the course and teacher's preference

RECOMMENDED TEXT BOOK

- Mary Coulter & Robbins, Management, International ed.

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

INDENTED LEARNING OUTCOMES

At the end of this course, students should be able to:

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

COURSE CONTENT

Week 01	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 02	Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices
Week 03	HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource
Week 04	Conducting Job analysis. HR Planning Job Description Job Specification
Week 05	Staffing Recruiting and selecting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals Performance management
Week 07	Training and development Training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION
Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

- By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)

BUSINESS & CORPORATE LAW

COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies' ordinance and Negotiable instrument.

The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study.

LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

COURSE CONTENT

Week 01	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
Week 02	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
Week 03	Rights and Duties of parties, specific performance of the contract ,Discharge of the contract, Breach of the contract and remedies, illegal, avoidable and void contracts
Week 04	Definition and Essential Elements of a partnership, partnership

	deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
Week 05	Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
Week 06	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
Week 07	Rights of the shareholders, Rights ,power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
Week 09	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watch dog
Week 09	Mid -term exam
Week 10	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties
Week 11	Transfer of property ,performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment ,supply against letter of credit, types of letter of credit
Week 12	Laws relating to indemnity, guarantees, bailment, hyphothetication, pledge and Mortgage, agency agreement
Week 13	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act ,Definition ,characteristics of Negotiable instruments,
Week 14	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 15	Revision
Week 16	Final exam

RECOMMENDED BOOKS

1. Dr. Khwaja, Amjad Saeed, Mercantile and Industrial Laws in Pakistan Latest Edition Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance Latest Edition, PLD.

RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

BUSINESS RESEARCH METHODS

COURSE DESCRIPTION

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

INDENTED LEARNING OUTCOMES

At the end of this course, the students should be able to

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.
5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
6. Use different software for statistical analysis and interpretation including SPSS, Amos, and E-Views etc.
7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
8. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

COURSE CONTENT

Week 01	The Role of Business Research What is business research Why it is important
Week 01	The relevance of Western theories and research for local managers How theories are developed

	Why context is important in social sciences
Week 02	The research process: An overview What are the key steps in research process Types of research
Week 03	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
Week 04	Exploratory Research and Qualitative analysis Qualitative research and theory building
Week 05	Survey Research: An Overview Survey method and business research
Week 06	Survey Research: Basic Method of Communication with respondents
Week 07	Measurement and Scaling Concepts Types of measures Types of scales
Week 08	Attitude Measurement Types of attitudes and their relevant scales
Week 09	Questionnaire Design Open ended questions Close ended questions
Week 10	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
Week 11	Determination of Sample Size
Week 12	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
Week 13	Univariate Analysis Using SPSS for univariate analysis
Week 14	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
Week 15	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
Week 16	The Research Report Contents of a research paper Managerial decision making and Research Policy implications for managers

RECOMMENDED BOOKS

1. William G. Zikmund, **Business Research Methods**, Latest Edition, Thomson Learning

PRINCIPLES OF MACRO-ECONOMICS

COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macro-economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

INDENTED LEARNING OUTCOME

At the end of this course, students will be able to:

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

COURSE CONTENT

Week 01, 02	KEY CONCEPTS OF MACROECONOMICS <ul style="list-style-type: none">• Objectives and instruments of macroeconomics.• Tools of macroeconomics policy.• Aggregate demand and supply.
Week 03, 04	MEASURING ECONOMIC ACTIVITY. <ul style="list-style-type: none">• Concepts of National Income.• Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income• GDP Deflator and a real GDP• National Income as a measure of economic welfare
Week 05, 06	CONSUMPTION AND INVESTMENT. <ul style="list-style-type: none">• Consumption, Income and saving.• Consumption Function.• Saving Function.• The Marginal Propensity to Consume and Average Propensity to consume• The Marginal Propensity to Save and Average Propensity to save• Determinants of Consumption• Determinants of Investment (Rate of interest, MEC)

Week 07,	INCOME AND EMPLOYMENT DETERMINATION <ul style="list-style-type: none"> • Classical approach. • Modern approach (Keynesian) • Post Keynesian Approach
Week 08,	MULTIPLIER AND ACCELERATOR <ul style="list-style-type: none"> • Investment Multiplier. • Tax multiplier, foreign trade multiplier and super multiplier.
Week 09	FISCAL AND MONETARY POLICIES <ul style="list-style-type: none"> • Fiscal Policy • Monetary Policy
Week 10	INFLATION <ul style="list-style-type: none"> • Nature and kinds. • Inflationary and deflationary gaps. • Inflation and unemployment.
Week 11	BUSINESS CYCLE <ul style="list-style-type: none"> • The concept of Business Cycle • Business Cycle Theories • Business Cycle & Business Decision Making
Week 12,13	INTERNATIONAL TRADE <ul style="list-style-type: none"> • Classical theory of International trade (CIT) • Modern theory of International trade (H-O-Theorem) • Economic Integration and Regional Cooperation. • Protection and free trade. • WTO (Objectives and role)
Week 14	BALANCE OF PAYMENTS <ul style="list-style-type: none"> • Balance of Payments Accounts. • Disequilibrium & Imbalance of Payments. • Causes and Remedies.
Week 15	Project/Revision

TEXT/REFERENCE BOOKS

1. Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition).
2. Mc Connell & Brue, Economic, Mc-Graw Hill, INC (Latest Edition)
3. Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
4. Ruffin & Gregory, Principles of Economics, Scott, Foresman & Company.
5. Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)

BUSINESS RESEARCH METHODS

COURSE DESCRIPTION

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

INDENTED LEARNING OUTCOMES

At the end of this course, the students should be able to

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.
5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
6. Use different software for statistical analysis and interpretation including SPSS, Amos, and E-Views etc.
7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
8. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

COURSE CONTENT

Week 01	The Role of Business Research What is business research Why it is important
Week 01	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
Week 02	The research process: An overview

	What are the key steps in research process Types of research
Week 03	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
Week 04	Exploratory Research and Qualitative analysis Qualitative research and theory building
Week 05	Survey Research: An Overview Survey method and business research
Week 06	Survey Research: Basic Method of Communication with respondents
Week 07	Measurement and Scaling Concepts Types of measures Types of scales
Week 08	Attitude Measurement Types of attitudes and their relevant scales
Week 09	Questionnaire Design Open ended questions Close ended questions
Week 10	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
Week 11	Determination of Sample Size
Week 12	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
Week 13	Univariate Analysis Using SPSS for univariate analysis
Week 14	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
Week 15	Data analysis and interpretation Regression analysis using SPSS CFAs and Path analysis using Amos
Week 16	The Research Report Contents of a research paper Managerial decision making and Research Policy implications for managers

RECOMMENDED BOOK

1. William G. Zikmund, **Business Research Methods**, Latest Edition, Thomson Learning

PRINCIPLES OF MACRO-ECONOMICS

COURSE DESCRIPTION

This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economics problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro

economics in closed and open economy, macro economic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.

INDENTED LEARNING OUTCOME

At the end of this course, students will be able to:

1. To become familiar with and readily use economic terminology.
2. To learn about the analytical approach economists take to the problem of scarcity.
3. To gain an intuitive understanding of macroeconomic theory and application.
4. To acquire better critical thinking skills through the analysis of present day economic issues.
5. To provide a foundation for possible careers in business, government, academic or other sectors.
6. To develop a conscious recognition of economics in the world around us.

COURSE CONTENT

Week 01, 02	<p>KEY CONCEPTS OF MACROECONOMICS</p> <ul style="list-style-type: none"> • Objectives and instruments of macroeconomics. • Tools of macroeconomics policy. • Aggregate demand and supply.
Week 03, 04	<p>MEASURING ECONOMIC ACTIVITY.</p> <ul style="list-style-type: none"> • Concepts of National Income. • Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income • GDP Deflator and a real GDP • National Income as a measure of economic welfare
Week 05, 06	<p>CONSUMPTION AND INVESTMENT.</p> <ul style="list-style-type: none"> • Consumption, Income and saving. • Consumption Function. • Saving Function. • The Marginal Propensity to Consume and Average Propensity to consume • The Marginal Propensity to Save and Average Propensity to save • Determinants of Consumption • Determinants of Investment (Rate of interest, MEC)
Week 07	<p>INCOME AND EMPLOYMENT DETERMINATION</p> <ul style="list-style-type: none"> • Classical approach. • Modern approach (Keynesian) • Post Keynesian Approach
Week 08	<p>MULTIPLIER AND ACCELERATOR</p> <ul style="list-style-type: none"> • Investment Multiplier.

	<ul style="list-style-type: none"> • Tax multiplier, foreign trade multiplier and super multiplier.
Week 09	FISCAL AND MONETARY POLICIES <ul style="list-style-type: none"> • Fiscal Policy • Monetary Policy
Week 10	INFLATION <ul style="list-style-type: none"> • Nature and kinds. • Inflationary and deflationary gaps. • Inflation and unemployment.
Week 11	BUSINESS CYCLE <ul style="list-style-type: none"> • The concept of Business Cycle • Business Cycle Theories • Business Cycle & Business Decision Making
Week 12, 13	INTERNATIONAL TRADE <ul style="list-style-type: none"> • Classical theory of International trade (CIT) • Modern theory of International trade (H-O-Theorem) • Economic Integration and Regional Cooperation. • Protection and free trade. • WTO (Objectives and role)
Week 14	BALANCE OF PAYMENTS <ul style="list-style-type: none"> • Balance of Payments Accounts. • Disequilibrium & Imbalance of Payments. • Causes and Remedies.
Week 15	Project/Revision

TEXT/REFERENCE BOOKS

1. Dornbusch and Fischer Macroeconomics, McGraw Hill, New York. (Latest Edition)
2. Mc Connell & Brue, Economic, McGraw Hill, INC (Latest Edition)
3. Muhammad Hussain Choudhry, Economic Theory Volume 2, Caravan Book House, Lahore 2002.
4. Ruffin & Gregory, Principles of Economics, Scott, Foresman & Company.
5. Samuelson and Nordhaus, Economics, McGraw Hill, New York. (Latest Edition)

STATISTICS -I

COURSE DESCRIPTION/OBJECTIVE

The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. Data description and data presentation in a business environment;
2. Measures of Central Tendency
3. Measure of Relative Dispersion
4. Use of index numbers
5. Basic probability concepts and probability distributions as an aid to business decision making.

COURSE CONTENTS

Week 01	INTRODUCTION <ul style="list-style-type: none">• Definition• Descriptive Statistics & Inferential Statistics• Statistics Applications in Business
Week 02	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none">• Data• The Data Array and Frequency Distribution• Relative Frequency Distribution• Cumulative frequency distribution• Graphical Representation
Week 03	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none">• Graphical Representation<ul style="list-style-type: none">○ Pie Chart○ Frequency Bar Chart○ Frequency Histogram○ Frequency Polygon○ Ogive
Week 04 & 05	MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none">• Means: (Arithmetic, Geometric, Harmonic)• The Median• The Mode• Quartiles
Week 05 & 06	MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none">• Range• Mean absolute deviation

	<ul style="list-style-type: none"> • Variance • Standard Deviation • Relative Dispersion
Week 07 & 08	INDEX NUMBERS <ul style="list-style-type: none"> • Defining an Index Number • Un-weighted Aggregates Index • Weighted Aggregates Index • Average of Relative Methods • Quantity and Value Indices
Week 09	SETS <ul style="list-style-type: none"> • Basic Sets and Subsets • Operations on sets • Venn Diagram
Week 10 & 11	PERMUTATION AND COMBINATION <ul style="list-style-type: none"> • Successive event principle • Permutations for all or part of elements of a set • Permutation of the objects ranged in circle • Combination
Week 12 & 13	PROBABILITY AND LAWS OF PROBABILITY <ul style="list-style-type: none"> • Basic concepts • Addition rules of probability • Conditional Probabilities • Multiplication rule of probability
Week 14	MATHEMATICAL EXPECTATION <ul style="list-style-type: none"> • Expected value. • Expected monetary value. • Decision criterion utility & Expected Utility.
Week 15 & 16	PROBABILITY DISTRIBUTION <ul style="list-style-type: none"> • Basic concept • Types of Probability Distribution. • Random variables • The Binomial distribution • The Poisson Distribution • The Normal Distribution • Distribution of continues Random variable. • Sample regression and correlation

TEXT/REFERENCE BOOKS

1. David, S Moore et.al, Introduction to the Practice of Statistics 6th Edition WH Freeman.
2. Levin I. Richard., Statistics for Management, 4th ed; McGraw Hill.
3. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987.
4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman

5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1st Ed; New York, McGraw Hill, International, 1983.
6. Walpole, R, Introduction to Statistics, Edition 3
7. Shaum and Seigel, Statistics for Business (Latest Edition)

MATHEMATICS -I

This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students' competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.

LEARNING OUTCOME

Upon the successful completion of this course, you should be able to:

1. Mathematical Function
2. Building and solving linear and quadratic equations
3. Types of functions
4. Matrices and its applications
5. Determinants and its applications

COURSE CONTENTS

Week 01	MATHEMATICAL NOTATIONS <ul style="list-style-type: none"> • Introduction to Submission • Multiplication • Introduction of Subscripted variables • Linear Equation involving one variable
Week 02	QUADRATIC EQUATIONS <ul style="list-style-type: none"> • Solution of Quadratic Equations by factorization method • Solution of Quadratic Equations by square completion methods • Solution of Quadratic Equations by quadratic formula • Applications of quadratic equation
Week 03	LINEAR EQUATIONS <ul style="list-style-type: none"> • Characteristics of Linear Equations • Graphical Characteristics • Writing of the Linear Equation <ul style="list-style-type: none"> ○ Slope - Intercept Form ○ Slope and Point formula ○ Two point formula • Determining the Equation of a Straight Line Linear Equations involving more than two variables
Week 04 & 05	SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations. <ul style="list-style-type: none"> ○ Elimination method

	<ul style="list-style-type: none"> • Three variable system of Equations <ul style="list-style-type: none"> ○ Elimination method • Applications of Linear Equations and Systems of Equations
Week 06 & 07	<p>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations. <ul style="list-style-type: none"> ○ Gauss – Jordan Elimination method • Three variable system of equations <ul style="list-style-type: none"> ○ Gauss-Jordan Elimination method • Applications of Linear Equations and Systems of Equations
Week 08 & 09	<p>SYSTEMS OF LINEAR EQUATIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • <i>Introduction</i> • Two variables Systems of Equations. <ul style="list-style-type: none"> ○ Gauss – Jordan Inversion method • Three variable system of equations <ul style="list-style-type: none"> ○ Gauss-Jordan Inversion method • Applications of Linear Equations and Systems of Equations
Week 10 & 11	<p>NONLINEAR FUNCTIONS AND THEIR APPLICATIONS</p> <ul style="list-style-type: none"> • Non Linear Functions- Introduction • Quadratic Functions, Characteristics and Their Applications • Polynomial Functions. • Exponential Functions & Applications • Logarithmic Functions, Properties of Logarithmic Functions
Week 12 & 13	<p>MATRICES</p> <ul style="list-style-type: none"> • Introduction to Matrices • Types of Matrices • Matrix Operations • Inverse of Matrix • The Determinant & its Properties • The Method of Cofactors
Week 14 & 15	<p>DETERMINANTS</p> <ul style="list-style-type: none"> • Determinants • Properties of Determinants • Determinants and Non Singularity • Special Determinants • Solution of Linear Equations by Determinants

	<ul style="list-style-type: none"> ○ Charamer’s Rule
Week 16	DETERMINANTS <ul style="list-style-type: none"> • Solution of Linear Equations by Determinants <ul style="list-style-type: none"> ○ Inverse Matrices Method

RECOMMENDED/REFERENCE BOOKS

1. Cheryl Cleaves, Business Maths, Pearson (Latest Edition)
2. Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning
3. Budnick, Mathematics for Business Economics and Social Science

PRINCIPLES OF MICRO ECONOMICS

COURSE DESCRIPTION

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

The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.

INDENTED LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The Economic problem of allocation and distribution of resources.
2. The factors that determine demand and supply
3. The concept of elasticity of demand and supply
4. Analyze the effect of market structure on firm behavior
5. Analyze efficiency and the role of government in promoting and deterring efficiency
6. The concept of derived demand for labor and capital
7. The existence of impact of externalities
8. Income distribution and “fairness”

COURSE CONTENT

Week 01, 02	BASIC ECONOMIC CONCEPTS <ul style="list-style-type: none"> • Economics: Basic Themes and Nature • Micro versus Macro Economics • Positive versus Normative economics • Economic problem of resource allocation • Economics relevance to business organizations
--------------------	--

Week 03, 04	DEMAND AND SUPPLY ANALYSIS <ul style="list-style-type: none"> • The demand function. • Changes in demand. • The supply function. • Changes in supply. • Equilibrium of Supply & Demand • Elasticity of demand/supply and its measurement.
Week 05, 06	APPROACHES TO UTILITY ANALYSIS <ul style="list-style-type: none"> • Cardinal approach and consumer equilibrium. • Ordinal approach and consumer equilibrium. • Price, Income and Substitution effects on consumer equilibrium.
Week 07, 08	PRODUCTION ANALYSIS <ul style="list-style-type: none"> • Basic production concepts. • Total, Average and Marginal Product • Returns to scale. • Short-run and long-run production. • Least-cost factor combination. • Producer equilibrium.
Week 09, 10	COST AND REVENUE ANALYSIS <ul style="list-style-type: none"> • Various cost concepts. • The cost of production: Short-run cost, long-run cost. • Revenue and revenue curves: Total, average and marginal revenues. • Profit-Maximization
Week 11, 12	MARKET STRUCTURES AND PRICING <ul style="list-style-type: none"> • Market and its forms. • Price and out-put under perfect competition. • Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition.
Week 13, 14	RESOURCE ALLOCATION <ul style="list-style-type: none"> • Role of the government in market efficiency. • The theory of Marginal Productivity. • Market demand for resources. • Existence of impact of externalities • Income distribution and fairness
Week 15	Project/Revision

TEXT/REFERENCE BOOKS.

1. *David M. Winch, Micro Economics: Problems and Solutions, Oxford University Press. (Latest Edition)*
2. Mc Connell & Brue, Economic 15th Edition., McGraw Hill, INC
3. Muhammad Hussain Choudhry, Economic Theory Volume 1, Caravan Book House, Lahore 2002.
4. Ruffin and Gregory, Principles of Economics, Illionois: Scott Foresman and Company, (Latest Edition).
5. Samuelson and Nordhaus, Economics, New Delhi, Tata McGraw Hill, (Latest Edition).
6. Scott and Nigro: Principles of Economics, New York; Macmillan Publishing Co., Inc., (Latest Edition).

BUSINESS COMMUNICATION I

COURSE DESCRIPTION

We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organisations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained.

Communicators, who can speak, write and interact with others efficiently, effectively and professionally.

This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.

COURSE GOALS

Upon satisfactory completion of the course, students will be able to:

- Describe the process of communication within business organizations
- Demonstrate effective listening behaviour
- Use language and nonverbal communication to communicate effectively
- Analyzes realistic business situations and selects the communication strategy or strategies Appropriate to bring about the desired outcome
- Anticipates misunderstandings in business communication and apply effective techniques in An effort to avoid these misunderstandings
- Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, Concise and complete letters and memorandums of a minimum of 500 words
- Compares and contrasts various forms of business correspondence, including positive, Negative, informative and persuasive messages

- Demonstrate the ability to organize and compose various forms of business correspondence, including positive, negative, informative and persuasive messages
- Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words
- Translate the content of written reports into an oral format
- Present oral reports effectively, synthesizing information in written and oral form
- Compare and contrast various forms of resumes, cover letters and other documentation associated with the job search
- Demonstrate the skills necessary for the job search, including resume writing and interviewing
- Utilize information technology effectively, selecting and using tools appropriate to the task describe the influence of cultural diversity in the workforce and Demonstrate effective communication skills to accommodate these differences

INDENTED LEARNING OUTCOMES

Upon successful completion of this course, students are expected to have improved their:

1. Level of self-awareness and understanding of how self-awareness influences communication.
2. Analytical ability in relation to business communication.
3. Ability to communicate with others and in particular their conflict resolution and negotiation Skills.
4. Ability to communicate as a member of a team and identify and resolve communication Problems in teams.
5. Understanding of communication patterns in organisations

COURSE CONTENT

Week 01	<p>Communication in Organizations</p> <ul style="list-style-type: none"> • The basic communication process • Language • Nonverbal communication • Listening • Role of culture and diversity on communication in the workplace
Week 02	<p>Qualities of communication within business organizations</p> <ul style="list-style-type: none"> • Methods of communicating in business organizations • Written • Oral • Electronic
Week 03	<ul style="list-style-type: none"> • Benefits of effective communication in your career • Challenge of communication in the global market

Week 04	<ul style="list-style-type: none"> • Background to intercultural communication • A concept of culture • An intercultural communication model • National cultural variables • Education/law and regulations/economics/politics/religion/social norms/language
Week 05	<ul style="list-style-type: none"> • Business communication and the technology • Managing information within organizations • History of technological developments
Week 06	<ul style="list-style-type: none"> • Challenges to the organization made by new technologies • E-mail • Understanding the internet • Establishing security • Other communication technologies
Week 07	<ul style="list-style-type: none"> • Managing information outside organizations • Managing crisis communication • The process of preparing effective business messages
Week 08	<ul style="list-style-type: none"> • Strategies for improving oral presentations • Strategies for an effective nonverbal delivery • Strategies for reducing stage fright • Signs of discomfort
Week 09	<ul style="list-style-type: none"> • Interviewing • Interview purposes • Interviewee's responsibilities • Interviewer's responsibilities • Telephoning
Week 10	<ul style="list-style-type: none"> • The process of preparing effective business messages • Five planning steps • Indirect (inductive) approach • Beginning and endings • Opening paragraphs/closing paragraphs
Week 11	<ul style="list-style-type: none"> • Self Disclosure and Trust • Forming groups for presentation/essay; self-disclosure and trust
Week 12	<ul style="list-style-type: none"> • Persuasive Communication • Group Presentations; Persuasive • Communication
Week 13	<ul style="list-style-type: none"> • Conflict Resolution and Negotiation • Group Presentations; conflict and negotiation
Week 14	<ul style="list-style-type: none"> • Working in Teams for Success Group Presentations;

	working in teams
Week 15	<ul style="list-style-type: none"> Confidence Building, how to be impressive Personality
Week 16	<ul style="list-style-type: none"> Project Presentations

RECOMMENDED BOOK

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition

FINANCIAL ACCOUNTING 2

COURSE DESCRIPTION/OBJECTIVE

This course is build upon the Financial Accounting Course in the sense that it provides advanced treatment of basic techniques learned in the first course of Financial Accounting. It mainly focus upon the company accounts and their understanding in the context of the IAS and companies ordinance 1984.

LEARNING OUTCOMES

After studying this course the student will be able to understand:

1. The formation of companies and important financial statements (balance sheet, income statement/profit and loss account, cash flow statement, statement of owner equity) of Public Limited companies.
2. Exposer about company annual report and notes to the accounts.
3. The accounting for partnership and non-profit organizations.
4. The accounting for consolidated statements.
5. Accounting for leasing and fixed assets.

COURSE CONTENT

Week 01	Formation of Companies, Issuance of shares, Types of shares. Stockholders' Equity: Paid-in Capital.
Week 02	Statement of Stockholders Equity: Paid-in Capital.
Week 03	Statement of cash flows.
Week 04	Statement of cash flows
Week 05	Financial Statement Analysis
Week 06	Financial Statement Analysis
Week 07	Accounting for consolidated statements.
Week 08	Accounting for consolidated statements
Week 09	Mid-Term

Week 10	Accounting for consolidated statements
Week 11	Accounting for non-profit organization
Week 12	Accounting for fixed Assets and depreciation
Week 13	Accounting for leases
Week 14	Accounting for Partnership (Formation)
Week 15	Accounting for Partnership (Dissolution)
Week 16	Project Presentations

TEXT/REFERENCES BOOKS

1. By Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition. Publisher Prentice Hall
2. Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition
3. Frank wood, Business Accounting –II, (Latest Edition)
4. Miegs and Meigs, Accounting for Business Decision, 12th/Latest Edition

MARKETING MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making.

This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. Define and understand the nature and purpose of effective marketing management in the marketplace.
2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions.

4. To analyze and seek to identify gaps in the needs and wants of the customer so that appropriate strategy can be proposed to create customer value through competitive advantage.
5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.

COURSE CONTENT (SEMESTER 3)

Week 01	MARKETING: AN OVERVIEW <ul style="list-style-type: none"> • Definitions • The evolution of marketing management. • The marketing concept and social responsibility. • The importance and scope of marketing. • The basic functions of marketing.
Week 02, 03	MARKETING INFORMATION SYSTEMS. <ul style="list-style-type: none"> • Concept and components of marketing information systems. • marketing intelligence system. • marketing research system. • analytical marketing system. • marketing decision support system.
Week 04 & 05	CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS <ul style="list-style-type: none"> • Demographic dimensions of consumer market. • Behavioral dimensions of consumer market. • The consumer's decision process. • The buyer's decision process. • The industrial market, the reseller market and the Government market. • Organizational markets and their buying objectives & structures.
Week 06 & 07	STP MARKETING <ul style="list-style-type: none"> • An overview of marketing opportunities and target markets • Market segmentation concept patterns & procedure • Dimensions to segment consumer and industrial markets • Market targeting and product positioning
Week 08 & 09	PRODUCT MARKETS STRATEGIES <ul style="list-style-type: none"> • 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.
Week 10 & 11	PRICING STRATEGIES AND POLICIES <ul style="list-style-type: none"> • Procedure for price setting.

	<ul style="list-style-type: none"> • Methods of setting prices. • Price-adaptation strategies • One-price and flexible-price policies. • Price level policies over the product life cycle. • Initiating and responding to price changes.
Week 12 & 13	<ul style="list-style-type: none"> • MARKETING CHANNEL DECISIONS • Channel - design decisions. • Channel - management decisions. • Channel dynamics.
Week 14 & 15	<ul style="list-style-type: none"> • PROMOTIONAL STRATEGIES • Effective advertising programs. • Sales promotion and public relations programs. • The strategic personal selling process. • Strategic sales-force management.
Week 16	CONCLUDING SESSION AND EXAMS

RECOMMENDED TEXT/REFERENCE BOOKS:

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, South Western Publishing.
4. E. Jerome McCarthy & William. D. Pareanath, Basic Marketing: Managerial Approach, IRWIN.

MANAGEMENT INFORMATION SYSTEMS

COURSE DESCRIPTION/OBJECTIVE:

This is a fundamental course for the students of business administration. 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.

INDENTED LEARNING OUTCOMES

Upon completing this course, students will be able to:

1. Describe how data is captured, organized and managed using a data management system and design a simple database using data modeling techniques;

2. Discuss the strategic considerations in information system development and their impacts on the organization;
3. Design effective user interfaces and explain the importance of internal controls for information systems;
4. Describe the different technologies, techniques and infrastructure of transaction processing systems associated with various transaction cycles;
5. Explain the e-commerce technology architecture and discuss the strategies for successful
6. E-commerce;
7. Identify and analyze risk factors, discuss measures to mitigate risks and the importance of business continuity planning; and
8. Explain how various information systems are designed to support the decision making process for business managers.

COURSE CONTENTS

Week 01	Introduction to Information Systems in Business Why study information systems Why business need information technology
Week 02	Fundamentals of Information System
Week 03	Solving Business Problems with Information Systems <ul style="list-style-type: none"> ▪ Systems approached to problem solving ▪ Developing information system solutions
Week 04	General Systems Model of the Firm
Week 05	Computer Software, Hardware (Overview from Managerial Perspective)
Week 06	DBMS
Week 07	MS Access (A comprehensive workshop)
Week 08	IS for Business Operations <ul style="list-style-type: none"> ▪ Business information systems ▪ Transaction processing system
Week 11	Accounting Information System/ Financial Information System
Week 10	Decision Support System/ Financial Support System
Week 12	Marketing Information System
Week 09	Transaction Processing System
Week 13	IS for Strategic Advantage <ul style="list-style-type: none"> ▪ Fundamentals of strategic advantage ▪ Strategic applications and issues in IT

Week 14	IS & Artificial Intelligence
Week 15	Enterprise & Global Management Managing IT (Planning & Implementing Change)
Week 16	Final Project (Report Submission & Presentations)

RECOMMENDED TEXT BOOKS

1. Kenneth C. Laudon, Management Information System- Managing the digital firms, Prentice Hall of India, (Latest Edition)
2. James O'Brien, Management Information Systems, (Latest Edition)
3. Raymond Mcleod, Jr, Management Information Systems, Prentice Hall (Latest Edition)

FINANCIAL MANAGEMENT

COURSE DESCRIPTION

The module aims at building competence in corporate finance further by extending the coverage in Business Finance module to include three more of the finance functions – financial planning and control, working capital management and financing sources. It continues to emphasize on strategic decision making techniques that best serve the interests of shareholders, which is to maximize the value of the company.

INDENTED LEARNING OUTCOMES

At the end on this course the student will be able to understand:

1. Role of financial planning and control– financial forecasting and cash budgeting tools – in planning for the firm's short term financial requirements
2. Working capital and its components, applications of different techniques that managers can use to manage various aspects of working capital – cash and liquidity, credit and receivables, inventories, etc.
3. Short term sources of financing
4. Long term financing –venture capital, equity, debentures etc
5. Different theories of capital structure, their predictions about optimal capital structure and the limitations of using debt in the firms' capital structure

COURSE CONTENT (SEMESTER 3)

Week 01	Meaning and Scope of Financial Management. <ul style="list-style-type: none"> • Finance and financial management • Scope of Financial management • Business organizations • Organization of the finance function • Finance management vs. other managerial functions
Week 02	The Finance manager and the financial environment <ul style="list-style-type: none"> • Financial markets • Financial institutions • The roles of the finance manager

	<ul style="list-style-type: none"> • Goals of the firm • Agency problems and their mitigation
Week 03 & 04	<p>“Time Value of Money” Calculate the future value (FV) or present value (PV) of a single sum of money; Calculate the interest rate or time period for single-sum problems; Calculate the FV or PV of an annuity and an annuity due; Calculate the payments, interest rate, or time period for annuity and annuity-due problems. Calculate the value, cash flow, or interest rate in a perpetuity problem; Calculate the FV or PV of a series of uneven cash flows (i.e., compound or discount the Cash flows); Adapt all FV and PV calculations to other-than-annual compounding periods; Compute the solution for various time value of money problems.</p> <p>“Bond and Their Valuation” Who Issues Bonds, Key Characteristics of Bonds Bond Valuation, Bond Yields Bonds with Semiannual Coupons Assessing the Riskiness of a Bond Default Risk, Bond Markets</p>
Week 05	<p>“Share and Their Valuation” Legal Rights and Privileges of Common Stockholders Types of Ordinary Stock The Market for Ordinary Stock Ordinary Stock Valuation Share Market Equilibrium Actual Share Prices and Returns Preferred Shares</p>
Week 06	<p>“Risk and Return” Stand Alone Risk The Trade Off between Risk and Return Risk in a Portfolio Context The Relationship between Risk and Rates of Return Physical Assets versus Securities Some Concerns about Beta and the CAMP Volatility Versus Risk</p>
Week 07	<p>INVESTMENT APPRAISALS</p> <ul style="list-style-type: none"> • Types of investment projects • Investment process

	<ul style="list-style-type: none"> • Non-discounted appraisal techniques • Discounted Cash flow techniques • A comparison of the NPV and the IRR methods
<p>Week 08</p>	<p>“Analysis of Cash Flows”</p> <p>The student should be able to</p> <p>Explain the relevance of cash flows to analyzing business activities;</p> <p>Describe the elements of operating cash flows;</p> <p>Describe the elements of investing cash flows;</p> <p>Describe the elements of financing cash flows;</p> <p>Classify a particular item as an operating cash flow, an investing cash flow, or a Financing cash flow;</p> <p>Compute, explain, and interpret a statement of cash flows, using the direct method and the indirect method;</p> <p>Compute free cash flow.</p>
<p>Week 09</p>	<p>“Analysis of Inventories”</p> <p>The student should be able to</p> <p>compute ending inventory balances and cost of goods sold using the LIFO, FIFO, and average cost methods to account for product inventory;</p> <p>Explain the usefulness of inventory and cost-of-goods-sold data provided by the LIFO, FIFO, and average cost methods when prices are stable versus when prices are rising;</p> <p>Discuss the impact of LIFO and FIFO (in periods of rising prices and stable or increasing inventory quantities) on a company’s cost of goods sold, income, cash flow, and working capital;</p> <p>Describe the effects of adjustment from LIFO to FIFO on inventory balances, cost of goods sold, and income;</p> <p>Compute and describe the effects of the choice of inventory method on profitability, liquidity, activity, and solvency ratios;</p> <p>Discuss the two reasons why a LIFO reserve might decline during a period and</p> <p>Discuss the implications of such a decline for financial analysis.</p>
<p>Week 10</p>	<p>“The Investment Setting”</p> <p>The student should be able to</p> <p>Calculate the holding-period return;</p> <p>Calculate the holding-period yield;</p> <p>Calculate both the arithmetic mean return and the geometric mean return;</p> <p>Calculate the expected return;</p> <p>Calculate the variance and standard deviation of return;</p> <p>Calculate the coefficient of variation for an investment;</p> <p>Calculate the expected rate of return for a stock or a stock market series, using Estimates of ending values and dividend</p>

	payments.
Week 11	<p style="text-align: center;">“The Cost of Capital</p> <p>The student should be able to</p> <p>Explain why the cost of capital used in capital budgeting should be a weighted average of the costs of various types of capital the company uses and not the cost of the specific financing used to fund a particular project;</p> <p>Define and calculate (1) the component cost of debt, (2) the component cost of preferred stock, (3) the component cost of retained earnings (three different methods), and (4) the component cost of newly issued stock or external equity;</p> <p>define the target (optimal) capital structure;</p> <p>Define and calculate a company’s weighted-average cost of capital.</p>
Week 12	<p style="text-align: center;">“The Basics of Capital Budgeting”</p> <p>The student should be able to</p> <p>define capital budgeting;</p> <p>describe and calculate four methods used to evaluate capital projects: payback period, discounted payback period, net present value (NPV), and internal rate of return (IRR);</p> <p>explain the NPV profile;</p> <p>explain the relative advantages and disadvantages of the NPV and IRR methods, particularly with respect to independent versus mutually exclusive projects;</p> <p>Describe and calculate the modified IRR (MIRR);</p> <p>Explain the “multiple IRR problem” and the condition that can cause the problem;</p> <p>Explain why NPV, IRR, and MIRR methods can produce conflicting rankings for capital projects.</p>
Week 13	<p style="text-align: center;">“Cash Flow Estimation and Other Topics in Capital Budgeting”</p> <p>The student should be able to</p> <p>Distinguish between cash flows and accounting profits;</p> <p>Define the following terms and discuss their relevance to capital budgeting:</p> <p>incremental cash flow, sunk cost, opportunity cost, externality, and cannibalization;</p> <p>Define an expansion project and a replacement project;</p> <p>Determine by NPV analysis whether a replacement project should be undertaken;</p> <p>Define initial investment outlay, operating cash flow over a project’s life, and terminal-year cash flow, and compute each measure for an expansion project and a replacement project;</p> <p>Compare two projects with unequal lives, using both the replacement chain and equivalent annual annuity approaches;</p> <p>Discuss the effects of inflation on capital budgeting analysis.</p>
Week 14	<p style="text-align: center;">“Risk Analysis and the Optimal Capital Budget”</p> <p>The student should be able to</p>

	<p>Distinguish among three types of project risk: stand-alone, corporate, and market; Distinguish among sensitivity analysis, scenario analysis, and Monte Carlo simulation as risk analysis techniques; Describe how the security market line is used in the capital budgeting process; Describe the pure play and accounting beta methods for estimating individual project betas.</p>
<p>Week 15</p>	<p>“Capital Structure and The student should be able to Define target capital structure and optimal capital structure; Describe, and state the impact of changes in, factors that influence a company’s capital structure decision; Explain business risk and financial risk and discuss factors that influence each risk; Explain and calculate the effects of changes in sales or earnings before interest and taxes (EBIT) on earnings per share for companies with differing amounts of debt financing; Define operating leverage and explain how it affects a project’s or company’s expected rate of return; Calculate the breakeven quantity of sales and determine the firm’s gain or loss at various sales levels; Define financial leverage; Calculate degree of operating leverage, degree of financial leverage, and degree of total leverage; Describe the relationship between financial leverage and financial risk; Discuss why the use of greater amounts of debt in the capital structure can raise both the cost of debt and the cost of equity capital; Describe how changes in the use of debt can cause changes in the company’s earnings per share and in the stock price; Distinguish between the value of a company and the value of the company’s common stock; Explain the effect of taxes and bankruptcy costs on the cost of capital, the optimal capital structure, and the Modigliani and Miller (MM) capital structure irrelevance proposition; Compare the MM capital structure irrelevance proposition and the trade-off theory of leverage; Describe how a company signals its prospects through its financing choices.</p>
<p>Week 16</p>	<p>Financial forecasting Keeping Track of forecasts Sales Forecast Financial Statement Forecasting: Constant Ratio Method The AFN Formula Forecasting Financial Requirements When the Balance Sheet</p>

	Ratios Are Subject to Change Other Techniques for Forecasting Financial Statements Computerized Financial Planning Models
Week 17	Managing Current Assets Working Capital Terminology Alternative Current Asset Investment Policies The Concept of Zero Working Capital Cash Management The Cash Budget Cash Management Techniques Marketable Securities Inventory costs Inventory Control Systems Receivables Management Credit Policy Setting the Credit Period and Standards Setting the Collection Policy
Week 18	Financing Current Assets Sound Working Capital Requires Appropriate Financing Alternative Current Asset Financing Policies Advantages and Disadvantages of Short-Term Financing Accruals Account Payable (Trade Credit) Short-Term Bank Loans The Cost of Bank Loans Choosing a Bank Commercial Paper Use in short-Term Financing

RECOMMENDED BOOKS

1. Ross, S.A., Westerfield, R. W. & Jordan, B. D. (2006) *Fundamentals of corporate finance*. 7th edition. New York: McGraw Hill
2. Eugene F. Brigham: *Fundamentals of Financial Management*
3. Jones, *Financial Management*
4. White, Sondhi and Fried, *Analysis of Financial Statements*.

BBS ELECTIVE COURSES

COST ACCOUNTING
ORGANIZATIONAL BEHAVIOUR
ENTREPRENEURSHIP
CONSUMER BEHAVIOR

COST ACCOUNTING

COURSE DESCRIPTION/OBJECTIVE

The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.

LEARNING OUTCOMES

After studying this course student will be able to understand:

1. The importance of Cost Accounting as a first step in the Manufacturing process.
2. Cost Accounting and explain its purpose within an organization.
3. The steps involved in the Accumulation of Total Cost in different departments.
4. Financial accounting and Cost Accounting.
5. Cost data for the decision making of the higher management.
6. Product costing preparation and process costing analysis.
7. Cost of production and cost of goods sold statements for onward reporting to financial statements.

COURSE CONTENT	
Week 01	Cost Accounting Concepts and Objectives.
Week 02	Financial Statements The bases for planning and control
Week 03	Costs: Concepts, Uses and Classification
Week 04-06	Job Order Costing, Process Costing:
Week 07-09	Planning and Control of Factory Overhead.
Week 10	Joint and byproduct casting.
Week 11	Planning and Control of Materials.
Week 12	Planning and Control of Labor.
Week 13	Value Cost and Profit Analysis.
Week 14-15	Differential Cost Analysis
Week 16	Project/ Presentations

TEXT BOOKS:

1. Matz Usry latest Edition, Cost Accounting: Planning and Control
2. Matz, Hammer Usry (1985) 9th edition Cost Accounting *South-western Publishing Co*
3. Garrison H. Ray, Noreen W. Eric (2004) 10th edition Managerial Accounting, *Irwin*

ORGANIZATIONAL BEHAVIOUR

COURSE DESCRIPTION/OBJECTIVE

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

INDENTED LEARNING OUTCOMES

Upon completion of this course, students should be able to:

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.
5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

COURSE CONTENTS

Week 01	What is Organizational Behaviour Importance of organizational behavior
Week 02	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning

Week 03	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
Week 04	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
Week 05	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
Week 06	Motivation concept Content theories of Motivational Process theories of motivation
Week 07	Motivation: from concept to application Applying motivation concepts for designing reward system Emotions and Moods
Week 08	MID-TERM EXAMINATION
Week 09	Foundations of Group Behaviour Groups in organization
Week 10	Basic Approaches to Leadership Trait theories Behavioural theories
Week 11	Contemporary Issues in Leadership
Week 12	Power and politics Types and sources of power Politics in organizations
Week 13	Conflict and negotiation Types of conflicts
Week 14	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
Week 15	Organizational culture Organizational culture and individual behavior
Week 16	Conclusion Session Project/Presentation

RECOMMENDED BOOK

1. Robbins, P. S., & Judge, T. A. (2009). *Organizational Behaviour*. 13th ed.

ENTREPRENEURSHIP

COURSE DESCRIPTION/OBJECTIVES

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying. This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management.

Participants will be prepared to start, survive, and succeed in their own businesses.

For those who consider becoming part of a big traditional business, while working for someone else, as a viable career option, it is hoped that participation in this course will orient them towards thinking and acting more entrepreneurially and creatively in the big business ambiance. Thus, regardless of their future plans and hopes, this course can benefit them greatly in how they think and act, from an entrepreneurial viewpoint, in the future.

The course puts a strong emphasis on the development of a real world, workable, implementable business plan that applies the proper methods, techniques and skills needed for successfully developing and growing a new venture. While some theory will be explored, the major thrust of this course will be to ensure that the primary product of the course, the Business Plan, and other assignments which have immediate and real world application.

This course is about learning of risk and failure and growing from it. It is about learning to forge one's ideas into workable business concepts, commit them to paper, and flesh them out into a reasonable form that can be tested to see if it could stand up to the demands of the market. The students must write at a top level, argue the potential of their ideas, and convince investors that their ideas are worth being born in the marketplace.

LEARNING OBJECTIVES

After completing this course, the participants should be able to:

1. develop an idea for a new venture;
2. research its potential and understand the risks associated;
3. undertake marketing, positioning, and customer development;
4. prepare an analysis of the financial requirements and build a financial strategy for the new venture, including incremental appreciation of the equity base;
5. plan for the execution and management of all the relevant functional areas of new venture including operations, supply chain, information systems, and human resources etc.
6. identify and prepare legal documents, IP policy, contracts, etc. and
7. develop a comprehensive business plan for their venture;

COURSE CONTENTS

Session	Topic
WEEK 01	ENTREPRENEURSHIP: AN EVOLVING CONCEPT <ul style="list-style-type: none">• Entrepreneurship – A perspective• Emerging Trends: The Internet and E-Commerce• ENTREPRENEURIAL OPPORTUNITIES• The evolution of Entrepreneurship• The myths & approaches to entrepreneurship
WEEK 02	UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT <ul style="list-style-type: none">• Comparative analysis entrepreneurship in other countries• Strategic Objectives

	<ul style="list-style-type: none"> • Competitor Analysis
WEEK 03	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> • STP Strategies • Marketing Mix Strategies
WEEK 04	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> • The Entrepreneurial Perspective • The Dark side of Entrepreneurship • Entrepreneurial Motivation <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS – CORPORATE ENTREPRENEURSHIP</p> <p>SOCIAL ENTREPRENEURSHIP AND THE ETHICAL CHALLENGES OF ENTREPRENEURSHIP</p>
WEEK 05	<p>INNOVATION: THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> • Opportunity Identification: The search for New Ideas • Entrepreneurial Imagination and Creativity • The role of Creative Thinking • Arenas in Which People Are Creative • Innovation and the Entrepreneur • The Innovation Process
WEEK 06	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Pathways to New Ventures for Entrepreneurs • Creating New Ventures • Acquiring an Established Entrepreneurial Venture • Franchising: The Hybrid
WEEK 07	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • Legal Challenges for the Entrepreneurial Venture • Intellectual Property Protection: Patents, Copyrights, and Trademarks • Identifying Legal Structures for Entrepreneurial Ventures • Sole Proprietorships • Partnerships • Corporations • Specific Forms of Partnerships and Corporations • Understanding Bankruptcy
WEEK 08	<p>SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Entrepreneur’s Search for Capital • Debt Versus Equity • The Venture Capital Market • Informal Risk Capital: “Angel” Financing
WEEK 09	<p>ASSESSMENT OF ENTREPRENEURIAL PLAN</p> <ul style="list-style-type: none"> • The Challenge of New- Venture Start-Ups • Pitfalls in Selecting New Ventures • Critical Factors for New-Venture Development • Why New Ventures Fail • The Evaluation Process
	<p>MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Marketing Concept for Entrepreneurs • Marketing Research

WEEK 10	<ul style="list-style-type: none"> • Inhibitors to Marketing Research • Internet Marketing • Developing the Marketing Concept • Developing a Marketing Plan • Pricing Strategies
WEEK 11	<p>FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Importance of Financial Information for Entrepreneurs • Understanding the Key Financial Statements • Preparing Financial Budgets • Pro Forma Statements • Capital Budgeting • Break-Even Analysis • Ratio Analysis
WEEK 12	<p>DEVELOPING AN EFFECTIVE BUSINESS PLAN</p> <ul style="list-style-type: none"> • What is a Business Plan? • Pitfalls to Avoid in Planning • Benefits of a Business Plan • Developing a Well- Conceived Business Plan • Elements of a Business Plan • Updating the Business Plan • Presentation of the Business Plan: The “Pitch”
WEEK 13	<p>STRATEGIC ENTREPRENEURIAL GROWTH</p> <ul style="list-style-type: none"> • The Nature of Strategic Planning in Emerging Firms • Strategic Planning • The Lack of Strategic Planning • The Value of Strategic Planning • Managing Entrepreneurial Growth • Venture Development Stages • The Entrepreneurial Company in the Twenty-First Century • Building the Adaptive Firm • The Transition from an Entrepreneurial Style to a Managerial Approach • Understanding the Growth Stage • Unique Managerial Concerns of Growing Ventures • The International Environment: Global Opportunities • Achieving Entrepreneurial Leadership in the New Millennium
WEEK 14	<p>VALUATION OF ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> • The Importance of Business Valuation • Underlying Issues When Acquiring a Venture • Due Diligence • Analyzing the Business • Establishing a Firm’s Value • Term Sheets in Venture Valuation • Additional Factors in the Valuation Process
WEEK 15	<p>HARVESTING THE ENTREPRENEURIAL VENTURE</p> <ul style="list-style-type: none"> • Harvesting the Venture: A Focus on the Future • The Management Succession Strategy • Key Factors in Succession

RECOMMENDED TEXTBOOK

1. Entrepreneurship – Theory Process Practice, Donald F. Koratko 8th Edition (South Western - Cengage Learning)

CONSUMER BEHAVIOUR**COURSE DESCRIPTION/OBJECTIVE**

Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.

This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. To develop an understanding of the consumer and the internal and external factors that makes each consumption situation unique.
2. To develop an understanding of consumer behaviour research in modern marketing.
3. To develop an understanding of the dynamic and evolving nature of consumer behaviour.
4. Appreciate the importance of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies.

COURSE CONTENT

Week 01	INTRODUCTION <ul style="list-style-type: none"> • Concept of consumer behavior, its definition, its practical evolution and the consumer decision making process • Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer
Week 02	CONSUMERS AND MARKET SEGMENT <ul style="list-style-type: none"> • Determinants of market segments and their characteristics

Week 03 & 04	CONSUMER RESEARCH PROCESS
Week 05 & 06	CONSUMER DECISION PROCESS
Week 07 - 10	INFLUENCES ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Cultural influence on CB • Social class influence on CB • Family life cycle and their influence on CB • Demographics and their influence on CB
Week 11 & 12	PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> • Personality and self concept • Motivation • Attitude and change • Information processing and learning
Week 13	CONSUMER INNOVATION AND ADAPTATION PROCESS
Week 14	Characteristics of B2B Buying Behavior, Organizational Buying Behavior - Consumer Markets
Week 15	Conclusion and Revision
Week 16	FINAL EXAM

RECOMMENDED TEXTBOOKS

1. Hawkins, Mothersbaugh and Best, Consumer Behavior, Latest Edition
2. Shiffman and Kanuk, Consumer Behavior, Latest Edition
3. Loudon and Bitta, Consumer Behavior, Latest Edition

MBA Core Courses

(MBA First Year)

Year 1
Financial Management
Marketing Management
Financial Accounting
a) Theory & Practice of Management b) HRM
Business Economics
Business Math & Stat

FINANCIAL MANAGEMENT

COURSE DESCRIPTION

Financial Management course aims at imparting knowledge about the fundamental concepts and tools of financial management. It emphasizes the importance of financial management skills to individuals and enterprises. You are expected to gain an initial understanding of the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macroeconomic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

Course Goals

The students should be able to discuss the current financial problems, opportunities, trends regarding overall financial markets; money as well as capital markets

LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand functions of finance manager.
2. Understand the basics of finance theory as it applies to corporate financial decisions.

3. Be able to understand and analyze financial statements.
4. Be able to apply tools and techniques of time value of money for investing decisions.
5. Understand and apply the concepts of risk and return for portfolio management.
6. Be able to apply the principles of capital structure in the determination of the appropriate level of debt for a company.
7. Understand the factors influencing the determination of corporate dividend policy.
8. Be conversant with the incentives for and mechanics of issuing and retiring securities.
9. Be able to apply the weighted average cost of capital method to value real assets.
10. Understand the concepts and techniques of risk management

COURSE CONTENT

Week 01	<p>An Overview of Financial Management</p> <ul style="list-style-type: none"> • Scope of Financial management • Business organizations • Organization of the finance function • Finance management vs. other managerial functions • The finance manager and the financial environment • Financial markets • Financial institutions • The roles of the finance manager • Goals of the firm • Agency problems and their mitigation
Week 02, 03	<p>Time Value of Money</p> <ul style="list-style-type: none"> • The role and perspectives of the TVM concept • Future values • Present values • The relationship between future and present values • Annuities • Future and present values of cash flows under high compounding frequency • Impact of higher compounding frequency • Inflation and the Time Value of Money • Selected applications <ul style="list-style-type: none"> o Sinking fund o Providing for Retirement o Deferred Annuities o Loan Amortization
Week 04	<p>Bond and Their Valuation</p> <ul style="list-style-type: none"> • Definition, types and features of bonds • Valuation of bonds (the basic process) • Basic relationships in bond valuation • Bondholder's expected rate of return • Risks associated with bond returns

<p>Week 05</p>	<p>Stocks and Their Valuation Shares and their basic features</p> <ul style="list-style-type: none"> • Benefits from a share investments • Price of ordinary shares • Behavior of expected dividend growth and share price • Price of shares based on earnings • Expected rate of return • Preferred shares and their characteristics • Price of preferred shared and the expected rate of return • Valuing the entire business
<p>Week 06 & 07</p>	<p>Risk and Return</p> <ul style="list-style-type: none"> • Expected returns and risk defined • Calculating expected return • Calculating risk (Variance and Standard deviation) • Portfolios and portfolio weights • Portfolio expected returns • Portfolio variance and standard deviation • Systematic and unsystematic risk • Diversification and portfolio risk • The principle of diversification and beta • Measuring systematic risk • Portfolio beta • Beta and the risk premium • Security market line • Capital asset pricing model
<p>Week 08 & 09</p>	<p>Analysis of Financial Statements</p> <ul style="list-style-type: none"> • Ratio Analysis • Liquidity Ratios • Asset Management Ratios • Debt Management Ratios • Profitability Ratios • Market Value Ratios • Trend Analysis • Comparative Ratios and ?Benchmarking? • Uses and Limitation of Ratio Analysis
<p>Week 10</p>	<p>Mid Terms</p>
<p>Week 10 & 11</p>	<p>The Cost of Capital</p> <ul style="list-style-type: none"> • The cost of capital concepts • Individual and weighted average costs of capital • Costs of capital and valuation • Capital structure/ Leverage Analysis • Capital structure decision (No taxes or other capital market imperfections) • Taxation and capital structure decision • Debt equity ratio, cost of capital and the value of the firm (The MM Propositions) • Optimal capital structure

	<ul style="list-style-type: none"> • Costs of financial distress and bankruptcy • The static trade-off theory • The pecking order theory • Personal taxes • Evidence on capital structure determinants
Week 12	Working Capital Management and Short-Term Planning <ul style="list-style-type: none"> • Working capital defined • Working capital management policy options • Working capital cycle and other cash flows • Working capital dynamics • Cash management • Inventory Management
Week 13 & 14	Capital Budgeting Techniques <ul style="list-style-type: none"> • Computation of initial investment • Computation of operating cash flows • Computation of terminal cash flows • Capital budgeting process • Capital budgeting motives • Capital budgeting rational • Independent Vs. Mutually Exclusive Projects • Computation of payback period, net present value, internal rate of return, profitability index, annualized net present value. • Capital budgeting under risk: probability decision tree, probability distribution, sensitivity analysis, scenario analysis, simulation (Monticorlo simulation), coefficient of variation, certainty equivalents.
Week 15&16	Contemporary Financial Management Systems <ul style="list-style-type: none"> • Islamic Finance • Difference between traditional and Islamic finance • Islamic modes of financing • Other financial systems

RECOMMENDED BOOKS

1. *Jemes C. Vanhorne: Fundamentals of Financial Management*
2. *Eugene F. Brigham: Fundamentals of Financial Management*
3. *Brealey, R. A. & Myers, Principles of corporate finance.*
4. *Lawrence J. Gitman, Principles of Managerial Finance.*
5. *Febozi, Fundamental of Financial Management*

MARKETING MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Marketing management course is geared toward providing an understanding of the rationale for marketing decisions from a managerial perspective and the manipulation of marketing mix to achieve business goals. Practically marketing management encompasses activities such as demand creation and Stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making.

This course will require the integration of theory and practice. Students will have to make strategic marketing decisions based on analytical techniques they have learned in this course. They will have to devise a marketing plan that is based on a sound conceptual framework, and with a focus on its practical applicability.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. Define and understand the nature and purpose of effective marketing management in the marketplace.
2. Identify and apply the marketing concepts, processes and activities within appropriate types of business environment.
3. Identify and analysis the environmental factors (internal and external) that have implication for marketing management and will affect the marketing decisions.
4. To analyze and seek to identify gaps in the needs and wants of the customer so that appropriate strategy can be proposed to create customer value through competitive advantage.
5. Apply and practice the concepts of marketing in the marketplace within the ethical standards of cultural diversity, religion and mankind.

COURSE CONTENT (SEMESTER 3)

Week 01	MARKETING: AN OVERVIEW <ul style="list-style-type: none">• Definitions• The evolution of marketing management.• The marketing concept and social responsibility.• The importance and scope of marketing.• The basic functions of marketing.
Week 02/03	MARKETING INFORMATION SYSTEMS. <ul style="list-style-type: none">• Concept and components of marketing information systems.• Marketing intelligence system.• Marketing research system.• Analytical marketing system.• Marketing decision support system.

Week 04 & 05	CONSUMER MARKETS AND CONSUMER BEHAVIOUR ANALYSIS <ul style="list-style-type: none"> • Demographic dimensions of consumer market. • Behavioural dimensions of consumer market. • The consumer's decision process. • The buyer's decision process. • The industrial market, the reseller market and the Government market. • Organizational markets and their buying objectives & structures.
Week 06 & 07	STP MARKETING <ul style="list-style-type: none"> • An overview of marketing opportunities and target markets • Market segmentation concept patterns & procedure • Dimensions to segment consumer and industrial markets • Market targeting and product positioning
Week 08 & 09	PRODUCT MARKETS STRATEGIES <ul style="list-style-type: none"> • 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.
Week 10 & 11	PRICING STRATEGIES AND POLICIES <ul style="list-style-type: none"> • Procedure for price setting. • Methods of setting prices. • Price-adaptation strategies • One-price and flexible-price policies. • Price level policies over the product life cycle. • Initiating and responding to price changes.
Week 12 & 13	MARKETING CHANNEL DECISIONS <ul style="list-style-type: none"> • Channel - design decisions. • Channel - management decisions. • Channel dynamics.
Week 14 & 15	PROMOTIONAL STRATEGIES <ul style="list-style-type: none"> • Effective advertising programs. • Sales promotion and public relations programs. • The strategic personal selling process. • Strategic sales-force management.
Week 16	CONCLUDING SESSION AND EXAMS

RECOMMENDED TEXT/REFERENCE BOOKS

1. Philip Kotler, Marketing Management, Analysis, Planning, Control, Prentice Hall.
2. William J. Stanton & Charles Futrell, Fundamentals of Marketing, McGraw Hill.
3. Jagdish Sheth and Dennis E. Garrett, Marketing Management: A Comprehensive Reader, South Western Publishing.

4. E. Jerome McCarthy & William. D. Pareanth, Basic Marketing: Managerial Approach, IRWIN.

FINANCIAL ACCOUNTING

COURSE DESCRIPTION

The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.

LEARNING OUTCOMES

By the end of this course it is expected that the students will be able to:

1. Comprehend the language of accounting and financial reporting;
2. Understand Accounting Cycle
3. Understand the role of Journal, Ledger and subsidiary books
4. Be able to prepare balance sheet, profit and loss and cash flow statement.
5. Understand Final accounts of companies.

COURSE CONTENT

Week 01	<p>Accounting and its role</p> <ul style="list-style-type: none"> • Development of accounting • Accounting Theory and Conceptual framework • Accounting Defined • Why study Accounting • Financial statements • Major fields of Accounting • Accounting as a Career • Question for Class Discussions
Week 02	<p>Basic Accounting Concepts</p> <ul style="list-style-type: none"> • The Entity Concept • The Reliability (or Objectivity) principle • The cost Principle • The Going-Concern Assumptions • The Stable Currency Assumptions • Ethics-the-Most Fundamental Principle of Accounting
Week 03	<p>The recording process</p> <ul style="list-style-type: none"> • The Recognition Issue • The Valuation Issue • The Classification Issue • The Recording Process • Analysis of Transaction • The Journal

	<ul style="list-style-type: none"> • The Ledger • Balancing the Accounts • Trial Balance • Limitations of Trial Balance • Chart of Accounts
Week 04	The year and adjustments and financial statements <ul style="list-style-type: none"> • Recording Revenue and Expenses • Accounting Period • Need for Adjusting Entries • Adjusting Entries Illustrated • Preparation of Financial Statements
Week 05	Accounting for trading organization <ul style="list-style-type: none"> • The Purchase Function • Accounting for Purchase • Accounting for Stock and Cost of Goods Sold • Periodic System • Closing Entries • Perpetual System • The Accounting for Sales • Worksheet • Preparation of financial Statements • Departmental Accounts
Week 06	Accounting Systems <ul style="list-style-type: none"> • Developing a System • Special Journal • Subsidiary Journal • Special Journal and Posting Process • Posting from the Cash Book • General Journal
Week 07	Cash and temporary investment <ul style="list-style-type: none"> • Nature and Composition of Cash • Cash Management and Control • Maintaining Bank Account • Steps in Preparing the Bank Reconciliation • Over the counter receipts • Short term investments
Week 08	Accounting for debtors and stock <ul style="list-style-type: none"> • Accounting Treatment of Bad Debts • Direct write-Off Method • Aging Schedule • Percentage of Sales Method • Recoveries of Bad debts • Stock • Measurement of Stock Quantity • Measurement of Stock Cost • Perpetual Stock System • Periodic Stock System

	<ul style="list-style-type: none"> • First in First out • Last in First out
Week 09	Mid-Term
Week 10	Accounting for property, plant and equipment <ul style="list-style-type: none"> • Property, Plant and Equipment • Lum-sum Purchase • Subsequent Expenditure • Depreciation • Units-of-Output Method • Reducing-Balance Methods • Sum-of-the-years-digits Method • Revaluation • Review of Useful life • Intangible Assets and Amortization • Wasting Assets and Depletion • Demonstration Problem
Week 11	Accounting for companies <ul style="list-style-type: none"> • The Company • Types of Company • Formation of a Public Limited Co, • Classes of Shares • Ordinary Shares • Preference Shares • Issuance of Shares • Market Value of Shares • Share Capital and Share Premium • No Par Value Share
Week 12	Chapter 11. Company final Accounts <ul style="list-style-type: none"> • Published Annual Report • The contents of the Published Accounts • Dividends • Reserve • Dividend payment process • Profit and Loss Appropriation Account
Week 13	Company final Accounts <ul style="list-style-type: none"> • Alteration of Capital • Bonus Shares • Right Issue • Stock Splits • Treasury Stock
Week 14 & 15	Cash Flow Statement <ul style="list-style-type: none"> • The Concept • The Advantages • Accounting Profit and Cash Flows • Preparation of statement of cash Flows • Operating Activities

	<ul style="list-style-type: none"> • Investing Activities • Financing Activities
Week 16	Final Exam

RECOMMENDED BOOKS

1. *Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall*
2. *Professor Muhammad Ammanullah Khan: Financial Accounting, Latest Edition*
3. *Frank Wood's: Business Accounting 1, Eleventh Edition*
4. *Meigs and Meigs, Accounting for Business Decision, 14th Edition*

INTRODUCTION TO MANAGEMENT

COURSE DESCRIPTION AND GOALS

This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.

INDENTED LEARNING OUTCOMES

This course will cover the basic managerial functions of planning, organizing, leading, and controlling, We will also try to learn the evolution and best practices which are been used in today's modern era.

At the conclusion of this course, the student should be able to:

1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations.
2. Understand the relevance of the western management principles and theories, for local settings.
3. Understand the Islamic perspective of managing businesses and organizations.
4. Apply course concepts and theory in a practical context.
5. Integrate several of the disciplines studied
6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action.
7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach.

COURSE CONTENT (SEMESTER)

Week 01	Introduction to Management Organization, The management Process
Week 02	The History and evaluation of Management Organizational theories and different approaches to

	management
Week 03	The organizational Culture and the Manager The external environment and the Manager The internal environment and the manager
Week 04	Foundations and basic elements of Planning Process of planning and MBO Effective strategic planning
Week 05	Decision Making The manager's role as decision maker Decision making process
Week 06	Basics of Strategic Management Case of Strategic Management Strategic management process
Week 07	Organizational Structure Types of organizational structures
Week 08	MID-TERM EXAMINATION Case Decision-making
Week 09	Human Resource Management HRM processes
Week 10	Motivation its theories Current issues in Motivation
Week 11	Team work and Group Behaviour Case of team and team work
Week 12	Leadership and its characteristics Leadership styles and behaviours
Week 13	The process of Control The Control Standards
Week 14	Case of Controlling Presentation
Week 15	Staffing Presentation
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

Assessment will be based on nature of the course and teacher's preference

RECOMMENDED TEXT BOOK

1. Mary Coulter & Robbins, Management, International ed.

INTRODUCTION TO HUMAN RESOURCE MANAGEMENT

COURSE DESCRIPTION

This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's

organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.

INDENTED LEARNING OUTCOMES

At the end of this course, students should be able to

1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees.
2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures.
3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees.
4. Understand the Islamic perspective of managing human resource.
5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team.
6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances.
7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

COURSE CONTENT

Week 01	<p>Introduction</p> <p>Meeting present human resource requirements What is HRM Why HRM is important</p>
Week 02	<p>Emerging Human resource management challenges. Trends in HRM Global vs local HRM practices</p>
Week 03	<p>HRM from Islamic and indigenous perspective Basic Islamic philosophy of managing human resource</p>
Week 04	<p>Conducting Job analysis. HR Planning Job Description Job Specification</p>
Week 05	<p>Staffing</p> <p>Recruiting and selecting employees Recruitment techniques</p>

	Sources of recruitment Selection tests and Interviewing techniques
Week 06	Employee development Performance appraisals Performance management
Week 07	Training and development Training the employees Types of training Technique of training
Week 08	MID-TERM EXAMINATION
Week 09	Developing careers Career growth
Week 10	Project Description and discussion
Week 11	Compensations Managing compensation Types of compensation
Week 12	Rewarding performance Pay for Performance
Week 13	Designing and administering benefits Types of benefits
Week 14	Employee relations
Week 15	Project Presentations
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

1. By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy **Managing Human Resources.** (Fourth ed.)

BUSINESS ECONOMICS

COURSE DESCRIPTION

This course aims at imparting knowledge of basic economic principles to the business students. It covers micro-and macroeconomic issues that are essential for managers and professionals. The course starts with basic microeconomic concepts such as demand, supply, elasticity's, production and cost. Having established the solid ground of the basics of microeconomics, parts of macroeconomics including national income accounts, aggregate demand, aggregate supply, concepts of inflation and unemployment, major macroeconomic policy operations will be dealt with. After completing the course the students will be able to apply principles of economics to solve economic problems being faced by both public and private sectors of Pakistan.

LEARNING OUTCOMES

By the end of this course it is expected that the student should be able to understand:

1. The key elements involved in business decisions.
2. Identify the economics factors influencing the consumer behavior and performance of firms and industry.
3. The strategies of the firm
4. The nature of the market, price strategy and competitive environment.
5. The functioning of the economy.
6. The role of fiscal and monetary policy in stabilizing the economy.

COURSE CONTENTS

Week 01, 02	<p>Introduction to Economics</p> <ul style="list-style-type: none"> • What do economists study? • Scarcity and Choice • Trade offs • Efficiency and Equity • The opportunity cost • The Production Possibilities Frontier • Micro versus Macro Economics • Positive Versus Normative Analysis • Conclusion
Week 03	<p>Micro Perspective of Economics The market forces of Supply and Demand</p> <p>Demand</p> <ul style="list-style-type: none"> • Demand Schedule • Law of Demand • Demand Curve • Individual Demand and market demand • Shifts in the demand curve <p>Supply</p> <ul style="list-style-type: none"> • Supply Schedule • Law of Supply • The Supply schedule and the • Supply curve • Individual Supply versus Market supply • Shifts in Supply • Market Equilibrium • Conclusion
Week 04	<p>Supply and Demand: Government Regulations</p> <ul style="list-style-type: none"> • Price Ceiling • Price Floor • Effect on market Outcome • Conclusion
Week 05	<p>Elasticity of demand and Supply</p> <ul style="list-style-type: none"> • Price elasticity of demand

	<ul style="list-style-type: none"> • Calculation of the Price Elasticity: Point Elasticity and Average Based Formula • Factors Affecting Price Elasticity of Demand • Price Elasticity and Total Revenue • Price Elasticity of Supply • Factors Affecting Price Elasticity of Supply <p>Conclusion</p>
Week 06	<p>The Production Function and the Costs of Production</p> <ul style="list-style-type: none"> • The Production Function • Efficient Method of Production • Production Function and Types of Costs • Short run cost analysis • Long run Costs • The Law of Diminishing Returns • Economies and Diseconomies of Scale <p>Conclusion</p>
Week 07	<p>Market Structures and Competitive Markets</p> <ul style="list-style-type: none"> • The meaning of Competition • Demand for an Individual's Firms Product • Profit maximization and competitive firm's supply curve • Short-run Equilibrium of the Firm (Economic Profit, Loss, and Breakeven) • The supply curve in the competitive market. • Long-run equilibrium of the firm <p>Conclusion</p>
Week 08	<p>Monopoly and Monopolistic Competition</p> <ul style="list-style-type: none"> • Monopoly • Demand Curve for the Monopolist • Profit Maximization/Equilibrium in Monopoly <p>Monopolistic Competition</p> <ul style="list-style-type: none"> • Feature of the Market • The short-run equilibrium (profit or Loss) • The long-run equilibrium • Monopolistic versus perfect competition • Price Discrimination <p>Oligopoly</p> <ul style="list-style-type: none"> • Characteristics of Oligopoly • Behavior of a Firm in an Oligopolistic Market • Mutual Interdependence • Leadership pricing • Kinked Demand Curve <p>Conclusion</p>
Week 09	Final Project (Report Submission & Presentations)
Week 10	Mid
Week 11, 12	<p>Macro Perspective of Economics</p> <p>A Frame Work Of Macro Economics</p> <ul style="list-style-type: none"> • Evolution of Macro Economics

	<ul style="list-style-type: none"> • Scope of Macro Economics • Integration of Micro and Macro Economics • Separate identity of Micro and Macro Economics • Macro Economics Variables and their Functional Relationship • Economic Model, its Derivation and its Construction • Macro-Economic problems <p>Conclusion</p>
Week 13	<p>Assessing the Economy's Performance</p> <ul style="list-style-type: none"> • Concepts of National Income • Circular flow of National Income • Measurement of National Income • Production Approach • Income Approach • Expenditure Approach • Real GDP and Nominal GDP • The GDP Deflator • Okun's Law • Measuring unemployment rate • Measuring the Cost of Living: The consumer Price Index • The CPI versus GDP Deflator <p>Conclusion</p>
Week 14	<p>Issues Of Macro Economics</p> <ul style="list-style-type: none"> • Unemployment • Measurement of unemployment • Types of unemployment • Full employment level • Economic and non-economic cost of unemployment <p>Inflation</p> <ul style="list-style-type: none"> • Meaning and measurement of inflation • Types of inflation • Effects of inflation <p>Conclusion</p>
Week 15	<p>Aggregate Demand & Aggregate Supply Curves</p> <ul style="list-style-type: none"> • Derivation of Aggregate Demand curve from the aggregate expenditure model • Shifts in aggregate demand • Aggregate Supply curve • Classical version • Keynesian version • Shifts in aggregate supply curves • Simultaneous Equilibrium of AD – AS Model <p>Conclusion</p>
Week 16	Presentation/Project/Revision

TEXT/REFERENCE BOOKS

1. *“Economics: Theory and Practice” (7th edition) 2004 by Patrick J. Welch and Gerry F. Welch (W&W)*
2. *“Principle of Microeconomics” (2001) by Mankiw N. G*
3. *Olivier Blanchard, Macroeconomics, 2007,*
4. *Rundiger Dornbush & Stantley Fischer: Macroeconomics, McGraw Hill*
5. *Robert S. Pindyck & Danial L. Rubinfeld: Microecono*

BUSINESS MATHEMATICS & STATISTICS

COURSE DESCRIPTION

The scope of the course is to see the horizon of Mathematics & Statistics application in business and financial affairs. The course stresses business applications using arithmetic, algebra, and ratio-proportion and graphing.

Applications include payroll, cost-volume-profit analysis and merchandising mathematics. The course also includes Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing, Elementary Probability and Probability Distributions. This course stresses logical reasoning and problem solving skills.

INDENTED LEARNING OUTCOMES

At the conclusion of this course, the student should be able to:

1. Apply arithmetic and algebraic skills to everyday business problems.
2. Use ratio, proportion and percent in the solution of business problems.
3. Solve business problems involving commercial discount, markup and markdown.
4. Solve systems of linear equations graphically and algebraically and apply to cost volume profit analysis.
5. Apply Statistical Representation of Data, Correlation, Time Series and Exponential Smoothing methods in business decision making
6. Use elementary probability theory and knowledge about probability distributions in enveloping profitable business strategies.

COURSE CONTENT

Week 01, 02	SET THEORY AND SYSTEM OF LINEAR EQUATIONS <ul style="list-style-type: none">• Set Theory, Types of sets• Methods of Representing sets ,Venn Diagram• System of Linear Equations and its Applications• Solution of Linear system of equations as well as solution by graphically method• Quadratic Inequalities
--------------------	---

<p>Week 03, 04</p>	<ul style="list-style-type: none"> • Sets and properties of sets • Slopes, distance between two points, graphical understanding • Rate, Ratio, proportion, percentage, Interest, depreciation and fraction. • Pie chart, bar chart and word problems • Real number and real line • Solution of linear equations involving one and two variables and presenting them in real line • Mathematical concepts in Business • Discount, profits and general understanding of business • Mathematics of merchandise
<p>Week 05, 06</p>	<p>MATRICES</p> <ul style="list-style-type: none"> • Introduction of matrices, addition, subtraction and multiplication of matrices • Inverse of matrices and linear solution • Exponents and radicals • Solution of linear equations involving more than two variables • Introduction to optimization and linear programming
<p>Week 07</p>	<p>DESCRIPTIVE STATISTICS</p> <ul style="list-style-type: none"> • Introduction to Statistics • Constructing a Frequency Distribution • Graphing Frequency Distribution • Measures of Central Tendency • Percentiles, Deciles and Quartiles • Measures of Dispersion and skewness • Range and Semi-Interquartile Range • Coefficient of Variation • Chebyshev's Inequality
<p>Week 08</p>	<p>Mid-Term</p>
<p>Week 11</p>	<p>PROBABILITY</p> <ul style="list-style-type: none"> • Definitions of Probability • Addition and Multiplication Rules of Probability • Probability Distribution • Discrete Probability Distribution • Expected Values and Variance • Continuous Probability Distribution • The Binomial Distribution • The Poisson Distribution • Hyper geometric Distribution • The Normal Distribution

Week 12	<p>SAMPLING AND SAMPLING DISTRIBUTION</p> <ul style="list-style-type: none"> • Population and Sample • Parameters and Estimators • Reasons for Sampling • Random Sampling • Stratified Random Sampling • Systematic Sampling • Cluster Sampling • Sampling Distributions • Point and Interval Estimation • Determination of Sample Size
Week 13	<p>TESTING OF HYPOTHESIS</p> <ul style="list-style-type: none"> • The rationale of Hypothesis Testing • Type of Errors • Testing Hypothesis about One Mean • Testing Hypothesis about Two Means • Testing Hypothesis about Proportions • Goodness of Fit • Contingency Table Analysis
Week 14	<p>REGRESSION AND CORRELATION ANALYSIS</p> <ul style="list-style-type: none"> • The Functional Relationship between Two Variables • Scatter Diagram • Linear Correlation • Inferences Concerning Correlation Coefficient • The Linear Regression Equation • The Principle of Least Squares • Estimating Regression Equation • Coefficient of Determination • Multiple Regression and Correlation Analysis
Week 15	<p>TIME SERIES AND INDEX NUMBERS</p> <ul style="list-style-type: none"> • Introduction to Time Series • Components of Time Series • Measures of Trend and Seasonal Variation • Time Series Analysis in Forecasting • Defining and Index Number • Un-weighted Aggregate Index • Price, Quantity and Value Indices • CPI and its Use
Week 16	Final Exam

TEXT BOOKS:

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

BUSINESS & CORPORATE LAW

COURSE DESCRIPTION

The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies' ordinance and Negotiable instrument

The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study

LEARNING OUTCOMES

At the conclusion of this course, the student will be:

1. To provide basic philosophy of conventional Business Law so to enable a student to critically analyze these laws with those present in other legal system.
2. At the conclusion of this course, the student will be:
3. To know about the basic concepts of conventional business law.
4. To know about basic aspect of conventional Business Law
5. To explain that how such different aspects can be practically applied in the modern market
6. Can determine various hurdles in the way of implementation of such Laws in the modern market
7. Can put forward some suggestion that how such hurdles can be removed
8. Can describe easily advantages of conventional Business Law in the business activities
9. Can describe disadvantages of conventional Business Law
10. Can determine that how business can be made profitable in the eyes of philosophy of such Laws
11. Can compare the conventional Business Law with other conventional business laws

COURSE CONTENT

Week 01	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole proprietorship, partnership and joint stock companies
Week 02	Definition of a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations
Week 03	Rights and Duties of parties, specific performance of the contract ,Discharge of the contract, Breach of the contract and

	remedies, illegal, voidable and void contracts
Week 04	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership distinguished from sole proprietorship and the companies
Week 05	Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the partners, principle of holding out, Dissolution of the partnership
Week 06	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of incorporation, types of joint stock companies by nature and formation, Ownership and management of the companies
Week 07	Rights of the shareholders, Rights ,power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements
Week 09	Listed vs. non listed companies, advantages and disadvantages of listing, listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watch dog
Week 09	Mid -term exam
Week 10	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties
Week 11	Transfer of property ,performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment ,supply against letter of credit, types of letter of credit
Week 12	Laws relating to indemnity, guarantees, bailment, hyphothetication, pledge and Mortgage, agency agreement
Week 13	Evolution of Banks, types of banks, major function of banks, Negotiable instruments Act ,Definition ,characteristics of Negotiable instruments,
Week 14	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week 15	Revision
Week 16	Final exam

RECOMMENDED BOOKS

1. Dr. Khwaja Amjad saeed, Mercantile and Industrial Laws in Pakistan, Latest Edition Institute of Business Management.
2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance Latest Edition, PLD.

RECOMMENDED REFERENCE BOOKS

1. Sajid A Qurashi, Business Law, Latest Edition.
2. Liaqat Ali Butt, The Negotiable Instrument, Latest Edition, PLD.

BUSINESS COMMUNICATIONS

COURSE DESCRIPTION

This course enhances your communication skills. It further builds on the experience and exposure necessary to develop outstanding presentations & communication talents. It examines the theoretical and practical concepts of public speaking. The course will also help you to create a standing and authority through well applied dialectic.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. To understand communication techniques and their importance in daily business life.
2. To develop strong writing skills.
3. To develop strong oral communication skills.
4. To persuade audience with their communication abilities.

COURSE CONTENT

Week 01	Introduction to Communication skills. <ul style="list-style-type: none">• Organizations communication.• Understanding business communication• Communicating in teams and mastering listening and non-verbal communication skills.• Inter-cultural communication.• Communicating through technology
Week 02	Written Communications <ul style="list-style-type: none">• Business Correspondence the art of good letter writing.• The Role of sentences and paragraphs, punctuation and clarity.• Writing effective and excellent business letters.
Week 03	Written Communications <ul style="list-style-type: none">• Openings building the main body, Logic and sequence. Effective endings, Style. Active vs. Passive. Creating typographic excellence on Computers. Letters for complaint.• Memos and other forms of Correspondence.• Minutes. Email.

Week 04	Written Communications <ul style="list-style-type: none"> • Writing Reports. • Outlines and guidelines on report writing, • Appraising a Draft Report, Sales Letters and Proposals. • The Use of Proposals. Preparing a sales proposal. Example Proposal.
Week 05	Written Communications <ul style="list-style-type: none"> • Dictation Techniques. • Practical Working Sessions. • Analysis of success and failure in correspondence.
Week 06	Oral Communications <ul style="list-style-type: none"> • Interviewing and Conducting Meetings. • Introduction to art of presentation speaking. • Techniques for reducing speakers' anxiety. • Choosing your topic and putting your speech together.
Week 07	Oral Communications <ul style="list-style-type: none"> • Verbal and Non-verbal aspects of Delivery. • Body Language. • Language Knowledge. • Golden rules for presenters.
Week 08	MID-TERM EXAMINATION
Week 09	Oral Communications <ul style="list-style-type: none"> • Playback and evaluation of taped speeches. • Audience Analysis. • Involvement Techniques. • Impromptu Speeches.
Week 10	Oral Communications <ul style="list-style-type: none"> • Presentation of informative speeches. • Creating and using effective visual aids. • Developing powerful stage preference. • Persuasive speech.
Week 11	Persuasive Communications <ul style="list-style-type: none"> • Understanding Persuasion, Prepare to persuade. Organize a persuasive presentation. Methods of persuasion. • Persuasive message of fact, value and policy. Impact on audiences. Use of evidence, reasoning and emotional appeals.
Week 12	Persuasive Communications <ul style="list-style-type: none"> • Challenges of persuasive speaking, the role and purpose of persuasion. Aristotle and persuasion: A classic combination of Ethos, Logos, and pathos. Comparison with contemporary techniques and strategies employed in contemporary advertising and political campaigning.
Week 13	Persuasive Communications <ul style="list-style-type: none"> • Modern Media Theories and tools for analysis: McLuhan, Peirce, Barthes and Eco. • Strategies of modern print and electronic media. Style, organization and presentation.

Week 14	Persuasive Communications <ul style="list-style-type: none"> • Principles of typography, layout and graphic design. • Practical Applications of persuasion in business. • Business and corporate communication, Professional and technical writing, arts and entertainment.
Week 15	Persuasive Communications <ul style="list-style-type: none"> • Persuasion and Argument: the Toulmin model. • Persuasive campaigns and social movement's ideology, world view and persuasion: Propaganda and Persuasion. • Persuasive Techniques in Contemporary News media, politics and popular culture. • Persuasion 21st Century.
Week 16	<ul style="list-style-type: none"> • Conclusion Session • Terminal Exam (to be announced by the University)

RECOMMENDED BOOK

1. Court Bovee, John Thill, Business Communications Essentials, Latest, Prentice Hall.

BUSINESS RESEARCH METHODS

COURSE DESCRIPTION

This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.

INDENTED LEARNING OUTCOMES

At the end of this course, the students should be able to:

1. Recognize the importance of research as a first step in Business Studies.
2. Translate basic/applied business issues into appropriate academic research questions.
3. Understand the links between the issues being investigated and the method of investigation.
4. Understand the relevance of Western research in providing solutions to the local managers by investigating the dominant theories business education.

5. Understand the governing principles in the qualitative and the survey research traditions, the merits and limitations of each, and of their independent and supporting roles in business contexts.
6. Use different software for statistical analysis and interpretation including SPSS, Amos, and E-Views etc.
7. Understand and apply the skills required to design and conduct research studies using qualitative and/or survey methods.
8. Acquire the ability to interpret research results and establish the substantive meaning and implications of the findings for managerial practice.

COURSE CONTENT

Week 01	The Role of Business Research What is business research Why it is important
Week 01	The relevance of Western theories and research for local managers How theories are developed Why context is important in social sciences
Week 02	The research process: An overview What are the key steps in research process Types of research
Week 03	Problem Definition and the Research Proposal Contents of research proposal Writing effective research proposals
Week 04	Exploratory Research and Qualitative analysis Qualitative research and theory building
Week 05	Survey Research: An Overview Survey method and business research
Week 06	Survey Research: Basic Method of Communication with respondents
Week 07	Measurement and Scaling Concepts Types of measures Types of scales
Week 08	Attitude Measurement Types of attitudes and their relevant scales
Week 09	Questionnaire Design Open ended questions Close ended questions
Week 10	Sample Designs and Sampling Procedures Types of Sampling Relevance of sampling technique to research question
Week 11	Determination of Sample Size
Week 12	Basic Data Analysis: Descriptive Analysis Entering data in SPSS
Week 13	Univariate Analysis Using SPSS for univariate analysis
Week 14	Bivariate Analysis: Tests of Differences Tests of mean differences ANOVA
Week 15	Data analysis and interpretation

	Regression analysis using SPSS CFAs and Path analysis using Amos
Week 16	The Research Report Contents of a research paper Managerial decision making and Research Policy implications for managers

RECOMMENDED BOOKS

1. William G. Zikmund, *Business Research Methods, Latest Edition, Thomson Learning*

Core Courses MBA

Year 2
Strategic Finance
Strategic Marketing
Financial Reporting and Analysis
c) Strategic Management
d) Leadership and OB
e) Technology and Operations Management

STRATEGIC FINANCE

COURSE DESCRIPTION

The aim of this course is to examine the theoretical underpinnings of corporate finance and see how they are applied. The material is a continuation of what was taught in the first year Financial Management course. There will be more emphasis on “how corporate financing is really done”. The emphasis of Financial Management course was on skill development while this course emphasis is on theoretical and conceptual understanding of financial management function and its application in real life scenario.

COURSE GOALS

The students should be able to discuss the conceptual and theoretical underpinnings of financial management function.

LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the development of the theory of corporate finance.
2. Appreciate the implications of economic, legal and social environment on financial management function.
3. Understand the basics of finance theory as it applies to corporate financial decisions.
4. Be able to apply tools and techniques of financial management while appreciating their limitations.
5. Understand issues of Valuation and their application for Take-Over, Acquisition and Merger.
6. Understand and appreciate the difference between conventional and Islamic finance.
7. Understand the current economic systems and their pros and cons.
Be able to understand the current economic crisis and to suggest the corrective measures.

COURSE CONTENTS

Week 01	<p>An Economic Overview of Corporate Institutions</p> <ul style="list-style-type: none"> • Corporate Governance • Corporate Financing: Some Stylized Facts • Historical development of corporate finance theories • Economic theories as the basis • Comparative overview of different economic systems and its impact on financial management practices
Week 02, 03	<p>Corporate Financing and Agency Costs</p> <ul style="list-style-type: none"> • Outside Financing Capacity • The Role of Net Worth: A Simple Model of Credit Rationing • Debt Overhang • Borrowing Capacity: The Equity Multiplier • Related Models of Credit Rationing: • Inside Equity and Outside Debt • Determinants of Borrowing Capacity • Pledgeable Income • Boosting the Ability to Borrow: • Diversification and Its Limits • The Costs and Benefits of Collateralization • The Liquidity–Accountability Tradeoff • Inalienability of Human Capital • Group Lending and Microfinance • Sequential Projects
Week 04	<ul style="list-style-type: none"> • Modigliani–Miller and the Financial Structure Puzzle • Debt Instruments

	<ul style="list-style-type: none"> • Equity Instruments • Financing Patterns
Week 05	Liquidity and Risk Management, Free Cash Flow, and Long-Term Finance <ul style="list-style-type: none"> • The Maturity of Liabilities • The Liquidity–Scale Tradeoff • Corporate Risk Management • Endogenous Liquidity Needs, the Sensitivity of Investment to Cash Flow, and the Soft Budget Constraint • Free Cash Flow
Week 06	Corporate Financing under Asymmetric Information <ul style="list-style-type: none"> • Implications of the Lemons Problem and of Market Breakdown • Dissipative Signals • Contract Design by an Informed Party: • Optimal Contracting in the Privately-Known-Prospects Model • The Debt Bias with a Continuum of Possible Incomes • Signaling through Costly Collateral 271 • Short Maturities as a Signaling Device 271 • Formal Analysis of the Underpricing Problem
Week 07 & 08	Money and Capital Markets <ul style="list-style-type: none"> • Theoretical basis of risk and return debate • Capital Markets- Theory and Operations • Arbitrage Pricing Theory • Asset Pricing Models • Historical Development of Financial Markets in Pakistan
Week 09 & 10	Islamic Banking and Finance <ul style="list-style-type: none"> • Theoretical basis of Islamic Economics • History and development of Islamic Banking • Modes of Islamic Financing • Current Status of Islamic Banking • Future of Islamic Banking • Sakuks • Islamic Perspective of Capital Markets
Week 10	Mid-Terms
Week 11	Dividend policy <ul style="list-style-type: none"> • Dividend policy defined • Forms of cash dividends • Cash dividends vs. stock dividends • Chronology of paying dividends • Factors affecting dividend payments • Setting a dividend policy • Information content of dividends

	<ul style="list-style-type: none"> • Clientele effect • Stock dividends, splits and other forms of dividends • Dividend theories • Walter's model • Gordon's model • Modigliani and Miller argument • Market imperfections
Week 12	<p>Long term sources of finance: leasing</p> <ul style="list-style-type: none"> • The basics of leasing • · The types of leases • · Operating leases • · Financial leases • · Reasons for, and pros and cons of, leasing • · The cash flows from leasing arrangements • · Analysis of lease-buy decisions
Week 13	<p>Corporate restructuring</p> <ul style="list-style-type: none"> • Describe divestitures and the reasons for it • Describe various forms of divestiture and the reasons for each • Describe and evaluate leverage buyouts and leverage recapitalization • Corporate financial distress and its consequences • Aspects of financial distress • Causes of financial distress • Early detection of financial distress • Reorganization vs. liquidation • Reorganize-liquidate decisions
Week 14	<p>Takeovers</p> <ul style="list-style-type: none"> • The Pure Theory of Takeovers: A Framework • Extracting the Raider's Surplus: • Takeover Defenses as Monopoly Pricing • Takeovers and Managerial Incentives • Positive Theory of Takeovers: Single-Bidder Case • Value-Decreasing Raider and the One-Share–One-Vote Result • Positive Theory of Takeovers • Multiple Bidders • Managerial Resistance
Week 15 & 16	<p>Mergers and Acquisitions, and the Equilibrium Determination of Asset Values</p> <ul style="list-style-type: none"> • Valuing Specialized Assets • General Equilibrium Determination of • Asset Values, Borrowing Capacities, and Economic Activity: • The Kiyotaki–Moore Model • Types of long term debt • Main features of long term debt • Designing a long term debt issue

- | | |
|--|---|
| | <ul style="list-style-type: none">• An overview of the debt market in Tanzania• International debt financing• Bond refunding analysis |
|--|---|

RECOMMENDED BOOKS

1. *Ross, Westerfeild and Jaffe: Corporate Finance*
2. *Jean Tirole: The Theory of Corporate Finance*
3. *William L Megginson: Corporate Finance Theory*
4. *Eugene F. Brigham: Managerial Finance*
5. *Western J. Copeland, Financial Theory and Corporate Policy.*

STRATEGIC MARKETING

COURSE DESCRIPTION

Strategic Marketing Management is an advance level Marketing course. The aim of the course is to develop a strategic thinking approach to marketing. It aims to help students understand how companies compete using marketing strategy and its correlates focusing on achieving a competitive advantage for the firm by creating customer value and leveraging the firm's marketing resources in the most efficient and effective manners. It builds upon the basic concepts of Marketing, which the students have learned in their previous marketing courses and to prepare students to grasp the complex issues of specialized courses like Business policy, etc.

In this course students are exposed to a dynamic world of marketing activities using a number of approaches and to enable the students to understand the practical issues that are critical to develop performance orientation. Principles, concepts and analytical tools are taught employing real life examples from both Pakistan's and international corporate world. This will enable the students to develop skills and competency to apply analytical tools and develop appropriate strategic marketing plans and manage its implementations.

After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.

LEARNING OUTCOMES

This course is designed to develop the following abilities in the students:

1. To think Analytically
2. To integrate various Marketing concepts and understand the interplay of these within the dynamic marketing environments
3. To strategically analyze the market using various analytical tools
4. To understand strategic marketing resources that the firm possesses and how to leverage them
5. To think strategically and develop a strategic marketing plan to provide customer value with a focus on sustainable competitive advantages
6. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization

COURSE CONTENT

<p>Week 01, 02</p>	<p>Introduction</p> <ul style="list-style-type: none"> • The contribution of strategic Marketing within the context of business strategies of the firm • Customer value and the theory of sustainable Competitive Advantages (SCA)
<p>Week 03, 04</p>	<p>Environmental Analysis</p> <ul style="list-style-type: none"> • Trend and PEST analysis and their dynamic nature • Competitive forces analysis of the industry and how the trend impact the forces and their dynamism • Develop the Key Success Factors and understand how they may changed • To identify the opportunities and threats
<p>Week 05, 06</p>	<p>Internal Analysis</p> <ul style="list-style-type: none"> • Resource Based View of the firm • Strategic Marketing resources leading to strength and weakness in relation to the KSF • The value chain analysis leading to identifying the core competency and sources of SCA
<p>Week 07 & 08</p>	<p>Competitors Analysis</p> <ul style="list-style-type: none"> • The Nature of Competition in the market/industry • Strategies adapted by the competitions and how they may change • Develop the competitors profile matrix and establish strategic group maps.
	<p>MID-TERM</p>
<p>Week 09 & 10</p>	<p>Marketing Strategies</p> <ul style="list-style-type: none"> • Leaders, Followers and Challenger Strategies • First mover advantages and disadvantages • Innovation and entrepreneurial marketing strategies
<p>Week 11,12</p>	<p>Customer Analysis Segmentation targeting and Positioning</p> <ul style="list-style-type: none"> • Process of segmentation and targeting • Perceptual and positioning maps • Developing effective positioning strategies
<p>Week 13,14</p>	<p>Strategies of the Marketing Mix</p> <ul style="list-style-type: none"> • Product and Growth Strategies • Pricing Strategies • Promotion and Integrated Marketing Communication • Distribution strategies
<p>Week 15</p>	<p>Conclusion Session Terminal Exam</p>

RECOMMENDED BOOKS

1. *Strategic Marketing By Cravens & Piercy (Latest edition)*
2. *Marketing Strategy and Competitive Advantage By Hooley, Piercy & Nicoulaud, (Latest edition)*
3. *Marketing Strategy Folder,*
4. *Marketing: Best Practices by Czinkota et. al. (Latest edition)*

FINANCIAL REPORTING AND ANALYSIS

COURSE DESCRIPTION

The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargons and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements.

COURSE GOALS

The students should be able to understand the theoretical underpinnings of financial reporting and become capable of using financial statement data for effective decision making.

LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the historical development of financial reporting.
2. Understand the theoretical underpinning of conceptual framework.
3. Be able to understand the technical and conceptual implications of important IAS and IFRS.
4. Be able to prepare final accounts of companies.
5. Be able to analyze the financial statements for economic decision making.
6. Be able to understand the issues and controversies in financial statements.

COURSE CONTENT

Week 01 & 02	An Overview of Financial Reporting <ul style="list-style-type: none">• The history of Accounting• Development of Accounting Standards: From 1929 NY Stock crash to International Financial Reporting Standards (IFRS)• The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting.• Underlying issues and objectives of financial reporting: capital maintenance, temporal distributions etc
-------------------------	---

Week 03, 04	Conceptual Framework <ul style="list-style-type: none"> • The history of conceptual framework • Major Issues on agenda • Rule based vrs. Principal based standards debate • The ambiguity of financial terminology and efforts to standardize interpretations
Week 05 & 06	Important IAS and IFRS <ul style="list-style-type: none"> • IAS 1 Presentation of Financial Statements, IAS 5 Information to Be Disclosed in Financial Statements – Originally issued October 1976, effective 1 January 1997. Superseded by IAS 1 in 1997 • IAS 2 Inventories • IAS 7 Statement of Cash Flows • IAS 38 Accounting for Research and Development Activities • IAS 18 Revenue • IAS 36 Impairment of Assets • IAS 38 Intangible Assets • IFRS 10 Consolidated Financial Statements • IFRS 13 Fair Value Measurement • Any other relevant IAS
Week 07,08 & 09	Preparation of Financial Statements <ul style="list-style-type: none"> • Balance Sheet • Profit and Loss Account/ Income Statement • Cash Flow Statement
Week 10	Issues and Controversies in Financial Reporting
Week 11, 12	Earnings Management <ul style="list-style-type: none"> • Incentives that might induce the company mgt. to manipulate earnings. • Fraud triangle • Risk factors related to attitude and rationalizations that may lead to fraudulent accounting. • Common accounting warning signs and methods of detecting them. • Accounting shenanigans on cash flow statement. • Stretching out payables. • Financing of payables. • Securitization of receivables. • Using stock buybacks to offset dilution of earnings.
Week 13, 14	Financial analysis techniques <ul style="list-style-type: none"> • Ratio analysis • Common size financial statements • Charts in financial analysis • Limitations of ratio analysis • Activity, liquidity, solvency, profitability and valuation ratios • Du-Pont analysis

	<ul style="list-style-type: none"> • Equity analysis, credit analysis, and segment analysis • Integration of tools to model and forecast earnings.
Week 15, 16	<p>Financial Statement Analysis: Applications</p> <ul style="list-style-type: none"> • Company's past financial performance evaluation and finding company's strategy reflected in past financial performance. • Basic projection of a company's future net income and cash flow. • Role of financial statement analysis in assessing the credit quality of a potential debt investment. • Financial statement analysis in screening for potential equity investments. • Appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company.

RECOMMENDED BOOKS

1. James C. Vanhorne: Fundamentals of Financial Management
2. Eugene F. Brigham: Fundamentals of Financial Management
3. Brealey, R. A. & Myers, Principles of corporate finance.
4. **Stephen A. Zeff, Bala G. Dharan:** Readings and Notes on Financial Accounting: Issues and Controversies.
5. Gerald I. White, Ashwinpaul C. Sondhi, Haim D.: *The Analysis and Use of Financial Statements*.
6. Meigs, William, Haka, Bettner,: Accounting, the basis for business decisions.
7. Charles J Gibseon, Financial Reporting and Analysis
8. Charles J. Gibson, Financial Statement Analysis
9. IAS Manual for International Accounting Standards, ICAP.

STRATEGIC MANAGEMENT

COURSE DESCRIPTION

The course is meticulously designed to enable students to make structural and performance analysis of competitive forces and to position a firm to gain strategic advantages in various business and organizational context.

Through assignment of a wide variety of business-cases-study, the course attempts to develop knowledge-integrated analytical understanding of practical issues associated with the formulation, selection and implementation of business strategy choices.

The course also helps the students to understand the relevance of Western strategic management theories and practices to the local settings. In addition, the course discusses the Islamic perspective of formulating, implementing, and managing organizational strategies.

LEARNING OUTCOMES

By the end of this course it is expected that the student should be able to

1. Develop a framework of analysis to enable them to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action
2. Develop conceptual skills so that students are able to integrate previously learned aspects of corporations.
3. Understand the relevance of the strategic management theories and practices, underscored by Western academicians and practitioners, in local settings.
4. Understand the Islamic perspective of formulating, implementing, and managing strategic decisions.
5. Develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
6. Bridge the gap between theory and practice and developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting; finance, management, production and information systems
7. Develop a better understanding of the present and future environment in which corporations must function.
8. Develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner

COURSE CONTENT (SEMESTER 3)

Week 01, 02	<p>AN OVERVIEW</p> <ul style="list-style-type: none"> • Strategic management: Definition and process • Key terms in Strategic Management • The nature of strategic decisions. • The strategy managers: the role and tasks. • Strategic planning and its benefits and pitfalls
Week 03, 04	<p>STRATEGY FORMULATION: Vision and Mission</p> <ul style="list-style-type: none"> • The business vision & mission • Importance of vision and mission • Components of mission statement • Writing and evaluating mission statement.
Week 05	<p>STRATEGY FORMULATION: EXTERNAL & INTERNAL ASSESSMENT</p> <ul style="list-style-type: none"> • Operating environment scanning • Structural analysis of competitive forces <ul style="list-style-type: none"> ▪ The structure and performance of the industry as a whole. ▪ The structure and performance of individual competitors. • Company situation analysis. <ul style="list-style-type: none"> ▪ Financial diagnosis ▪ Other functional areas diagnosis ▪ Existing strategies audit • SWOT analysis

Week 06	<p>STRATEGIES IN ACTION</p> <ul style="list-style-type: none"> • Long-term Objectives • Types of Strategies • Integration Strategies • Intensive Strategies • Diversification Strategies • Defensive Strategies • Michael Porter's Generic Strategies • Means for achieving Strategies • Strategic Management in non-profit and Government Organization • Strategic Management in small firms
Week 07	<p>STRATEGY FORMULATION: ORGANIZATIONAL PROCESS</p> <ul style="list-style-type: none"> • The strategy-making hierarchy <ul style="list-style-type: none"> ▪ Corporate strategy ▪ Line of business strategies ▪ Functional strategies ▪ Operating strategies • The factors shaping strategy • Strategy and ethics • The basic strategy-making approaches.
Week 08	<p>STRATEGY ANALYSIS AND CHOICE</p> <ul style="list-style-type: none"> • A comprehensive strategy formulation framework • The input stage • The matching stage <ul style="list-style-type: none"> ▪ SWOT Matrix ▪ Space Matrix ▪ BCG Matrix ▪ IE Matrix ▪ The Grand Strategy Matrix • The decision <ul style="list-style-type: none"> ▪ QSPM Matrix • Strategy choice criteria <ul style="list-style-type: none"> ▪ Consistency tests ▪ Clarity of goals ▪ Appropriate timing ▪ Flexibility ▪ Management commitment • The politics of strategy choice
Week 09	<p>STRATEGY IMPLEMENTATION</p> <ul style="list-style-type: none"> • Analyzing strategy-change • Analyzing organizational structure • Analyzing organizing culture

	<ul style="list-style-type: none"> • Developing an effective reward structure • Exerting strategic leadership • Selecting an implementation approach • Implementing strategy and evaluating the results • Annual objectives and policies • Resource allocation • Managing conflicts
Week 10	STRATEGIES EVALUATION <ul style="list-style-type: none"> • Evaluation Framework • Characteristics of an effective evaluation system • Contingency planning • Auditing • 21st century challenges in Strategic Management
Week 11	STRATEGIC CONTROL <ul style="list-style-type: none"> • The strategic control process • The management information system (MIS) and strategic control • Top management & strategic control
Week 12	A CASE ANALYSIS FRAMEWORK <ul style="list-style-type: none"> • Diagnosis and record of the current situation • Identification and record of the strategic issues and key problems • Formulation and evaluation of alternative course of actions • Selection of an action plan and set of recommendation • How to avoid pitfalls in case analysis • Communication of case analysis <ul style="list-style-type: none"> ▪ The written report ▪ The oral presentation and discussion
Week 13, 14	A CASE STUDY ASSIGNMENT <ul style="list-style-type: none"> ▪ The students are required to study 10 cases during the course work. A case-study is assigned to a group of 2 to 3 students. Aside from the submission of the written analysis, the students have to make the oral presentation in the class.
Week 15	Project Presentations
Week 16	Course Wrap Up and Recap

RECOMMENDED BOOKS

1. Certo & Peter; *Strategic Management: Concepts & Applications*, Random House Business Division.
2. Johnson Schol, *Exploring Corporate Strategy*, Prentice Hall
3. Fried. R. David, *Strategic Management*, Prentice Hall.

REFERENCE BOOKS

1. Williamson & Cooke; Strategic Business Analysis; Butterworth Heinman.
2. Campbell, Stenhouse & Houston; Business Strategy: An Introduction, Butterworth Heinman.
3. Saeed Amjad Khawaja; Managerial Policy; Institute of Management Sciences.
4. Thomous, Strickand, Strategic Management, BPI. IRWIN
5. Hitt, Ireland, and Hoskisson: Strategic Management; McGraw Hill.

ORGANIZATIONAL BEHAVIOUR

COURSE DESCRIPTION

Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.

The focus of instruction will move progressively through the individual, group and organizational levels of behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.

INDENTED LEARNING OUTCOMES

The prime objective of this course is to help the student understand individuals, teams, organizational cultures, and their influence on employee behaviours. It will be a highly interactive course where class participation will be highly encouraged; we will try to provide a seminal experience for future use in professional development.

Upon completion of this course, students should be able to:

1. Understand the components of individual behavior and group behaviors in the organizational context.
2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.
3. Understand the Islamic perspective of understanding and directing human behaviour towards achievement of goals.
4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress.

5. Analyze the impact of individuals and team behaviour on organizational productivity
6. Evaluate the impact of organizational structure, design, culture and change
7. Synthesize various theories of motivation and leadership and understand their application to workplace.

COURSE CONTENTS

Week 01	What is Organizational Behaviour Importance of organizational behaviour
Week 02	Foundations of Individual Behaviour: Biographical Characteristics, Ability, Learning
Week 03	Organizational behaviour from Islamic and indigenous perspective Understanding human psychology through the lenses of Quran and Sunnah
Week 04	Attitudes and Job Satisfaction Types of attitudes Types of behaviors
Week 05	Perception and Individual Decision Making Why perception is important Types of decision making Biases and errors in decision making
Week 06	Motivation concept Content theories of Motivational Process theories of motivation
Week 07	Motivation: from concept to application Applying motivation concepts for designing reward system Emotions and Moods
Week 08	MID-TERM EXAMINATION
Week 09	Foundations of Group Behaviour Groups in organization
Week 10	Basic Approaches to Leadership Trait theories Behavioural theories
Week 11	Contemporary Issues in Leadership
Week 12	Power and politics Types and sources of power Politics in organizations
Week 13	Conflict and negotiation Types of conflicts
Week 14	Functions of organization structure Types of organizational structure Organizational structure and its impact on individuals and groups
Week 15	Organizational culture Organizational culture and individual behaviour
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

1. Robbins, P. S., & Judge, T. A. (2009). **Organizational Behaviour**. 13th ed.

OPERATIONS MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

This course is designed to provide the student with an understanding of the foundations of the operations function in both manufacturing and services. The course will analyze operations from both the strategic and operational perspectives and highlight the competitive advantages that operations can provide for the organization. The goal of the course is to help students become effective managers in today's competitive, global environment. The course will examine operations as a competitive weapon, demand forecasting, supply-chain management, aggregate planning, inventory systems, just-in-time systems and material requirements planning.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to

1. Describe operation management areas of responsibility and the contribution of operations management to an organization.
2. Use computer analysis to produce a linear regression forecasting model.
3. Explain the concept of supply-chain management and the requirements and design of a successful supply chain.
4. Develop an operational aggregate plan following a chase strategy, level strategy or mixed strategy.
5. Describe inventory systems for independent demand and the costs and benefits of carrying inventory.
6. Identify the characteristics of JIT (just-in-time) systems that enable the realization of the JIT philosophy.
7. Identify the key concepts of materials planning for dependent demand using MRP (material requirement planning).

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

COURSE CONTENTS

Week 01, 02	INTRODUCTION <ul style="list-style-type: none">○ Introduction to Operations Management○ Competitiveness, Strategy, and Productivity
Week 03	OPERATIONS MANAGEMENT MODELS <ul style="list-style-type: none">○ Forecasting

	<ul style="list-style-type: none"> ○ Decision Making ○ Transportation models ○ Waiting lines models ○ Learning curves
Week 04, 05	SYSTEM DESIGN <ul style="list-style-type: none"> ○ Product and Service Design: Reliability ○ Strategic Capacity Planning for Products and Services: Decision Theory ○ Process Selection and Facility Layout: Linear Programming ○ Design of work systems: Learning Curves Location Planning and Analysis: The Transportation Model
Week 06	QUALITY <ul style="list-style-type: none"> ○ Management of Quality ○ Quality Control: Acceptance Sampling
Week 07	INVENTORY MANAGEMENT AND SCHEDULING <ul style="list-style-type: none"> ○ Inventory Management ○ Aggregate Planning ○ MRP and ERP ○ JIT and Lean Operations: Maintenance ○ Scheduling
Week 09, 10	SUPPLY CHAIN MANAGEMENT <ul style="list-style-type: none"> ○ Supply Chain Strategies ○ Vendor selection, Internet purchasing, Supplier quality and reliability ○ Benchmarking ○ Types of Facilities and location analysis techniques ○ Transportation and distribution system
Week 11, 12	<ul style="list-style-type: none"> ➤ PROJECT MANAGEMENT ➤ WAITING LINES AND SIMULATIONS
Week 13, 14	LAYOUT STRATEGY <ul style="list-style-type: none"> ○ Basics layouts ○ Designing process layouts ○ Designing product layouts ○ Warehousing and storage layouts ○ Assembly line balancing ○ Hybrid Layouts
Week 15	Final Project (Report Submission & Presentations)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	1	5%
	Assignment	1	5%

	Project	1	10%
	Mid-Term	1	30%
Final Exam	End Term Exam		50%

TEXT BOOKS

1. Operations Management, International Edition, Eighth Edition, by William J. Stevenson, Publisher: McGraw-Hill
2. Jay Heizer & Barry Render, Operations Management, Latest Edition, Prentice Hall

REFERENCE BOOKS

1. Operations Management by William J. Stevenson
2. Operations Management for MBAs by Jack R. Meredith and Scott M. Shafer
3. Operations Management (10th Edition) (Pearson Custom Business Resources) by Jay Heizer and Barry Render
4. Operations Management: Creating Value Along the Supply Chain by Roberta S. Russell and Bernard W. Taylor

MBA Finance

Elective Courses

CORPORATE FINANCE
FINANCIAL REPORTING AND ANALYSIS
FINANCIAL RISK MANAGEMENT
INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

CORPORATE FINANCE

Course Introduction

The first question that arises in student's mind is why a person should take the Corporate Finance course. There are many benefits of joining the Corporate Finance course. The main aim of this course is to improve the financial decision making in any corporation. If the financial decision taken is not correct, the repercussions may be quite severe and in many cases, due to the wrong financial decisions, the corporations have even shut down. Thus, correct financial decision is very much important and for taking right financial decision, it is very much required that a person is well apprised of all the aspects of corporate finance and this course enables participants to do that.

There are many aspects of Corporate Finance course that need to be understood properly so that the very purpose of a person who wishes to join this course is fulfilled. First of all, there are many basic issues related to the Corporate Finance course. These issues are the capital budgeting, capital structure, corporate investment, sources of corporate funding, corporate contingent claims, dividend policy, financial risk management etc. Thus, it can be said that all the financial aspects of a corporation are covered in this course. All these aspects enable a person to apply these fundamentals of finance in a right way in the corporation so that the goal of the corporation is easily achieved.

LEARNING OBJECTIVES

This course is designed to help you develop a deeper understanding of the issues and the basic tools needed for corporate manager. We will use spread-sheet modelling extensively to facilitate our analysis in each topic for the purpose of being efficient. After studying this course the participants should be able:

1. To evaluate and formulate effective working capital policies to be cash efficient in day to day operations.
2. To make effective use of financial resources available to an organization.
3. To evaluate various alternatives available to acquire fixed assets.
4. To make use of computer applications in financial management issues.
5. To develop and analyse the pro-forma financial statements and also the sensitivity and scenario analysis for decision making.
6. To increase your confidence to participate in financial decision making.

CALENDAR OF ACTIVITIES

Session/Week	Topic	Topics for discussion
1	LONG-TERM FINANCIAL PLANNING & GROWTH	<ul style="list-style-type: none"> • Financial planning models • External financing and growth • Internal growth and sustainable growth
2, 3	PROJECT CASH FLOWS FOR INVESTMENT DECISIONS	<ul style="list-style-type: none"> • Projected Cash Flows • Investment Cash Flows • Pro Forma financial Statements • Estimating NPV Estimates
4, 5, 6	PROJECT ANALYSIS AND EVALUATION	<ul style="list-style-type: none"> • Scenario and other what-if analysis • Operating leverage • Capital rationing • Accounting vs. Financial Break-Even
7	RAISING CAPITAL	<ul style="list-style-type: none"> • Early stage financing & venture capital, Underwriters • IPO's and Under pricing • Costs of issuing securities • Rights, Dilution • Issuing Long Term Debt • Securitization (bundling-unbundling)

		<ul style="list-style-type: none"> • Mutual funds management
8		Mid-Term
9,10	FINANCIAL LEVERAGE AND CAPITAL STRUCTURE POLICY	<ul style="list-style-type: none"> • Capital structure & Cost of Capital • The effect of financial leverage • Optimal capital structure
11	DIVIDENDS AND DIVIDEND POLICY	<ul style="list-style-type: none"> • Cash dividend and dividend payment • Low payout and high payout factors • Establishing a dividend policy • Stock repurchase, Stock splits
12,13	SHORT TERM FINANCE AND PLANNING	<ul style="list-style-type: none"> • Operating and Cash Cycle • Alternative Financing Policies for current assets • Short Term Borrowing • Cash and Liquidity Management • Float Management • Cash Collection and Disbursements • Target Cash Balance • Credit and Inventory • Credit and Receivables • Factorization
14,15	HYBRID FINANCING: LEASING	<ul style="list-style-type: none"> • What is Lease, Why Lease? • Financial & Operating Lease • Valuing Financial Lease • Leasing Versus Purchasing Decision

RECOMMENDED TEXTBOOKS

1. Fundamentals of Corporate Finance by Ross, Westerfield & Jordon (8th Edition)
2. Financial Management, Theory and Practices by Brigham & Ehrhard (11th Edition)

REFERENCE BOOKS AND OTHER READING MATERIALS.

1. Financial Management and Policy by James C. Van Horne
2. Principles of Corporate Finance by Brealey, Myers & Allen, Latest Edition.

FINANCIAL REPORTING AND ANALYSIS

COURSE DESCRIPTION

The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargons and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis

proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements.

COURSE GOALS

The students should be able to understand the theoretical underpinnings of financial reporting and become capable of using financial statement data for effective decision making.

INDENTED LEARNING OUTCOMES

On completion of the course, students are expected to:

1. Understand the historical development of financial reporting.
2. Understand the theoretical underpinning of conceptual framework.
3. Be able to understand the technical and conceptual implications of important IAS and IFRS.
4. Be able to prepare final accounts of companies.
5. Be able to analyze the financial statements for economic decision making.
6. Be able to understand the issues and controversies in financial statements.

Week 01 & 02	<p>An Overview of Financial Reporting</p> <ul style="list-style-type: none"> • The history of Accounting • Development of Accounting Standards: From 1929 NY Stock crash to International Financial Reporting Standards (IFRS) • The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting. • Underlying issues and objectives of financial reporting: capital maintenance, temporal distributions etc
Week 03, 04	<p>Conceptual Framework</p> <ul style="list-style-type: none"> • The history of conceptual framework • Major Issues on agenda • Rule based vrs. Principal based standards debate • The ambiguity of financial terminology and efforts to standardize interpretations
Week 05 & 06	<p>Important IAS and IFRS</p> <ul style="list-style-type: none"> • IAS 1 Presentation of Financial Statements, IAS 5 Information to Be Disclosed in Financial Statements – Originally issued October 1976, effective 1 January 1997. Superseded by IAS 1 in 1997 • IAS 2 Inventories • IAS 7 Statement of Cash Flows • IAS 38 Accounting for Research and Development Activities • IAS 18 Revenue • IAS 36 Impairment of Assets • IAS 38 Intangible Assets • IFRS 10 Consolidated Financial Statements

	<ul style="list-style-type: none"> IFRS 13 Fair Value Measurement
Week 07 & 08, 09	Preparation of Financial Statements <ul style="list-style-type: none"> Balance Sheet Profit and Loss Account/ Income Statement Cash Flow Statement
Week 10	Issues and Controversies in Financial Reporting
Week 11, 12	Earnings Management Red flags <ul style="list-style-type: none"> Incentives that might induce the company mgt. to manipulate earnings. Fraud triangle Risk factors related to attitude and rationalizations that may lead to fraudulent accounting. Common accounting warning signs and methods of detecting them. Accounting shenanigans on cash flow statement. Stretching out payables. Financing of payables. Securitization of receivables. Using stock buybacks to offset dilution of earnings.
Week 13, 14	Financial analysis techniques <ul style="list-style-type: none"> Ratio analysis Common size financial statements Charts in financial analysis Limitations of ratio analysis Activity, liquidity, solvency, profitability and valuation ratios Du-Pont analysis Equity analysis, credit analysis, and segment analysis Integration of tools to model and forecast earnings.
Week 15, 16	Financial Statement Analysis: Applications <ul style="list-style-type: none"> Company's past financial performance evaluation and finding company's strategy reflected in past financial performance. Basic projection of a company's future net income and cash flow. Role of financial statement analysis in assessing the credit quality of a potential debt investment. Financial statement analysis in screening for potential equity investments. Appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company.

RECOMMENDED TEXTBOOKS (LATEST AVAILABLE EDITION)

1. James C. Vanhorne: Fundamentals of Financial Management
2. Eugene F. Brigham: Fundamentals of Financial Management
3. Brealey, R. A. & Myers, Principles of corporate finance.
4. **Stephen A. Zeff, Bala G. Dharan:** Readings and Notes on Financial Accounting: Issues and Controversies.
5. Gerald I. White, Ashwinpaul C. Sondhi, Haim D.: *The Analysis and Use of Financial Statements*.
6. Meigs, William, Haka, Bettner,: Accounting, the basis for business decisions.

FINANCIAL RISK MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Risk is costly. This statement is absolutely agreed by businessmen and professionals, particularly those facing inherent risk in their professional lives. Minimizing the cost of risk to an optimum level unanimously means that we are increasing the value of a firm. However, the cost of risk minimization, albeit its ease to say or learn conceptually is very much difficult to implement, either by self-managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if executive transfers the risk to a third party, she has to load in insurance premium as the compensation for the insurer, comprising administrative fees and the insurer's business return.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques.
2. Develop analytical and integrative thinking in understanding and implementing the risk management practices.
3. Arouse the sense of business through an experiential approach, especially in the completion of assignments.
4. Practice communication skills intertwined with risk management topics;

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions,

COURSE CONTENT

Week 01	Introduction to risk management
Week 02	Risk and return
Week 03	Why are financial intermediaries special
Week 04	Risks of financial intermediation
Week 05	Interest rate risk
Week 06	Market risk
Week 07	Credit risk
Week 08	Mid-term Exam
Week 09	Off-balance-sheet risk
Week 10	Technology and other operational risks
Week 11	Foreign exchange risk
Week 12	Sovereign risk, Liquidity risk
Week 13	Insurance
Week 14	Options, caps, floors, and collars
Week 15	Swaps, Futures and forwards
Week 16	Securitization

RECOMMENDED TEXTBOOK

1. Saunders, A. and M. Cornett. 2008. *Financial institutions management: A risk management approach*, 6th ed. Boston: McGraw-Hill.
2. Harrington, S. and G. Niehaus. 2004. *Risk management and insurance*, 2nd ed. Boston: McGraw-Hill.
3. Rivai, V., A. Veithzal, and F. Idroes. 2007. *Bank and financial institutions management: Conventional and Sharia System*. Jakarta: Rajawali Pers.

INVESTMENT ANALYSIS AND PORTFOLIO MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since there are separate courses that cover fixed income markets and derivative securities. This course is designed to primarily address the needs of advanced students in an MBA program.

LEARNING OUTCOMES

By the end of this course it is expected that the student will be able to:

1. Understand the operations of financial markets;
2. To analyze the various types of assets including equities, fixed income securities, and derivatives;

3. To perform risk analysis.
4. Enhance the skills are required for corporate finance, trading, and investment banking positions.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions,

COURSE CONTENT

Week 01	Investment Settings
Week 02	Organization And Functioning Of Securities Market
Week 03	Security market indicator series
Week 04	Introduction to efficient market hypothesis
Week 05	An introduction to portfolio management
Week 06	An introduction to asset pricing models
Week 07	Analysis of financial statements
Week 08	Security valuation
Week 09	Stock market analysis
Week 10	Industry analysis
Week 11	Company analysis and stock valuation
Week 12	Technical analysis
Week 13	Introduction to behavioral finance
Week 14	Introduction to financial derivatives
Week 15	Forwards, Futures, Options & Swaps
Week 16	Project/Revision

TEXT BOOK

1. Jones. P. Charles; Investment: Analysis & Management, John Wiley & Sons.

REFERENCE BOOKS

1. Sharpe, Alexander and Bailey; Investments, Prentice Hall.
2. Bodie, Kane & Marcus; Investment, McGraw Hill.
3. Radcliff; Investment: Concepts Analysis Strategy, Addison Wesley.

MBA Elective HR Courses

RECRUITMENT & SELECTION
TRAINING AND DEVELOPMENT

RECRUITMENT & SELECTION

COURSE DESCRIPTION:

This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.

LEARNING OUTCOMES

Upon completion of this course, students will be able to:

1. Understand the basic processes and principles related to organizational staffing.
2. Understand the Canadian legal environment as it relates to recruitment and selection of human resources.
3. Understand the scientific foundation of recruitment and selection research and practice.
4. Appreciate the contribution of recruitment and selection practices to organizational effectiveness.
5. Recognize the importance of having the results of empirical research on recruitment and selection informs the use of these practices in organizational settings.
6. Appreciate the influence of individual, job-related, and organizational characteristics on the attraction of job applicants.
7. Know the advantages and disadvantages of various types of psychological tests that may be used in the selection of human resources.
8. Know the limitations of traditional employment interviewing methods and the advantages of structured employment interviews

9. Critically evaluate the recruitment and selection practices being used by organizations.
10. Contribute to the improvement of an organization's recruitment and selection practices.

These learning objectives will be accomplished through lectures, videos, discussions, and projects.

COURSE CONTENTS

Week 01, 02	Introduction to Recruitment and Selection
Week 03	Measurement, Reliability and Validity
Week 04, 05	Legal Issues
Week 06	Job Analysis and Competency Models
Week 07	Recruitment & Selection and Job Performance
Week 08	Midterm Exam
Week 09, 10	Recruitment
Week 11	Applicant Screening
Week 12	Ability Tests and Personality Assessment
Week 13	Performance Tests, Assessment Centers, Integrity Testing, Drug Testing, Graphology
Week 14	The Selection Interview
Week 15	Strategies for Selection Decision Making

RECOMMENDED TEXT BOOK

1. Diane Arthur *Recruiting, Interviewing, selecting and orienting new employees* Latest Edition.

TRAINING AND DEVELOPMENT

COURSE OBJECTIVES

Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be

reached. This course will familiarize students with the training and development function.

Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.

LEARNING OUTCOMES

Upon completion of this course, students will possess the following competencies:

1. Understanding of the issues in managing the training and development function and its relation to corporate objectives and performance.
2. Ability to design training programs including consideration of training needs and objectives, principles of learning, appropriate selection and use of training methods, management development methods, and career development methods, transfer of training to the job, evaluation of training, costing of training programs.
3. Awareness of ethical and equity issues affecting training and development in organizations.
4. Ability to conduct a training needs analysis including job analysis, person analysis, and organization analysis.
5. Write measurable training objectives incorporating expected learning outcomes;
6. Understanding of principles of adult learning including theories of motivation, trainee ability and aptitude, knowledge and skill acquisition and retention, and transfer of training to the workplace as they relate to the design of effective training and development programs.
7. Awareness of a variety of training and development methods, the advantages and disadvantages of each method, and ability to select and use appropriate methods to design an effective learning experience.
8. Understanding of issues in training evaluation, including the cost/benefits (utility) of training, ability to design a training evaluation procedure, and ability to use the results to improve training programs and/or make appropriate decisions concerning the training and development function.
9. Ability to determine cost/benefits (utility) of training programs, including determination of training costs and resources and quantifying benefits of training in order to provide relevant information to corporate decision makers and to facilitate in making decisions affecting the training function on such issues as developing in-house vs. purchasing of training programs, relative cost-effectiveness of various training programs, and improving training utility.

10. Awareness of various approaches to training, different kinds of training programs, and topical issues concerning the training function; and In-depth familiarity with a specific training topic selected by the student.

COURSE OUTLINE

Week 01, 02	Introduction & Organization The Training & Development Process Organizational Learning
Week 03	Learning & Motivation
Week 04, 05	The Needs Analysis Process Training Design
Week 06, 07	Training Implementation and Delivery Transfer of Training
Week 08	Training Methods I
Week 09	Mid-term Exam
Week 10	Training Methods II
Week 11, 12	Training Evaluation Ch. 11 Costs and Benefits
Week 13, 14	Training Programs Ch. 13 Training Trends & Best Practices
Week 15, 16	Final Project (Report Submission & Presentations)

RECOMMENDED BOOK

1. Creative Training Techniques Handbook by Robert W. Pike, CSP.

MBA Elective

Management Courses

COMPARATIVE MANAGEMENT SYSTEMS
Total quality management
Project management

COMPARATIVE MANAGEMENT SYSTEMS

An analysis based on case study testing of the problems and ideologies involved in manpower planning and management, motivation, interpersonal communications, industrial relations and collective bargaining in specific trading blocs such as, SAFTA, NAFTA, EU, CBI and APEC.

COURSE GOALS

The goals of the course include:

1. The course aims at helping students understand the management process and the need for analytical thought when dealing with that process. More specifically, the course objectives are:
2. Develop an awareness of the concept of culture and its pervasive and hidden influence on behavior, particularly with respect to management and management practices.
3. Develop familiarity with the types of situations and issues that managers confront when working internationally.
4. Develop an appreciation of the impact of living and working in another culture on one's personal behavior.
5. Complete a written executive report as part of the course project on global leadership hereinafter referred to as the Course Project.
6. Make an Executive Presentation explaining the Executive Report as part of the Course Project.

INDENTED LEARNING OUTCOMES

To give students an understanding of how to anticipate and manage people in a global environment and provide a framework for analyzing change(s) and building skills for selecting appropriate strategies.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.
Active Learning	

COURSE CONTENT

Week 01	Introduction to the Course, How to do Cases, How to do Projects
Week 02	Influence of Culture on Managerial Behaviour
Week 03	Success in the New Global Environment I
Week 04	Success in Understanding Cultures
Week 05	Diversity Among Cultures I
Week 06	Diversity Among Cultures II
Week 07	Success in Crossing Cultures I
Week 08	Success in Crossing Cultures II
Week 09	Mid-Term
Week 10	Success in Communicating Across Cultures I
Week 11	Success in Communicating Across Cultures II
Week 12	Success in Negotiating Across Cultures I
Week 13	Success in Negotiating Across Cultures II
Week 14	Success in Global Management I
Week 15	Success in Global Management II
Week 16	Project Presentations
Week 17	Final Exam

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	4	10%
	Assignment	4	10%
	Mid term Exam		30%
Final Exam	End Term Exam		50%

RECOMMENDED TEXT BOOK

1. Terence Brake, Danielle Medina Walker & Thomas Walker, *Doing Business Internationally: The Guide to Cross-Cultural Success*, Latest Edition, McGraw-Hill.

RECOMMENDED REFERENCE BOOK

1. Henry W. Lane & Joseph, J. DiStefano, *International Management Behavior: From Policy to Practice*, Latest Edition, PWS-Kent.

TOTAL QUALITY MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

Total Quality Management (TQM) is a comprehensive and fundamental rule or belief for leading and operating an organization, aimed at continually improving performance over the long term by focusing on customers while addressing the needs of all stakeholders. It is both a philosophy and a set of guiding principles that represent the foundation of a continuously improving organization. The bottom line of TQM is results: increased productivity, efficiency, customer satisfaction/delight, and world-class performance. The course presents several TQM frameworks, concepts, and quality improvement tools necessary for implementing the quality culture that characterizes world-class organizations of 21st century. The course examines the concepts of TQM as systematic process in the context of continuous improvement and quality management initiatives that improves customer satisfaction. It also covers methodologies and tools that will aid the students to understand how TQM can be used as a strategic tool that helps the organization achieve a competitive advantage in a global economy.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student should be able to

1. Implement the principles and concepts inherent in a Total Quality Management (TQM) approach to managing a manufacturing or service organization.
2. Understand the philosophies--including similarities and differences--of the gurus of TQM in order to better evaluate TQM implementation proposals offered by quality management organizations and consultants.
3. Successfully implement process improvement teams trained to use the various quality tools for identifying appropriate process improvements.
4. Assess exactly where an organization stands on quality management with respect to the ISO 9000 quality management standard and the Baldrige Award criteria.
5. Develop a strategy for implementing TQM in an organization.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lectures	Multimedia presentations, group discussions, Knowledge of Computer
Active Learning	

COURSE CONTENTS

Week 01, 02	INTRODUCTION TO TOTAL QUALITY MANAGEMENT <ul style="list-style-type: none">• Definition of TQM• Overview of quality and dimensions of quality
--------------------	---

	<ul style="list-style-type: none"> • TQM framework • Quality Gurus and their contribution to TQM • Obstacles in implementing TQM program in an organization
Week 03,04	Role Of Top Management In Implementing TQM <ul style="list-style-type: none"> • Quality statements • Importance of Communication in implementing TQM program
Week 05, 06	RELATIONSHIP OF CUSTOMER SATISFACTION AND QUALITY IMPROVEMENT
Week 07, 08	ROLE OF EMPLOYEES TEAMWORK AND EMPLOYEE EMPOWERMENT INITIATIVES FOR SUCCESSFUL TQM PERFORMANCE
Week 09, 10	PERFORMANCE MEASURES FOR TQM <ul style="list-style-type: none"> • Typical measurements (cost, time, HR, marketing, administrative measures and so on) • Criteria for choosing performance measures and building performance excellence
Week 11, 12	QUALITY MANAGEMENT SYSTEM <ul style="list-style-type: none"> • Benefits of ISO registration • ISO Series of Standards • Environmental management system (ISO 14000)
Week 13, 14	STATISTICAL PROCESS CONTROL <ul style="list-style-type: none"> • Introduction to SPC • Basic SPC Tools
Week15, 16	Final Project (Report Submission & Presentations)

ASSESSMENT CRITERIA

Assessment will be base on nature of course and teacher preference

TEXT BOOKS

1. John S. Oakland (2005) Total Quality Management,(3rd edition), Butterworth-Heinmann, An Imprint of Elsevier, Linacre house, Jordan Hill, Oxford,200 Wheeler Road, Burlington.
2. Subburaj Ramasamy (2005) Total Quality Management, Tata McGraw-Hill Publishing Company Limited, Delhi

REFERENCES

1. Foster, T. S. (2006). *Managing quality: An integrative approach* (2nd ed.). Upper Saddle, NJ: Prentice – Hall.
2. Sadikoglu, E. (2004, September). Total quality management: Context and performance. *The Journal of Academy of Business, Cambridge*, 5(1/2), 364-366.

PROJECT MANAGEMENT

COURSE DESCRIPTION

Projects have been part of the human scene since civilization started, yet the practice of project management is quite recent. The concepts and tools required to plan, organize, implement, and evaluate a project are equally applicable to such diverse ventures as launching of a space shuttle, developing curriculum in primary education, or organizing a trekking trip to the K-2 base camp.

The purpose of this course is to expose students to the real-life issues in project management, and equip them with necessary tools to resolve these issues. Use of quantitative techniques is supplemented by softer skills of leadership and human resource management.

LEARNING OUTCOMES

Upon successful completion of this course the students will develop:

1. Understanding of issues in each phase of project life cycle.
2. Necessary analytical skills to successfully select, design, implement, control, and terminate projects of varying complexities.
3. Appreciation of complex human issues in project management.

PROJECT MANAGEMENT SM-650

COURSE CONTENT

Week	Topic
1.	Introduction to Project Management (PM)
2.	Project Screening and Selection
3.	Work Breakdown Structure (WBS), Organization Breakdown Structure (OBS)
4.	Time Estimation of Activities, Precedence Relationships
5.	Gantt Chart , Network Models (AON, AOA)
6.	Critical Path Method (CPM),
7.	Resource Management

8.	Budgeting Cost-Time Trade offs Project Crashing, Linear Programming models for Optimizing Project Crashing Plans
9.	Risk Management
10.	Managing Changes in Project Scope, Configuration Management
11.	Program Evaluation and Review Technique (PERT)
12.	GUEST SPEAKER, <i>Leadership, Role of Project Manager</i>
13.	Project Control, Earned Value Approach, Revised Budget Projections
14.	Project Termination
15.	<i>Final Project Presentations</i>

TEXT BOOK (Mandatory)

1. Project Management: The Managerial Process (4th Edition) by *Gray and Larson*

ADDITIONAL READINGS

1. Project Management: A Managerial Approach by *Meredith and Mantel*
Managing Business & Engineering Projects by *Nicholas*.

MBA Elective

Marketing Courses

INTEGRATED MARKETING COMMUNICATION
INTEGRATED MARKETING COMMUNICATION
MARKETING RESEARCH
SALES MANAGEMENT
SEMINARS IN MARKETING

INTEGRATED MARKETING COMMUNICATION

COURSE DESCRIPTION

This course is designed to develop an understanding about the role of communications in the marketing mix. The course covers different types of promotional tools, media and methodologies of integrated marketing communication process. Students will learn an analytical approach to the study of marketing communications including how to integrate all of the marketing communication elements and how this is critical to an organization's success.

COURSE GOALS

The major objectives of the course are:

- To introduce students to the principle and basic concept of marketing communication process in a streamlined integrated marketing strategy.
- To provide an understanding of integrated marketing communications (IMC) and its influences on other marketing functions and other promotional activities.
- To analyze and evaluate the fast-changing field of advertising and promotion which affects global marketing, society and economy.
- To develop positive communication skills by extending the marketing communication approaches and techniques into effective marketing strategy and programs which are necessary to communicating to target audiences?

LEARNING OUTCOMES

Knowledge and Understanding

Successful students will have a knowledge and understanding of:

- how to develop and understanding of the function of IMC and analyze the role of the IMC practitioner in an organization by applying logical and strategic thinking to solving communication problems (IDA),

Skills and Attributes

Successful students will be able to:

- Critically evaluate marketing communications concepts and theory (DA),
- Identify and evaluate a range of marketing communications activities (DA), and
- Outline key components, features and processes of marketing promotional plans (DA).

COURSE CONTENT (SEMESTER 3)

Week beginning:	Activities/Topics/Assignments:
Week 01	Introduction to Marketing Communications Strategy <ul style="list-style-type: none"> • Course objectives • Expected outcomes • Content and assignments Integrated Marketing Communications (IMC) Integrated Brand Promotion (IBP) Communications process and the structure of the advertising industry.
Week 02	Advertising in Business and Society <ul style="list-style-type: none"> • The evaluation of advertising • Social, ethical, and Regulatory aspects of advertising and marketing communications.
Week 03 & 04	Advertising, IBP, and Consumer Behaviour <ul style="list-style-type: none"> • Consumer buyer behaviour • The purchase decision • Marketing segmentation and positioning • Advertising planning (international) and cultural barriers • Advertising plan and its context • Communications vs. Sales objectives
Week 05	Market Segmentation, Positioning, and the Value Proposition <ul style="list-style-type: none"> • Identifying market segments • The positioning & repositioning strategy • The value proposition Due date: Assignment #1, Essay Assignment
Week 06	The Advertising Plan <ul style="list-style-type: none"> • The basic component • Setting advertising objectives • Setting advertising budgets • The role of advertising agency Message Strategy <ul style="list-style-type: none"> • A review of information processing process • Categories of message strategy

	<ul style="list-style-type: none"> • Brand strategy
Week 07 & 08	Message Strategy (continued) <ul style="list-style-type: none"> • Verbal vs. visual messages • Types of advertising appeal
Week 09	READING WEEK
Week 10	Media Planning Strategy <ul style="list-style-type: none"> • Objective setting and strategy for advertising and promoting the brand • Media planning process • Media types: print, TV, and radio • The internet
Week 11	Sales promotion <ul style="list-style-type: none"> • Sales promotion defined • Consumer sales promotion • Trade sales promotion • The risks of sales promotion • Support media and promotional aids • Point-of-Purchase advertising • Event sponsorship
Week 12	Direct Marketing <ul style="list-style-type: none"> • The evolution of direct marketing • Database marketing • Media applications in direct marketing
Week 13	Public Relation and Corporate Advertising <ul style="list-style-type: none"> • Public relation • Corporate advertising • Integrated brand promotion Building the brand and growing the business
Week 14	Recap
Week 15	Due date: Assignment #3, Marketing Communications Plan

TEXT BOOKS

1. Rushton, A., Croucher, P., and Baker, P. (2007). The handbook of Logistics and Distribution Management (3rd Ed.), McGraw Hill.
2. Additional Readings:
3. Ballou, R. H. (2006). Business Logistics Management, (6th ed.), New Jersey Prentice-Hall International, Inc.
4. Arnold, J. R. & Chapman, S. N. (2001). Introduction to Materials Management. (4th ed.), New Jersey: Prentice Hall.

INTERNET MARKETING

COURSE DESCRIPTION/OBJECTIVE

This course will provide students with an overview of the application of marketing strategy using the Internet. Topics include the basics of designing a web site for content and functionality, using the web to service and cultivate customers, web advertising and sales promotion tools, e-commerce success factors and trends in web marketing. Students will apply theory using case examples and will become familiar with analyzing web metrics to measure the success of programs.

Students will learn how the Internet has become a necessity in modern business, and discover how this medium can assist in marketing. The Internet is an extremely useful tool for marketing planning, and has become a necessary and integral part of a firm's marketing mix. The primary objective of the course is to focus on how the Internet can serve as an invaluable resource for the marketer.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. Develop and implement Internet marketing strategies.
2. Critically appraise the application of the Internet in marketing.
3. Apply the marketing concepts in an online environment.
4. Employ Internet tools to achieve marketing goals.
5. Gain practical experience in Internet marketing.

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	Multimedia presentations, Transparencies, and non-credit hr workshops and seminars.
Active Learning	Industry project

COURSE CONTENT (SEMESTER 3)

Week 01	➤ INTRODUCTION AND INDUSTRY TRENDS <ul style="list-style-type: none">• The opportunity• Mega trends
Week 02	➤ STRATEGIC E - MARKETING <ul style="list-style-type: none">• E business models• Consumers online characteristics
Week 03	➤ SITE DESIGN BASICS <ul style="list-style-type: none">• Four cornerstone approach• Personas and scenarios

	<ul style="list-style-type: none"> • How to write project briefs
Week 04	<ul style="list-style-type: none"> ➤ SITE DESIGN USABILITY <ul style="list-style-type: none"> • Usability Best Practices • Domain name management
Week 05	<ul style="list-style-type: none"> ➤ SITE DESIGN <ul style="list-style-type: none"> • Programming standards/information architecture • Rich Media
Week 06	<ul style="list-style-type: none"> ➤ BUILDING TRUST <ul style="list-style-type: none"> • Consumer privacy legislation • Data management practices
Week 07	<ul style="list-style-type: none"> ➤ E MARKETING COMMUNICATIONS <ul style="list-style-type: none"> • Online advertising methods • Online promotional tools • Permission based email
Week 08	<ul style="list-style-type: none"> ➤ SEARCH AND INTELLIGENT SEARCH <ul style="list-style-type: none"> • Search engine optimization
Week 09	<ul style="list-style-type: none"> ➤ SEARCH MARKETING <ul style="list-style-type: none"> • Search strategies customer acquisition • Search Engine Marketing FAQ
Week 16	<p>Conclusion Session</p> <p>Terminal Exam (to be announced by the University)</p>

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment	3 and more	30%
	Project		10%
	Mid-Term	1	10%
Final Exam	End Term Exam		40%

REQUIRED TEXT

1. Strauss, Judy, Adel El – Ansary, and Raymond Frost (2006), E – marketing 4th Edition, Prentice Hall, ISBN: 0-13-148519-9

USEFUL TEXT

1. Hanson, Word (2000), principles of internet marketing, South western college publishing, ISBN 0-538-87573-9

MARKETING RESEARCH

This is a course in multivariate statistical analysis, for students interested in quantitative methods of marketing research and more generally, for students interested in the analysis of surveys. The aim of the course is to explore multivariate techniques used in modern marketing practice and in wider social research. Emphasis will be placed on case studies of marketing practice and on the practical application of the methods discussed. Topics to be drawn from: analysis of variance; regression analysis; principal components analysis; discriminate analysis; canonical correlation analysis; factor analysis; cluster analysis; multi-dimensional scaling; conjoint analysis.

COURSE GOALS

The goals of the course include:

Provide an introduction to many of the techniques currently used in modern marketing practice and including topics such as the formulation of research problems; data collection; and basic techniques of data analysis, research methodology and practical market analysis.

INDENTED LEARNING OUTCOMES

- Understand the use of multivariate statistical techniques in modern marketing practice.
- Appreciate the application of these techniques in marketing research.
- A more detailed understanding of the statistical techniques and how they might be applied in other areas of research (not just marketing research).

PLAN OF EDUCATIONAL METHODOLOGY TO BE USED

Knowledge	Skills
Lecture	Multimedia presentations, Transparencies, and non credit hr workshops and seminars.
Active Learning	

COURSE CONTENT

Week 01	A Decision-Making Perspective on Marketing Research
Week 02	Marketing Research in Practice
Week 03	The Marketing Research Process
Week 04	Research Design and Implementation

Week 05	Secondary Sources of Marketing Data
Week 06	Standardized Sources of Marketing Data
Week 07	Marketing Research on the Internet
Week 08	Information Collection: Qualitative and Observational Methods
Week 09	Mid-Term
Week 10	Information from Respondents: Issues in Data Collection
Week 11	Information from Respondents: Survey Methods
Week 12	Attitude Measurement in Marketing Research
Week 13	Designing the Questionnaire
Week 14	Experimental Research
Week 15	Correlation Analysis and Regression Analysis Discriminant and Canonical Analysis
Week 16	Emerging Applications of Marketing Research: Database Marketing and Relationship Marketing
Week17	Project Submission & Final Exam

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	4	10%
	Mid term Exam	1	30%
	Research Article	1	30%
Final Exam	End Term Exam		30%

RECOMMENDED TEXT BOOK

1. David A. Aaker; V. Kumar; George Day, Marketing Research, Latest Edition, John Wiley & Sons.

RECOMMENDED REFERENCE BOOK

1. NK Malhotra, *Marketing research: an applied orientation*, Latest Edition, Pearson Prentice-Hall.

SALES MANAGEMENT

COURSE DESCRIPTION/OBJECTIVE

This course introduce you the issues, strategies, relationships that relate to the jobs developing sustainable revenue through well manage sales and business related activities. You will become the acquainted managing the sales force and helping them sell. Special emphasis is put on developing a sales program, managing strategic account relationship, team development, diversity in work force, sales force automation, problem solving skills and financial issues.

This course focuses on the activities and the problems on the first line field sales manager. Subject includes organizing the sales force, recruiting, training, personal selling, compensation and motivation for the sales force, forecasting territory designee evaluation and the control of the sales force.

INDENTED LEARNING OUTCOMES

By the end of this course it is expected that the student will be able:

1. To successfully managing a sales team requires a set of skills, techniques and Behaviors which actual sales experience does not provide.
2. To make the transition into sales management a success by introducing key practices and good habits in all the areas in which a sales manager is expected to perform.
3. To support the specialized roles within the sales function. Definition and ongoing maintenance of competency models, foundational curriculums required, delivery methods required and measurement strategies.
4. Sales learning, with respective HR Business Partners (HRBP) and other Learning Partners, to define learning and performance solutions/programs, which drive business, results. Maintains external perspective/network of best practices and benchmarks for Sales L&D.
5. Annual assessment and plan for new/changing requirements to meet needs of business specific Human Capital Plans (as defined with HRBP and Sr. Learning Partners). Assesses synergies across business units and provide input into priorities, opportunities for consideration by Learning Partners and HRBPs.

COURSE CONTENT (SEMESTER 3)

Week 01	Selling and Sales Management, Challenges in the Market, Sales Managers Job, etc
Week 02	Marketing and Sales Evolution, Sales Environment; Customer, Competition, Economics, Legal, Demography, etc
Week 03	Personal Selling, Relationship Selling, Seven Steps of Selling, etc
Week 04	Sales Leadership and Management, Activities of Sales Managers, Roles, Responsibilities, Skills, Authority, etc

Week 05	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 06	Organizational Buying and Purchasing, Difference b/w Individual and Organizational Buying, Buying Process, Negotiation Skills, etc
Week 07	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 08	MID-TERM EXAMINATION
Week 09	Sales Organization, Sales Force Types and Structures, Independent Sales Agents, etc
Week 10	Recruitment and Selection, Importance, Planning, Assessing, Recruiting, etc
Week 11	Training, Needs Assessment, Setting Objectives, Training topics, Formalized Program, etc
Week 12	Compensation, Reward System Management, Financial Rewards, Non-Financial Rewards, Other considerations, Relationship b/w Motivation and Compensation.
Week 13	I Evaluation, Criteria for Performance Measurement, Performance Appraisal, Comparing Actual with Standard, Evaluating Teams, etc
Week 14	Motivating the Sales Team, Models of Motivation Process, Job-Related Factors, Individual Related Factors, Motivational Theory, etc
Week 15	Sales process
Week 16	Conclusion Session Terminal Exam (to be announced by the University)

ASSESSMENT CRITERIA

	Nature	Total # In a Semester	% Weight
Sessional Exam	Quiz	Announced or unannounced	10%
	Assignment Project	3 and more	30% 10%
	Mid Term	1	10%
Final Exam	End Term Exam		40%

RECOMMENDED TEXT BOOK

1. Eugene M. Johnson, David L, Kurtz & Eberhard E. Scheuing, McGraw Hill. Sales Management; Concepts Practices and Case, 2nd edition.

SEMINARS IN MARKETING

COURSE DESCRIPTION

Strategic Marketing Management is an advance level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc.

In this course students are exposed to a dynamic world of marketing activities. Analysis, tools and trick of trade are taught by giving real life examples from both Pakistan's and international corporate world. It also addresses various issues and trends prevailing in the Pakistani industry.

The course is taught using books, articles and case-study method with stress upon practical application of the concepts. Various exercises, surveys and projects are given to help the students understand and apply what they have learned.

After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares them to take on the real life challenges and to add value to the organization for which they will work.

LEARNING OUTCOMES

At the end of the course the students should be able to:

1. Ability to integrate various Marketing concepts
2. Ability to develop a Marketing plan
3. Ability to think strategically
4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization

COURSE CONTENT

Week 01, 02	Introduction to SM PEST Analysis <ul style="list-style-type: none">• identify various trends in the Macro environment• impact of Macro environment changes on any given industry
Week 03, 04	Porter Analysis <ul style="list-style-type: none">• multi dimensional nature of competition• industry analysis using the five forces model• KSFs of an Industry

	<ul style="list-style-type: none"> value creation and appropriation takes place in an industry.
Week 05, 06	Competitor analysis <ul style="list-style-type: none"> strategies of competitors identify good vs bad competitor
Week 07	Competitor analysis <ul style="list-style-type: none"> Leader follower and challenger strategies making strategies
Week 08	Company analysis RBV <ul style="list-style-type: none"> Value chain analysis company's strength weaknesses and capabilities
Week 09	MID TERM
Week 10, 11	Customer Analysis and Strategy Segmentation targeting and Positioning <ul style="list-style-type: none"> process of segmentation and targeting developing effective positioning strategies
Week 12, 13	<i>Segmentation, Targeting, Positioning (STP) 2</i> Product and Growth Strategies Pricing Strategies Promotion and IMC Distribution strategies
Week 14, 15	Conclusion Session Terminal Exam (to be announced by the University)

RECOMMENDED BOOKS

- Marketing Strategy and Competitive Advantage By Hooley, Piercy & Nicoulaud, 4th Edition.*
- Marketing Strategy Folder*

Pakistan Studies (Compulsory)

Introduction/Objectives:

- Develop vision of historical perspective, government, politics, contemporary Pakistan, ideological background of Pakistan.
- Study the process of governance, national development, issues arising in the modern age and posing challenges to Pakistan.

Course Outline

1. Historical Perspective

- a. Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
- b. Factors leading to Muslim separatism
- c. People and Land
 - i. Indus Civilization
 - ii. Muslim advent
 - iii. Location and geo-physical features.

2. Government and Politics in Pakistan

Political and constitutional phases:

- a. 1947-58
- b. 1958-71
- c. 1971-77
- d. 1977-88
- e. 1988-99
- f. 1999 onward

3. Contemporary Pakistan

- a. Economic institutions and issues
- b. Society and social structure
- c. Ethnicity
- d. Foreign policy of Pakistan and challenges
- e. Futuristic outlook of Pakistan

Books Recommended:

1. Burki, Shahid Javed. *State & Society in Pakistan*, The Macmillan Press Ltd 1980.
2. Akbar, S. Zaidi. *Issue in Pakistan's Economy*. Karachi: Oxford University Press, 2000.
3. S.M. Burke and Lawrence Ziring. *Pakistan's Foreign policy: An Historical analysis*. Karachi: Oxford University Press, 1993.
4. Mehmood, Safdar. *Pakistan Political Roots & Development*. Lahore, 1994.

5. Wilcox, Wayne. *The Emergence of Bangladesh.*, Washington: American Enterprise, Institute of Public Policy Research, 1972.
6. Mehmood, Safdar. *Pakistan Kayyun Toota*, Lahore: Idara-e-Saqafat-e-Islamia, Club Road, nd.
7. Amin, Tahir. *Ethno - National Movement in Pakistan*, Islamabad: Institute of Policy Studies, Islamabad.
8. Ziring, Lawrence. *Enigma of Political Development*. Kent England: WmDawson & sons Ltd, 1980.
9. Zahid, Ansar. *History & Culture of Sindh*. Karachi: Royal Book Company, 1980.
10. Afzal, M. Rafique. *Political Parties in Pakistan*, Vol. I, II & III. Islamabad: National Institute of Historical and cultural Research, 1998.
11. Sayeed, Khalid Bin. *The Political System of Pakistan*. Boston: Houghton Mifflin, 1967.
12. Aziz, K.K. *Party, Politics in Pakistan*, Islamabad: National Commission on Historical and Cultural Research, 1976.
13. Muhammad Waseem, *Pakistan Under Martial Law*, Lahore: Vanguard, 1987.
14. Haq, Noor ul. *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research, 1993.

**ISLAMIC STUDIES
(Compulsory)**

Objectives:

This course is aimed at:

- 1 To provide Basic information about Islamic Studies
- 2 To enhance understanding of the students regarding Islamic Civilization
- 3 To improve Students skill to perform prayers and other worships
- 4 To enhance the skill of the students for understanding of issues related to faith and religious life.

Detail of Courses:

Introduction to Quranic Studies

- 1) Basic Concepts of Quran
- 2) History of Quran
- 3) Uloom-ul -Quran

Study of Selected Text of Holly Quran

- 1) Verses of Surah Al-Baqra Related to Faith (Verse No-284-286)
- 2) Verses of Surah Al-Hujrat Related to Adab Al-Nabi (Verse No-1-18)
- 3) Verses of Surah Al-Mumanoon Related to Characteristics of faithful (Verse No-1-11)
- 4) Verses of Surah al-Furqan Related to Social Ethics (Verse No.63-77)
- 5) Verses of Surah Al-Inam Related to Ihkam (Verse No-152-154)

Study of Selected Text of Holly Quran

- 1) Verses of Surah Al-Ihزاب Related to Adab al-Nabi (Verse No.6,21,40,56,57,58.)
- 2) Verses of Surah Al-Hashar (18,19,20) Related to thinking, Day of Judgment
- 3) Verses of Surah Al-Saf Related to Tafakar,Tadabar (Verse No-1,14)

Seerat of Holy Prophet (SAW) I

- 1) Life of Muhammad Bin Abdullah (Before Prophet Hood)
- 2) Life of Holy Prophet (SAW) in Makkah
- 3) Important Lessons Derived from the life of Holy Prophet in Makkah

Seerat of Holy Prophet (SAW) II

- 1) Life of Holy Prophet (SAW) in Madina
- 2) Important Events of Life Holy Prophet in Madina
- 3) Important Lessons Derived from the life of Holy Prophet in Madina

Introduction To Sunnah

- 1) Basic Concepts of Hadith
- 2) History of Hadith
- 3) Kinds of Hadith

- 4) Uloom –ul-Hadith
- 5) Sunnah & Hadith
- 6) Legal Position of Sunnah

Selected Study from Text of Hadith

Introduction To Islamic Law & Jurisprudence

- 1) Basic Concepts of Islamic Law & Jurisprudence
- 2) History & Importance of Islamic Law & Jurisprudence
- 3) Sources of Islamic Law & Jurisprudence
- 4) Nature of Differences in Islamic Law
- 5) Islam and Sectarianism

Islamic Culture & Civilization

- 1) Basic Concepts of Islamic Culture & Civilization
- 2) Historical Development of Islamic Culture & Civilization
- 3) Characteristics of Islamic Culture & Civilization
- 4) Islamic Culture & Civilization and Contemporary Issues

Islam & Science

- 1) Basic Concepts of Islam & Science
- 2) Contributions of Muslims in the Development of Science
- 3) Quranic & Science

Islamic Economic System

- 1) Basic Concepts of Islamic Economic System
- 2) Means of Distribution of wealth in Islamic Economics
- 3) Islamic Concept of Riba
- 4) Islamic Ways of Trade & Commerce

Political System of Islam

- 1) Basic Concepts of Islamic Political System
- 2) Islamic Concept of Sovereignty
- 3) Basic Institutions of Govt. in Islam

Islamic History

- 1) Period of Khlaft-e-Rashida
- 2) Period of Ummayyads
- 3) Period of Abbasids

Social System of Islam

- 1) Basic Concepts Of Social System Of Islam
- 2) Elements Of Family
- 3) Ethical Values Of Islam

Reference Books:

- 1) Hameed ullah Muhammad, "Emergence of Islam", IRI, Islamabad.
- 2) Hameed ullah Muhammad, "Muslim Conduct of State".
- 3) Hameed ullah Muhammad, "Introduction to Islam".
- 4) Mulana Muhammad Yousaf Islahi, ".

- 5) Hussain Hamid Hassan, "An Introduction to the Study of Islamic Law" leaf Publication Islamabad, Pakistan.
- 6) Ahmad Hasan, "Principles of Islamic Jurisprudence" Islamic Research Institute, International Islamic University, Islamabad (1993).
- 7) Mir Waliullah, "Muslim Jrisprudence and the Quranic Law of Crimes" Islamic Book Service (1982).
- 8) H. S. Bhatia, "Studies in Islamic Law, Religion and Society" Deep & Deep, Publications, New Delhi (1989).
- 9) Dr. Muhammad Zia-ul-Haq, "Introduction to Al Sharia Al Islamia" Allama Iqbal Open University, Islamabad (2001).