



ہائیر ایجوکیشن کمیشن

## HIGHER EDUCATION COMMISSION

Government of Pakistan, Islamabad

Sector H-9  
Islamabad, Pakistan  
Phone : +92-51-90402111  
www.hec.gov.pk  
hkasi@hec.gov.pk

Deputy Director (Curriculum)

No. HEC/NCRC/BUSINESS/2025/8169

Academics Division

October 24, 2025

**SUBJECT: REVISED CURRICULUM FOR DEGREE PROGRAMS IN BUSINESS AND MANAGEMENT**

The Higher Education Commission (HEC) of Pakistan, as mandated by its law, provides guidance to Higher Education Institutions (HEIs) on curricula for tertiary education levels in alignment with the National Qualifications Framework (NQF). To address evolving academic trends and market demands, HEC has revised the curriculum standards for Business and Management degree program at NQF levels 5, 6 & 7. These updated standards are aligned with HEC's Undergraduate Education Policy V 1.1 (2023) ensuring coherence with national priorities and adherence to international benchmarks.

2. The revised curriculum for disciplines under the domain of Business and Management program is hereby notified. All universities offering these programs are required to align their Business and Management curriculum with these updated standards / framework as the minimum benchmark for quality and compliance. Additionally, the respective departments must develop course contents in accordance with the prescribed framework, ensuring that the programs address both national and local industry needs. The finalized course contents be submitted electronically to this office at the earliest. An electronic copy of the revised curricula is available on HEC's official website.

**HIDAYATULLAH KASI**

**Vice Chancellors/Rectors/Heads**

All Public/Private Sector Universities/DAIs

***Copy for information to:***

- i. ES to Chairman, Higher Education Commission, Islamabad
- ii. ES to Executive Director, Higher Education Commission, Islamabad
- iii. PS to Chairman, National Business Education Accreditation Council (NBEAC)
- iv. PS to Vice Chairman, National Business Education Accreditation Council (NBEAC)
- v. PS to Consultant, Quality Assurance, Higher Education Commission, Islamabad
- vi. PS to Managing Director, NAHE, Higher Education Commission, Islamabad
- vii. PS to Advisor, Human Resource Development Division, Higher Education Commission, Islamabad
- viii. PS to Director General, Academics & Curriculum Division, Higher Education Commission, Islamabad
- ix. PS to Director General, A&A Division, Higher Education Commission, Islamabad
- x. PS to DG, Higher Education Commission, Regional Centers in Karachi, Lahore, Peshawar & Quetta
- xi. Director, Academics Division, Higher Education Commission, Islamabad
- xii. Director / In-charge, Higher Education Data Repository, Higher Education Commission, Islamabad
- xiii. Director / In-charge, Quality Assurance Agency, Higher Education Commission, Islamabad

**CURRICULUM**

**FOR**

**BUSINESS & MANAGEMENT**  
**(BBA, BS, MBA, EMBA, AD & MS)**

**(2025)**



**HIGHER EDUCATION COMMISSION**  
**ISLAMABAD – PAKISTAN**

Prepared by:  
**Subject Experts as per Contribution List**

Facilitated by:  
**Mr. Hidayatullah Kasi**  
Deputy Director, Academics Division  
Higher Education Commission

Design, Composed and Edited by:  
**Mr. Tanveer Ali**  
IT Administrator, Academics Division  
Higher Education Commission

Coordinated by:  
**Mr. Tanveer Ali**, IT Administrator  
**Muhammad Naeem**, Assistant  
Academics Division  
Higher Education Commission

## TABLE OF CONTENTS

Contributions	v
Preface	vi
Curriculum development philosophy and guiding principles	1
Outcome-Based Education (OBE) Framework	1
Alignment with National Standards	1
International Best Practices	1
Stakeholders' Input	1
Interdisciplinary and Experiential Learning	2
Flexibility	2
Ethical, Social, and Environmental Responsibility	2
Superseding Clause	3
Bachelor of Business Administration (BBA)	4
Program Description	5
Recommended Nomenclature	5
Program Learning Outcomes (PLOs)	5
Eligibility Criteria	6
Program Structure	6
General Education Courses: 34 Credits (14 Courses)	7
Mandatory Core Courses (33 Credit Hours/11 Courses)	8
Core Courses Decided by HEIs (27 Credit Hours)	9
Internship/Field Experience Requirement	10
Capstone Project Requirement	10
Specialization Clusters (18 Credit Hours/06 Electives)	10
Business Analytics	11
Digital Business and E-Commerce	11
Entrepreneurship and Innovation	11
Finance	12
Human Resource Management	12
Islamic Banking and Finance	13
Marketing	13
Operations and Supply Chain Management	13
Project Management	14
Interdisciplinary Courses (Min. 12 Credit Hours)	14
Scheme of Studies (Semester I-VIII)	15-19
BBA Degree Award Requirements	19
Additional Decisions of the NCRC	19
Title of the BBA degree	19
Non-Equivalence of the BBA Degree	19
Lateral Entry Rules	19
Exit from the BBA Degree	20
BS Programs in Business and Management Disciplines	21
Description	22

Standard Nomenclature	22
Rationalization of BS Programs in Business and Management	22
Eligibility Criteria	23
Program Structure	23
General Education Courses (34 Credit Hours/14 Courses)	24
Mandatory Core Courses (33 Credit Hours/11 Courses)	25
Domain-Specific Courses to be Decided by HEIs (27 Credit Hours/09 Courses)	26
Electives - 18 Credit Hours (06 Courses)	26
Internship/Field Experience Requirement	26
Capstone Project Requirement	27
Interdisciplinary Courses (12 Credit Hours/04 Courses)	27
Scheme of Studies (Semester I-VIII)	28-30
BS Degree Award Requirements	31
Clarifications	31
Lateral Entry Rules	31
Exit from the BS Programs	31
Master of Business Administration (MBA)	32
Description	33
Standard Nomenclature	33
Program Learning Outcomes (PLOs)	33
MBA (BASED ON NON-RELEVANT QUALIFICATIONS)	33
Eligibility Criteria	33
Program Structure	34
Project/Thesis Requirements	35
Specialization Clusters for MBA Program	35
Scheme of Studies (Semester I-IV)	35-37
MBA (Based on Relevant Qualifications)	37
Credit Hours and Duration	37
Eligibility Criteria	37
Program Structure	38
Project/Thesis Requirements	39
Scheme of Studies	39
Specialization Clusters for MBA Program	40
Business Analytics	40
Digital Marketing	40
Entrepreneurship and Innovation	41
Fintech	41
Human Resource Management	41
Islamic Finance	41
Supply Chain Management	42
Additional Decisions of NCRC for the MBA Program	42
Executive Master of Business Administration (EMBA)	43
Description	44
Standard Nomenclature	44

Program Learning Outcomes (PLOs)	44
Eligibility Criteria	44
Program Structure	44
Scheme of Studies (Semester I-IV)	46-47
Project/Thesis Requirements	47
Specialization Clusters for EMBA Program	47
Business Analytics	48
Digital Marketing	48
Entrepreneurship and Innovation	48
Fintech	48
Human Resource Management	49
Islamic Finance	49
Supply Chain Management	49
MS in Business and Management Disciplines	50
Description	51
Standard Nomenclature	51
Program Learning Outcomes (PLOs)	51
Eligibility Criteria	51
Program Structure	52
Fehm-e-Quran Course	53
Mandatory Core Courses – 12 Credit Hours	53
Domain Specific Electives – 15 Credit Hours	53
Project/Thesis Requirement – 03/06 Credit Hours	54
Scheme of Studies	54
Deficiency Courses	55
Additional Decisions of NCRC	55
Eligibility of MS/MBA Students for Admission to the PhD Program	55
Associate Degrees in Business and Management Disciplines	56
Description	57
Recommended Associate Degree Areas	57
Eligibility Criteria	57
Program Structure	58
General Education Courses (34 Credit Hours/14 Courses)	59
Mandatory Core Courses (15 Credit Hours)	60
Domain Courses Decided by HEIs (21 Credit Hours)	60
Scheme Of Studies (Semester I-IV)	61-62
Course Learning Outcomes (CLOs) core courses	63-69

## CONTRIBUTIONS

1. Dr. Naukhez Sarwar, Chairperson (NBEAC), Professor & Principal, NUST Business School, National University of Sciences & Technology, Islamabad (**Convener NCRC**)
2. Dr. Farooq-e-Azam Cheema, Vice Chairman (NBEAC), Professor & Provost, Karachi School of Business and Leadership, Karachi (**Co-Convener NCRC**)
3. Dr. Usman Ghani, Professor & Director, Institute of Management Sciences (IMSciences), Peshawar
4. Dr. Sadia Nadeem, Professor & Dean, FAST School of Management, FAST National University of Computer and Emerging Sciences, Islamabad
5. Dr. Abdul Raziq, Professor & Dean, Faculty of Management Sciences, Balochistan University of Information Technology, Engineering and Management Sciences (BUIITEMS), Quetta
6. Dr. Bashir Ahmad, Professor/ Dean, Management and Social Sciences, Al-Kawthar University, Karachi
7. Dr. Beenish Malik, Professor & Director, Institute of Management Sciences, University of Balochistan, Quetta
8. Dr. Muhammad Kashif, Professor & Dean, College of Business Management, Institute of Business Management, Karachi
9. Dr. Muhammad Zahid Iqbal, Professor & Dean, Faculty of Management Sciences, National University of Modern Languages (NUML), Islamabad
10. Dr. Dilshad Zafar, Professor, Faculty of Business Administration, Commerce and Economics, Jinnah University for Women, Karachi
11. Dr. Manzoor Ali Mirani, Professor, Management Science, Sukkur Institute of Business Administration, Sukkur
12. Dr. Nauman Abbasi, Professor, Institute of Management Sciences, Bahauddin Zakariya University, Multan
13. Dr. Muhammad Khalique, Professor, Department of Business Administration, Faculty of MUST Business School, Mirpur University of Science and Technology, Mirpur
14. Dr. Ahmed Muneeb Mehta, Associate Professor & Principal, Hailey College of Banking and Finance, University of the Punjab, Lahore
15. Dr. Saeed Shahbaz, Associate Professor, University of Central Punjab, Lahore
16. Prof. Dr. Muhammad Abrar, Director, Lyallpur Business School, New Campus, GC University Faisalabad
17. Dr. Farida Anjum, Director (Curriculum), HEC
18. Mr. Ahtesham Raja, Director, NBEAC
19. Mr. Hidayatullah Kasi, Deputy Director (Curriculum) Academics Division, HEC (Secretary NCRC)
20. Mr. Tanveer Ali, IT Administrator (Curriculum), Academics Division, HEC

## PREFACE

The curriculum, with varying definitions, is said to be a plan of the teaching-learning process that students of an academic program are required to undergo to achieve some specific objectives. It includes a scheme of studies, objectives & learning outcomes, course contents, teaching methodologies, and assessment/ evaluation. Since knowledge in all disciplines and fields is expanding rapidly and new disciplines are emerging, curricula must be developed and revised accordingly.

Higher Education Commission, since its inception, has been involved in developing /revising the curricula periodically through National Curriculum Revision Committees (NCRCs) comprising eminent academics, researchers from HEC-recognized universities/DAIs, professional councils, R&D organizations of repute, and industry professionals. So far, HEC has developed and revised curricula of 150+ disciplines for undergraduate and graduate programs in various fields of Natural Sciences, Applied Sciences, Social Sciences, Art & Humanities, Engineering & Technology, Medical, Allied Health Sciences, Agriculture, Computing, Law, and Administration.

Over time, labor markets in the world have substantially changed; hence, the demand for workforce skills has also altered. Due to these transformations, there is a need to produce well-rounded individuals who not only have the required knowledge base of a specific discipline but also possess the required skills to increase their market readiness for them to contribute to the overall socio-economic development of the country. HEC has introduced the Undergraduate Education Policy 2023, which provides an overarching framework for undergraduate programs. This curriculum document is prepared in light of the UGE Policy 2023.

The revised Business and Management Studies curriculum has been designed to integrate emerging global trends in management, finance, marketing, entrepreneurship, and technology, with a greater emphasis on experiential and practical learning aligned with industry expectations. It also offers specialization tracks, enabling HEIs and students to focus on areas that expand their career opportunities and professional growth. Furthermore, HEIs are encouraged to help students acquire internationally recognized professional certifications in relevant Business and Management domains, allowing them exemptions after course mapping to enhance their global competitiveness and acceptance at the international level.

**Dr. Amjad Hussain**  
Director General  
Academics Division

## CURRICULUM DEVELOPMENT PHILOSOPHY AND GUIDING PRINCIPLES

The design of curricula for BBA, MBA, EMBA, BS, MS, and Associate Degree programs in Business & Management disciplines is driven by a commitment to academic excellence, responsiveness to industry and societal needs, and alignment with both national and international benchmarks. The structure, content, and delivery of these programs are shaped by the following guiding principles:

### 1. Outcome-Based Education (OBE) Framework

The curricula are designed by the principles of assurance of learning, which emphasize the achievement of clearly defined learning outcomes. Each program includes:

- **Program Educational Objectives (PEOs):** Long-term career and academic achievements expected of graduates.
- **Program Learning Outcomes (PLOs):** Knowledge, skills, and attitudes students are expected to demonstrate by the time of graduation.
- **Course Learning Outcomes (CLOs):** Specific competencies students should acquire after completing individual courses.

This structure ensures a coherent alignment between institutional vision, program goals, course content, and assessment practices.

### 2. Alignment with National Standards

The programs comply with the guidelines and minimum criteria set forth by the **Higher Education Commission (HEC) of Pakistan**, particularly:

- National Qualifications Framework (NQF)
- Undergraduate Education Policy - 2023
- Graduate Education Policy - 2023
- Policy Guidelines for Implementation of Uniform Semester System in HEIs of Pakistan
- Alignment with Revised Business Education Roadmaps 2012 and 2019

### 3. International Best Practices

To maintain relevance in a globalized academic and business environment, the incorporation of global trends in management, entrepreneurship, technology, and data analytics has been ensured. The curricula also emphasize the provision of soft skills and ethical awareness.

### 4. Stakeholders' Input

The curriculum was developed with contributions from academicians and subject experts, alongside the accreditation council (NBEAC), industry representatives, and the HEC Academics Division. This collaborative process ensures that the programs remain aligned with evolving market demands and the expectations of future employers.

## **5. Interdisciplinary and Experiential Learning**

Recognizing the complexity of modern business challenges, curricula, especially those of undergraduate programs, encourage interdisciplinary learning. The curricula also entail integration of theory with practice through internships, capstone projects, and theses.

## **6. Flexibility**


The curriculum structure provides elective options in specialization, offering a range of business education clusters with numerous courses to choose from.

## **7. Ethical, Social, and Environmental Responsibility**

The programs aim to instill a sense of integrity, civic responsibility, and sustainability in future business leaders. Ethical decision-making, corporate social responsibility, and sustainable business practices are integrated across courses.

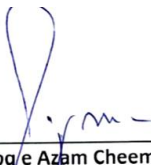
## Superseding Clause:

All provisions of the HEC-promulgated Curriculum of Business Administration 2012, as well as HEC Notification No. 9-48(Business)/Acad(Curri)/HEC/2018/2634 dated: March 28, 2019, relating to the implementation of the Revised Business Education Curriculum, that are inconsistent with the provisions of this notification shall, to the extent of such inconsistency, stand superseded.



---

**Dr. Naukhez Sarwar**  
(Convener NCRC)



---

**Dr. Farooq-e Azam Cheema**  
(Co-Convener NCRC)



---

**Mr. Hidayatullah Kasi**  
(Secretary NCRC)

# **Bachelor of Business Administration (BBA)**

## BACHELOR OF BUSINESS ADMINISTRATION (BBA)

### 1.1 Program Description

The Bachelor of Business Administration (BBA) is a four-year undergraduate degree program designed to equip students with a strong foundation in business and management principles. The program integrates theoretical knowledge with practical applications to prepare students for the dynamic and competitive global business environment. The BBA curriculum encompasses a broad spectrum of general education, core business areas, including accounting, finance, marketing, and human resource management, as well as interdisciplinary courses. Emphasis is also placed on developing analytical thinking, problem-solving abilities, ethical decision-making, leadership skills, and an entrepreneurial mindset. General education courses promote holistic development and a broader understanding of the social, economic, and technological forces shaping the modern world. Interdisciplinary courses integrate knowledge from multiple disciplines, helping students see the "big picture" and understand the interconnectedness of ideas. These courses combine different fields, which lead to novel insights and creative thinking. Collectively, the BBA program is designed to prepare graduates for entry-level managerial roles in public and private sector organizations, to start their own businesses or expand existing family businesses, or to pursue advanced studies in business and management. It develops competent and socially responsible business professionals, fosters innovation and critical thinking in managerial decision-making, and encourages the application of business knowledge in real-world settings through internships, projects, and case studies.

### 1.2 Recommended Nomenclature

For the sake of standardization, the undergraduate degree programs (NQF level 6 qualifications) in the discipline of Business Administration must have the title of “**Bachelor of Business Administration**”, abbreviated as **BBA**. Henceforth, all degree programs at the equivalent level with the same purpose and scope, but with different nomenclatures, shall be renamed accordingly.

### 1.3 Program Learning Outcomes (PLOs)

By the end of a degree in Bachelor of Business Administration, a graduate shall be able to

- Demonstrate comprehensive knowledge of key business functions, such as management, marketing, accounting, human resource management, entrepreneurship, finance, and operations, and apply this knowledge to solve practical business problems.
- Employ critical thinking and analytical tools to assess business situations, interpret data, and make sound, evidence-based decisions.
- Communicate effectively in professional business contexts, both in writing and orally, and collaborate productively within diverse and cross-functional teams.
- Integrate ethical reasoning and legal understanding into business practices, recognizing responsibilities to society, stakeholders, and the environment.
- Exhibit entrepreneurial thinking and a global business perspective, adapting to dynamic markets and cultural contexts.

## 1.4 Eligibility Criteria

The basic eligibility requirement for admission to the Bachelor of Business Administration (BBA) program is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling with min 50% marks.

## 1.5 Program Structure

The Bachelor of Business Administration (BBA) program adheres to the HEC Undergraduate Education Policy 2023 and subsequent notifications, spanning eight regular semesters (four years). Higher Education Institutions (HEIs) may design the program in accordance with the guidelines below, as recommended by the NCRC, ensuring that the total credit load aligns with the program's learning outcomes.

NQF Qualification Level		Level 6
Minimum Credit Hours		130
General Education Courses		34 Credit Hours (14 courses)
Discipline-Related Courses / Major	Mandatory Core Courses	33 Credit Hours (11 courses)
	Core Courses to be Decided by HEIs	27 Credit Hours (09 courses)
	Specialization/ Electives	18 Credit Hours (06 courses)
	Total	78 Credit Hours (26 courses)
Interdisciplinary/ Allied Courses		12 Credit Hours (4 courses)
Field Experience/Internship		3 Credit Hours
Capstone Project		3 Credit Hours
Program Duration		<ul style="list-style-type: none"> <li>• Regular/Minimum Duration: 04 Years (Eight Regular Semesters)</li> <li>• Maximum Duration: 06 Years (Twelve Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>
Semester Duration		<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> </ul>

	<ul style="list-style-type: none"> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Course Load Allocation (per semester)	<p>15-21 credit hours for regular semesters</p> <p>Up to 08 credit hours can be offered in summer/winter semesters for failure/repetition/deficiency courses.</p>
3 Credit Hours Delivery Options	<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>
1 Credit Hours (Practical Work)	One credit hour of practical work requires three contact hours per week throughout the semester.

### 1.5.1 General Education Courses: 34 Credits (14 Courses)

1.5.1.1 As per the HEC Undergraduate Policy 2023 and subsequent notifications, the following courses are mandatory for the BBA program, as with every other undergraduate degree program:

S. No.	GE Course Category	No. of Courses	Credit Hours
1.	Arts & Humanities	1	02
2.	Natural Sciences	1	03 (2+1)
3.	Social Sciences	1	02
4.	Functional English, Expository Writing	2	06
5.	Quantitative Reasoning	2	06
6.	Islamic Studies / Ethics	1	02
7.	Ideology & Constitution of Pakistan	1	02
8.	Applications of Information and Communication Technologies	1	03 (2+1)
9.	Entrepreneurship	1	02
10.	Civics and Community Engagement	1	02
11.	Pakistan Studies	1	02

12.	Fehm e Quran <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i>	1	02
	<b>Total</b>	<b>14</b>	<b>34</b>

**1.5.1.2** In S. No. 4-12 above, HEC has fixed the courses and developed model course outlines for the HEIs to follow.

**1.5.1.3** In the categories from S. No.1 to 3, i.e., Arts & Humanities, Social Sciences, and Natural Sciences, the NCRC suggested certain courses given below for the HEIs' guidance. However, HEI may offer any course within the specific broader subject domain to meet the given credit requirements.

#### **Arts & Humanities**

1. Fine Arts
2. Foreign language
3. Islamic History

#### **Natural Science:**

1. Everyday Science
2. Environmental Science
3. Health and Nutrition
4. Science of Climate Change
5. Science of Global Challenges

#### **Social Sciences:**

1. Anthropology
2. Globalization and Development
3. International Relations
4. Philosophy
5. Political Science
6. Psychology
7. Public Administration
8. Sociology

### **1.5.2 Mandatory Core Courses (33 Credit Hours/11 Courses)**

The Mandatory Core Courses in the Bachelor of Business Administration (BBA) program are structured to provide students with a solid and comprehensive foundation in key areas of business and management. These courses ensure that all graduates, regardless of their chosen specialization, develop essential knowledge and skills across core disciplines, including accounting, finance, marketing, management, and related fields. A total of 11 courses are required in this category, as outlined below:

Management	Marketing	Finance	Accounting	Others
Principles of Management	Principles of Marketing	Business Finance	Principles of Accounting	Business Research Methods
Organizational Behavior	Marketing Management	Financial Management	Managerial Accounting/ Cost Accounting	AI in Business
Human Resource Management	Digital Marketing	Islamic Finance	Financial Accounting	Digital Transformation and Innovation
Strategic Management				
09 Cr Hrs. (3 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)

**Note:** The five excluded courses will be included in the HEIs-decided core courses list given in Section 1.5.3 below.

### 1.5.3 Core Courses Decided by HEIs (27 Credit Hours)

Higher Education Institutions (HEIs) are permitted to select up to 27 credit hours from a curated pool of essential business subjects to complement the mandatory core courses. This flexible structure enables HEIs to tailor the core content of the BBA curriculum by combining these courses with the mandatory core courses to align it with the emerging trends of the HEP's market or students' career aspirations. While preserving academic rigor, these courses foster adaptability and strategic thinking, equipping students to tackle complex business challenges with confidence and insight. A suggestive list of these courses is provided below. HEIs may also introduce additional courses in this category, subject to approval by the relevant statutory bodies and availability of resources.

1. Business Analytics
2. Business Communication
3. Business Intelligence and Decision Support Systems
4. Business Ethics
5. Business Law
6. Business Math and Stats
7. Corporate Finance
8. Digital Marketing & Social Media Strategy
9. E-Commerce and Digital Business
10. Entrepreneurship and Innovation
11. Financial Markets and Institutions
12. FinTech and Blockchain for Business
13. Fundamentals of Business Management
14. Global Business and Trade

15. Globalization and Emerging Markets
16. Intellectual Entrepreneurship
17. International Business or Global Trade
18. Leadership in the Digital Age
19. Management Information System
20. Negotiation and Conflict Management
21. Operations Management
22. Operations and Production Management
23. Quantitative Techniques for Business
24. Remote Work and Digital Collaboration
25. Supply Chain Management
26. Sustainable Business Practices
27. Total Quality Management

#### **1.5.4 Internship/Field Experience Requirement**

A field experience or internship carrying three (3) credit hours shall be a mandatory requirement for the BBA degree. The internship, lasting six (6) to eight (8) weeks, preferably undertaken during a semester break or summer, must be formally evaluated by a faculty member in consultation with the field supervisor. This requirement is non-substitutable and cannot be replaced with additional coursework, capstone projects, or other academic activities.

#### **1.5.5 Capstone Project Requirement**

A capstone project, typically spanning three to six credit hours, shall also be a mandatory requirement for the BBA degree. The capstone project must be supervised and graded by a faculty member in accordance with the protocols prescribed by the HEI. This requirement cannot be substituted with additional coursework or an internship.

#### **1.5.6 Specialization Clusters (18 Credit Hours/06 Electives)**

- a. The specialization clusters are added to provide students with focused knowledge and skills in specific business domains, while complementing the breadth of their core business education. They also offer flexibility to incorporate emerging disciplines and courses into business education, allowing students to choose a cluster aligned with their aptitude and interests.
- b. Students may opt for any specialization cluster by selecting six courses (18 credit hours) from within that cluster.
- c. Students shall be given the choice to select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
- d. Specializations shall not be mentioned on the degree certificate.
- e. The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

### 1.5.6.1 Business Analytics

- a. Applications of Artificial Intelligence in Business Administration
- b. Business Analytics and Decision Science
- c. Big Data Analytics
- d. Data Governance and Ethics
- e. Data Analysis and Visualization
- f. Database Management Systems
- g. Data Mining for Business Intelligence
- h. Financial Analytic
- i. Machine Learning for Business Decision Making
- j. Marketing Analytics
- k. Predictive Analytics and Forecasting
- l. Statistical Methods for Business

### 1.5.6.2 Digital Business and E-Commerce

- a. Artificial Intelligence in Digital Marketing
- b. Blockchain for E-Commerce
- c. Business Model Innovation in the Digital Age
- d. Customer Relationship Management (CRM) Systems
- e. Cybersecurity and Legal Issues in E-Business
- f. Data-Driven Decision Making for E-Business
- g. Digital Branding and Online Reputation Management
- h. Digital Business Models
- i. Digital Marketing and Performance Analytics
- j. E-Commerce Strategies and Technologies
- k. Ethics, Sustainability, and Digital Business
- l. Innovation and Entrepreneurship in Digital Markets
- m. Online Consumer Behavior and Engagement
- n. Payment Systems and Fintech in E-Commerce
- o. Search Engine Marketing (SEM) and Optimization (SEO)
- p. Social Media Marketing and Content Strategy
- q. Supply Chain and Fulfillment in Digital Commerce
- r. Web and Mobile App Development for Business

### 1.5.6.3 Entrepreneurship and Innovation

- a. Business Model Innovation
- b. Design Thinking and Prototyping
- c. Digital Entrepreneurship
- d. Entrepreneurial Thinking and Mindset
- e. Family Business Management
- f. Innovation and Change Management
- g. Legal and Regulatory Aspects of Startups
- h. New Venture Creation

- i. SMEs Management
- j. Social Entrepreneurship
- k. Startup Financing and Venture Capital
- l. Technopreneurship

#### **1.5.6.4 Finance**

- a. Algorithmic and Quantitative Trading
- b. Analysis of Financial Statements
- c. Blockchain for Finance
- d. Corporate Finance
- e. Financial Derivatives
- f. Financial Institutions Management
- g. Financial Markets and Institutions
- h. Financial Modeling for Decision Making
- i. Financial Risk Management
- j. Financial Statement Analysis
- k. FinTech
- l. International Financial Management
- m. Investment Analysis and Portfolio Management
- n. Project Appraisal
- o. Risk Management and Insurance
- p. Sustainable Finance
- q. Technofinance
- r. Treasury & Fund Management

#### **1.5.6.5 Human Resource Management**

- a. AI in HRM
- b. Compensation and Benefits Management
- c. Cross-Cultural and International HRM
- a. Data-driven Decision-making in HR
- b. Digital HR Transformation
- d. Employee Engagement
- e. Employee Relations and Labor Law
- f. HR Analytics and Metrics
- g. HR Metrics, Dashboards, and Decision Support
- h. Human Resource Information Systems (HRIS)
- i. Industrial Relations & Labor Laws
- j. Leadership and Team Dynamics
- k. Negotiation and Conflict Management
- l. Organizational Development and Change Management
- m. People Analytics and Workforce Intelligence
- n. Performance Management Systems
- o. Strategic Human Resource Management

- p. Talent Management and Recruitment Strategies
- q. Training and Development
- r. Virtual Collaboration and Digital Team Management
- s. Workforce Planning and HR Forecasting

#### **1.5.6.6 Islamic Banking and Finance**

- a. Islamic Banking Deposit Products & Treasury Op.
- b. Islamic Business Ethics
- c. Islamic Banking Financing Products
- d. Islamic Financial Institutions & Markets
- e. Islamic Law of Sales & Contract
- f. Islamic Wealth Planning & Management
- g. Pool Management in Islamic Banking
- h. Shariah Foundations of Business and Finance
- i. Shariah Standards
- j. Takaful Practices in Islamic Finance

#### **1.5.6.7 Marketing**

- a. Advertising and promotional strategies
- b. Brand Management
- c. Consumer Behavior
- d. Customer Relationship Management
- e. Digital Marketing
- f. Digital and Social Media Marketing
- g. Integrated Marketing Communications
- h. International Marketing
- i. Marketing 4.0
- j. Marketing Analytics
- k. Marketing for Nonprofit Organizations
- l. Marketing Research
- m. Pricing Strategies
- n. Retail Management
- o. Sales Management
- p. Services Marketing
- q. Social Marketing
- r. Strategic Marketing
- s. Tourism Marketing

#### **1.5.6.8 Operations and Supply Chain Management**

- a. Blockchain
- b. Contemporary Issues in Supply Chain Management
- c. Customer Relationship Management
- d. Demand Planning and Forecasting
- e. Humanitarian Logistics

- f. Inventory Management
- g. Maritime Logistics
- h. Procurement
- i. Routing & Fleet Management
- j. Supplier Relationship Management
- k. Supply Chain Analytics
- l. Shipping, Freight, and Port Management
- m. Supply Chain Finance
- n. Supply Chain Risk Management
- o. Sustainable Supply Chain Management
- p. Transportation Management

### **1.5.6.9 Project Management**

- a. Business Ethics and Governance
- b. Circular Economy and Business Models
- c. Climate Change and Business Strategy
- d. Corporate Social Responsibility
- e. Environmental Economics
- f. Green Marketing and Branding
- g. Social Impact Assessment
- h. Sustainability Reporting and ESG Metrics

### **1.5.7 Interdisciplinary Courses (Min. 12 Credit Hours)**

According to HEC Undergraduate Policy 2023, interdisciplinary courses of a minimum of 12 credit hours are required in four-year undergraduate programs to complement a holistic understanding of the major. Accordingly, interdisciplinary clusters have been established for the BBA program to encompass all key areas. HEIs may add more courses to each category with the approval of their statutory bodies. Students may choose one course at most from one cluster.

#### **1. AI & Technology**

- a. Data Analytics
- b. Digital Literacy and Emerging Tech Trends
- c. Ethics in AI / Cyber Security
- d. Machine Learning
- e. MIS
- f. Programming Fundamentals

#### **2. Economics**

- a. Development Economics
- b. Economics (Micro, Macro)
- c. Econometrics
- d. Managerial Economics

#### **3. Law**

- a. Business Law
- b. Corporate Law

- c. International Law
- d. Labor Laws
- e. Mercantile Law

#### 4. Sustainability

- a. Climate Change
- b. CSR
- c. Environmental Studies
- d. SDGs
- e. Society and Environment

#### 5. Others

- a. Creativity and Innovation
- b. Critical Thinking
- c. Freelancing
- d. Gender Studies
- e. Inferential Statistics
- f. Intellectual Capital
- g. Interior Designing
- h. Media and Communication Studies
- i. Professional Communication
- j. Public Policy and Governance
- k. Public Speaking and Presentation Skills
- l. Sports and Physical Education

### 1.5.8 Scheme of Studies

A suggestive scheme of studies for the Bachelor of Business Administration (BBA) program is given below. However, this course distribution is not rigid. HEIs can redistribute courses across the semesters based on the availability of teaching staff and other facilities.

SEMESTER I			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Quantitative Reasoning-I	3+0	General Education
2	Functional English	3+0	General Education
3	Applications of Information and Communication Technologies	2+1	General Education
4	Principles of Management	3+0	Major
5	HEI Decided Core Course-I	3+0	To be decided by HEI
6	Interdisciplinary Course-I	3+0	Interdisciplinary
<b>Total Credits (18)</b>			

<b>SEMESTER II</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Quantitative Reasoning-II	3+0	General Education
2	Social Science	2+0	General Education
3	Expository Writing	3+0	General Education
4	Natural Science	2+1	General Education
5	Fehm-e-Quran – I (for Muslim Students)	0+1	General Education
6	Organizational Behaviour	3+0	Major
7	Principles of Accounting	3+0	Major
<b>Total Credits (18)</b>			

<b>SEMESTER III</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Arts and Humanities	2+0	General Education
2	Islamic Studies (Religious Education / Ethics for non-Muslim students)	2+0	General Education
3	Pakistan Studies	2+0	General Education
4	Fehm-e-Quran – II (for Muslim Students)	0+1	General Education
5	Financial Accounting	3+0	Major
6	HEI Decided Core Course-II	3+0	To be decided by HEI
7	Interdisciplinary Course-II	3+0	Interdisciplinary
<b>Total Credits (16)</b>			

SEMESTER IV			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Civics and Community Engagement	2+0	General Education
2	Ideology and Constitution of Pakistan	2+0	General Education
3	Entrepreneurship	2+0	General Education
4	Business Finance	3+0	Major
5	HEI Decided Core Course-III	3+0	To be decided by HEI
6	HEI Decided Core Course-IV	3+0	To be decided by HEI
7	Principles of Marketing	3+0	Major
<b>Total Credits (18)</b>			

SEMESTER V			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Marketing Management	3+0	Major
2	Financial Management	3+0	Major
3	Human Resource Management	3+0	Major
4	Interdisciplinary Course-III	3+0	Interdisciplinary
5	HEI Decided Core Course-V	3+0	To be decided by HEI
<b>Total Credits (15)</b>			

SEMESTER VI			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	HEI Decided Core Course-VI	3+0	To be decided by HEI
2	HEI Decided Core Course-VII	3+0	To be decided by HEI
3	Interdisciplinary Course-IV	3+0	Interdisciplinary
4	Elective-I	3+0	Specialization
5	Elective-II	3+0	Specialization
<b>Total Credits (15)</b>			

**Note:** Students shall be required to complete three credit hours of field experience or internship any time after completion of the 5<sup>th</sup> semester.

SEMESTER VII			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Business Research Methods	3+0	Major
2	AI in Business	3+0	Major
3	HEI Decided Core Course-VIII (Business & Management Relevant Certification) *	3+0	To be decided by HEI
4	Elective-III	3+0	Specialization
5	Elective-IV	3+0	Specialization
<b>Total Credits (15)</b>			

SEMESTER VIII			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	HEI Decided Core Course-IX	3+0	To be decided by HEI
2	Elective-V	3+0	Specialization
3	Elective-VI	3+0	Specialization
4	Capstone Project	3+0	Capstone Project
5	Internship/Field Experience	3	Field Experience
<b>Total Credits (15)</b>			

\* BBA students are required to complete any relevant certification (equivalent to 3 credit hours in total) over the period of the four-year degree program as a mandatory condition for degree completion. A certification will be considered equivalent to 1 credit hour if it involves 16 hours of study. The respective department will guide students in selecting relevant certifications, ensuring alignment with current market needs and the program's objectives.

## 1.6 BBA Degree Award Requirements

- a) As prescribed in this document, as per the recommendation of the NCRC, 130 credit hours must be completed in a minimum of 08 semesters spread over a minimum of four years.
- b) CGPA must not be below 2.00/4.00 at the completion of the degree program. The university may, however, set a higher standard in this regard.

## 1.7 Additional Decisions of the NCRC

### 1.7.1 Title of the BBA degree

Specializations offered in the BBA programs will be reflected **on transcripts**. It must not appear on the degree certificate, such as BBA in Advertising, BBA in Sales and Marketing, or BBA in Entrepreneurship, etc. Effective Fall 2026, all BBA programs bearing specialization-related captions/titles must be discontinued.

### 1.7.2 Non-Equivalence of the BBA Degree

The BBA program is designed with distinct objectives and learning outcomes that differentiate it from other Level 6 qualifications. Due to its unique structure, focus, and learning outcomes, the BBA shall not be deemed equivalent to any other undergraduate program at this level, including BS programs offered in specialized areas of business or management.

### 1.7.3 Lateral Entry Rules

- a. HEIs admitting students with Level 5 qualifications (e.g., Non-relevant Associate Degrees, BA, BSc, B.Com) into BBA programs shall require a bridging semester of 15–

- 18 credit hours. The academic deficiencies and bridging courses shall be determined by the HEIs.
- b. No bridging semester will be required for holders of relevant Associate Degrees completed under the semester system.
  - c. Deficiency courses must be offered as a complete set and cannot be split or spread across multiple semesters.
  - d. Transcripts of students completing a 2-year BBA degree through a lateral entry pathway will reflect only the coursework completed after lateral-entry admission. However, credit hours of the previous qualification that formed the basis for admission in lateral-entry must be mentioned on the transcript in the following ways;
    - i. For Associate Degree-based admissions, the exact number of credit hours shall be specified on the transcript.
    - ii. For Conventional BA/BSc/B.Com degrees, the transcript should reflect: *"50 credit hours earned against BA/BSc/B.Com as per National Qualifications Framework"*
    - iii. The bridging semester will be listed on the transcripts, mentioning the deficiency courses along with their grades. However, these grades shall not be included in calculating the student's Cumulative Grade Point Average (CGPA) in the lateral entry program.

#### **1.7.4 Exit from the BBA Degree**

Students enrolled in the Bachelor of Business Administration (BBA) shall be allowed to exit the program with an Associate Degree in Business Administration, provided they have completed the requirements of the Associate Degree in the first four semesters as per HEC Undergraduate Education Policy 2023.

# **BS Programs in Business and Management Disciplines**

## BS PROGRAMS IN BUSINESS & MANAGEMENT

### 2.1 Description

The Bachelor of Studies (BS) programs in business and management disciplines are designed to provide students with a robust academic foundation and a practical skill set necessary for navigating today's dynamic business environment. These programs emphasize critical thinking, strategic decision-making, and ethical leadership while fostering a deep understanding of core business functions across diverse sectors. Overall, these programs combine theoretical instruction with practical applications, case studies, and industry exposure. Graduates are well-prepared to pursue successful careers in various sectors or advance to graduate studies in their chosen field of specialization. For those inclined toward innovation, the programs offer a strong focus on entrepreneurial thinking, business planning, and venture creation, encouraging students to launch and manage new business ventures.

### 2.2 Standard Nomenclature

The standard nomenclature for the BS Programs under Business and Management shall be BS in 'thematic areas of business and management', e.g., BS in Accounting & Finance.

### 2.3 Rationalization of BS Programs in Business and Management

- a. Higher Education Institutions (HEIs) are encouraged to broaden the range of BBA specializations rather than launching separate BS programs in business and management-related fields. The NCRC thoroughly deliberated the BS program titles of all universities acquired through HEC's HEDR /PQR data. Accordingly, it was decided that only those BS programs that offer distinct and substantial value to business and management-related education, or have clear, integrated pathways for higher education at the national and international levels, shall be allowed to continue. These include the following:

S. No.	Program Titles
1.	Accounting & Finance
2.	Agribusiness
3.	Aviation Management
4.	Business Analytics
5.	Entrepreneurship/Management & Entrepreneurship
6.	Project Management
7.	Supply Chain Management
8.	Tourism & Hospitality Management
9.	Islamic Banking and Finance

- b. All other BS programs in business/management disciplines must be phased out by Fall 2026. HEIs are advised to restructure such programs as BBA specializations.

- c. Any HEI seeking to introduce a new BS program in a business/management niche area, other than those listed above, must obtain prior approval in the form of a No Objection Certificate (NOC) from the National Business Education Accreditation Council (NBEAC).

## 2.4 Eligibility Criteria

The basic eligibility requirement for admission to the BS business and management programs is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling with a minimum of 50% marks.

## 2.5 Program Structure

The BS business and management programs follow the HEC Undergraduate Education Policy 2023 and subsequent notifications, and span eight regular semesters (four years). Higher Education Institutions (HEIs) may design the program in accordance with the guidelines below, as recommended by the NCRC, ensuring that the total credit load aligns with the program's learning outcomes.

NQF Qualification Level		Level 6
Minimum Credit Hours		130
General Education Courses		34 Credit Hours (14 courses)
Discipline-Related/Major Courses	Mandatory Core Courses Common for all BS Programs in Business & Management Disciplines	33 Credit Hours (11 courses)
	Domain Core Courses wherein the BS is offered (to be decided by HEIs)	27 Credit Hours (09 courses)
	Electives	18 Credit Hours (06 courses)
	Total	78 Credit Hours (26 courses)
Interdisciplinary/Allied Courses		12 Credit Hours (4 courses)
Field Experience/Internship		3 Credit Hours
Capstone Project		3 Credit Hours
Program Duration		<ul style="list-style-type: none"> <li>Regular/Minimum Duration: 04 Years</li> </ul>

	(Eight Regular Semesters) <ul style="list-style-type: none"> <li>• Maximum Duration: 06 Years (Twelve Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>
Semester Duration	<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Course Load (per semester)	15-21 credit hours for regular semesters Up to 08 credit hours can be offered in summer/winter semesters for failure/repetition/deficiency courses.
Credit Hours Delivery Options (Theory)	<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>
1 Credit Hours (Practical Work) *	1 Credit Hour of practical work requires three contact hours per week throughout the semester.

## 2.6 General Education Courses (34 Credit Hours/14 Courses)

2.6.1.1 As per the HEC Undergraduate Policy 2023 and subsequent notifications, the following courses are mandatory for the BS programs in business and management disciplines, as with any other undergraduate degree program:

S. No.	GE Course Category	No. of Courses	Credit Hours
1.	Arts & Humanities	1	02
2.	Natural Sciences	1	03 (2+1)
3.	Social Sciences	1	02
4.	Functional English, Expository Writing	2	06
5.	Quantitative Reasoning	2	06
6.	Islamic Studies / Ethics	1	02
7.	Ideology & Constitution of Pakistan	1	02
8.	Applications of Information and Communication Technologies	1	03 (2+1)

9.	Entrepreneurship	1	02
10.	Civics and Community Engagement	1	02
11.	Pakistan Studies	1	02
12.	Fehm e Quran <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i>	1	02
	<b>Total</b>	<b>14</b>	<b>34</b>

2.6.1.2 In S. No. 4-12 above, HEC has fixed the courses and developed model course outlines for the HEIs to follow.

2.6.1.3 In the categories from S. No.1 to 3, i.e., Arts & Humanities, Social Sciences, and Natural Sciences, the NCRC suggested certain courses given below for the HEIs' guidance. However, HEI may offer any course within the specific broader subject domain to meet the given credit requirements.

#### **Arts & Humanities**

1. Fine Arts
2. Foreign language
3. Islamic History

#### **Natural Science:**

1. Everyday Science
2. Environmental Science
3. Health and Nutrition
4. Science of Climate Change
5. Science of Global Challenges

#### **Social Sciences:**

1. Anthropology
2. Globalization and Development
3. International Relations
4. Philosophy
5. Political Science
6. Psychology
7. Public Administration
8. Sociology

### **2.6.2 Mandatory Core Courses (33 Credit Hours/11 Courses)**

The mandatory core courses in the BS programs in business and management disciplines are structured to provide students with a solid and comprehensive foundation in key areas of business and management. These courses ensure that all graduates, regardless of their chosen domain, develop essential knowledge and skills across essential areas, including accounting, finance,

marketing, management, and related fields. A total of 11 courses is required in this category, as outlined below:

Management	Marketing	Finance	Accounting	Others
Principles of Management	Principles of Marketing	Business Finance	Principles of Accounting	Business Research Methods
Organizational Behavior	Marketing Management	Financial Management	Managerial Accounting/ Cost Accounting	AI in Business
HRM	Digital Marketing	Islamic Finance	Financial Accounting	Digital Transformation and Innovation
Strategic Management				
09 Cr Hrs. (3 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)	06 Cr Hrs. (2 courses from this Category)

*Note: The five courses left out of this category shall be included in the domain courses to be decided by HEIs, as mentioned in Section 2.6.3 below.*

### 2.6.3 Domain-Specific Courses to be Decided by HEIs (27 Credit Hours/09 Courses)

Higher Education Institutions (HEIs) offering the BS programs in a specific domain or discipline shall design these courses. These courses shall be structured to provide students with comprehensive knowledge and practical skills relevant to the key functional areas of the domain in which the BS program is offered. These courses are designed to ensure that graduates understand both the theoretical frameworks and real-world applications of a particular business domain, enabling them to meet the emerging market trends and align with students' career aspirations.

### 2.6.4 Electives - 18 Credit Hours (06 Courses)

Higher Education Institutions (HEIs) shall design and offer a broader range of electives for BS programs, providing students with flexibility and the opportunity to tailor their academic experience according to their interests, career goals, or emerging industry demands. However, these electives shall not constitute any specializations.

**Clarification:** *Since BS is already offered in specialized areas, one pool of electives (out of which 6 courses shall be opted by students) meets the requirement, unlike the BBA program, which offers clusters of specializations.*

### 2.6.5 Internship/Field Experience Requirement

A field experience or internship carrying three (3) credit hours shall be a mandatory requirement for the BS programs. The internship, lasting six (6) to eight (8) weeks, preferably undertaken during a semester break or summer, must be formally evaluated by a faculty member in consultation with

the field supervisor. This requirement is non-substitutable and cannot be replaced with additional coursework, capstone projects, or other academic activities.

### **2.6.6 Capstone Project Requirement**

A capstone project worth three (3) credit hours shall also be a mandatory requirement for the BS degrees. The capstone project must be supervised and graded by a faculty member in accordance with the protocols prescribed by the HEI. This requirement cannot be substituted with additional coursework or an internship.

### **2.6.7 Interdisciplinary Courses (12 Credit Hours/04 Courses)**

According to HEC Undergraduate Education Policy 2023, interdisciplinary courses of min 12 credit hours are required in four-year undergraduate programs to complement a holistic understanding of the major. Accordingly, interdisciplinary clusters have been established for the BS programs to include all important areas. HEIs may add more courses to each category with the approval of statutory bodies. Students may choose one course at most from one cluster.

#### **1. AI & Technology**

- a) Data Analytics
- b) Digital Literacy and Emerging Tech Trends
- c) Ethics in AI / Cyber Security
- d) Machine Learning
- e) MIS
- f) Programming Fundamentals

#### **2. Economics**

- a) Development Economics
- b) Economics (Micro, Macro)
- c) Econometrics
- d) Managerial Economics

#### **3. Law**

- a) Business Law
- b) Corporate Law
- c) International Law
- d) Labor Laws
- e) Mercantile Law

#### **4. Sustainability**

- a) Climate Change
- b) CSR
- c) Environmental Studies
- d) SDGs
- e) Society and Environment

#### **5. Others**

- a) Creativity and Innovation
- b) Critical Thinking
- c) Freelancing
- d) Gender Studies

- e) Inferential Statistics
- f) Intellectual Capital
- g) Interior Designing
- h) Media and Communication Studies
- i) Professional Communication
- j) Public Policy and Governance
- k) Public Speaking and Presentation Skills
- Sports and Physical Education

## 2.7 Scheme of Studies

A suggestive scheme of studies for the BS in ‘thematic area of Business and Management’ programs is outlined below. However, this course distribution is not rigid. HEIs can redistribute courses across the semesters based on the availability of teaching staff and other facilities.

SEMESTER I			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Quantitative Reasoning-I	3+0	General Education
2	Functional English	3+0	General Education
3	Applications of Information and Communication Technologies	2+1	General Education
4	Principles of Management	3+0	Major
5	HEI Decided Domain Course-I	3+0	To be decided by HEI
6	Interdisciplinary Course-I	3+0	Interdisciplinary
<b>Total Credits (18)</b>			

SEMESTER II			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Quantitative Reasoning-II	3+0	General Education
2	Social Science	2+0	General Education
3	Expository Writing	3+0	General Education
4	Natural Science	2+1	General Education
5	Fehm-e-Quran – I (for Muslim Students)	0+1	General Education
6	Organizational Behaviour	3+0	Major
7	Principles of Accounting	3+0	Major
<b>Total Credits (18)</b>			

SEMESTER III			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Arts and Humanities	2+0	General Education
2	Pakistan Studies	2+0	General Education
3	Fehm-e-Quran – II (for Muslim Students)	0+1	General Education
4	Principles of Marketing	3+0	Major
5	Financial Accounting	3+0	Major
6	HEI Decided Domain Course-II	3+0	To be decided by HEI
7	Interdisciplinary Course-II	3+0	Interdisciplinary
<b>Total Credits (17)</b>			

SEMESTER IV			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Civics and Community Engagement	2+0	General Education
2	Ideology and Constitution of Pakistan	2+0	General Education
3	Entrepreneurship	2+0	General Education
4	Islamic Studies (Religious Education / Ethics for non-Muslim students)	2+0	General Education
5	Business Finance	3+0	Major
6	Marketing Management	3+0	Major
7	HEI Decided Domain Course-III	3+0	To be decided by HEI
<b>Total Credits (17)</b>			

SEMESTER V			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Human Resource Management	3+0	Major
2	Financial Management	3+0	Major
3	Interdisciplinary Course-III	3+0	Major
4	HEI Decided Domain Course-IV	3+0	To be decided by HEI
5	HEI Decided Domain Course-V	3+0	To be decided by HEI
<b>Total Credits (15)</b>			

SEMESTER VI			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	HEI Decided Domain Course-VI	3+0	To be decided by HEI
2	HEI Decided Domain Course-VII	3+0	To be decided by HEI
3	Interdisciplinary Course-IV	3+0	IDS
4	Elective-I	3+0	Elective
5	Elective-II	3+0	Elective
<b>Total Credits (15)</b>			

**Note:** Students shall be required to complete three credit hours of field experience or internship any time after completion of the 5<sup>th</sup> semester.

SEMESTER VII			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Business Research Methods	3+0	Major
2	AI in Business	3+0	Major
3	HEI Decided Domain Course-VIII (Business & Management Relevant Certification) *	3+0	To be decided by HEI
4	Elective-III	3+0	Elective
5	Elective-IV	3+0	Elective
<b>Total Credits (15)</b>			

SEMESTER VIII			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	HEI Decided Domain Course-IX	3+0	To be decided by HEI
2	Elective-V	3+0	Elective
3	Elective-VI	3+0	Elective
4	Capstone Project	3+0	Capstone Project
5	Internship/Field Experience	3	Field Experience
<b>Total Credits (15)</b>			

\* Students of BS programs under thematic areas of business and management are required to complete any relevant certification (equivalent to 3 credit hours in total) over the period of a four-year degree program as a mandatory condition for degree completion. A certification will be considered equivalent to 1 credit hour if it involves 16 hours of study. The respective department will guide students in selecting relevant certifications, ensuring alignment with current market needs and the program's objectives.

## 2.8 BS Degree Award Requirements

- a) As prescribed in this document, as per the recommendation of the NCRC, 130 credit hours must be completed in a minimum of 08 semesters spread over a minimum of four years.
- b) CGPA must not be below 2.00/4.00 at the completion of the degree program. The university may, however, set a higher standard in this regard.

## 2.9 Clarifications

### 2.9.1 Lateral Entry Rules

As explained under the BBA program

### 2.9.2 Exit from the BS Programs

Students enrolled in the BS programs in business and management disciplines shall be allowed to exit the program with an Associate Degree with the caption of the BS degree, provided they have completed the requirements of the Associate Degree in the first four semesters as per HEC Undergraduate Policy 2023.

# **Master of Business Administration (MBA)**

## MASTER OF BUSINESS ADMINISTRATION (MBA)

### 3.1 Description

The Master of Business Administration (MBA) is a dynamic and comprehensive graduate program designed to develop future leaders, entrepreneurs, and strategic decision-makers. It equips students with advanced knowledge and skills in core business areas, including finance, marketing, human resource management, strategic management, operations, etc. Built on a foundation of critical thinking, ethical leadership, and global perspectives, the MBA program emphasizes the application of real-world problem-solving skills. The program is ideal for professionals seeking to enhance their managerial capabilities, transition into leadership roles, or launch new business ventures. The program curriculum is carefully structured, combining core specialization in various subfields of business administration to foster managerial competence, strategic agility, and the ability to lead organizations in a complex and rapidly changing global environment. Through a combination of rigorous academic coursework and practical application, graduates of the MBA program will be well-prepared to excel in diverse sectors, including corporate enterprises, startups, public institutions, and non-profit organizations. The program offers two streams for students with non-business and business backgrounds. For students with a non-business background, the program spans four semesters and is completed in a minimum of two years. For students with a business background, the program can be completed with an exemption of up to 30 credit hours, allowing it to be finished in a minimum of 1.5 years. The programs can be offered with a thesis, a capstone project, or through coursework only.

### 3.2 Standard Nomenclature

To ensure uniformity, the standard nomenclature of the program shall be **Master of Business Administration, abbreviated as ‘MBA.’**

### 3.3 Program Learning Outcomes (PLOs)

By the completion of the Master of Business Administration (MBA) program, the graduates will be able to:

- a. Apply advanced business knowledge, analytical tools, and critical thinking to make effective and ethical strategic decisions in complex organizational contexts.
- b. Demonstrate leadership skills and the ability to manage, motivate, and collaborate effectively with diverse teams to achieve organizational goals.
- c. Evaluate business problems and opportunities considering global trends, cultural diversity, sustainability, and ethical implications.
- d. Communicate complex business ideas clearly and persuasively through written, oral, and digital formats for diverse stakeholders.

### 3.4 MBA (BASED ON NON-RELEVANT QUALIFICATIONS)

#### 3.4.1 Eligibility Criteria

- a. Candidates with an undergraduate degree (comprising 16 years of qualification) in any field other than Business and Management are eligible for admission to the program.

- b. Higher education institutions (HEIs) offering admissions to the program are required to conduct an entry test with a passing score of 50%. They also accept the GRE/HAT General or equivalent tests with a passing score of 50%. HEIs, however, can set minimum entry test scores above 50%.

### 3.4.2 Program Structure

NQF Qualification Level		Level 7
Credit Hours		62-66
Options for Credit Hours Distribution		<p>Higher Education Institutions (HEIs) may structure the credit hour requirements in one of the following ways:</p> <ol style="list-style-type: none"> <li>1. MBA with 06 Credits Thesis</li> <li>2. MBA with 03 Credits Project</li> <li>3. MBA with Course Work</li> </ol> <p>The HEIs may adjust the credit hours accordingly.</p>
Program Duration		<ul style="list-style-type: none"> <li>• Regular/Minimum Duration: 02 Years (Four Regular Semesters)</li> <li>• Maximum Duration: 03 Years (Six Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>
General Education Courses		<p>2 Credit Hours (Fehm-e-Quran) as per HEC requirement</p> <p><i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i></p>
Discipline-Related Courses / Major	Core Courses	<p>45 credit hours in the following domains:</p> <p>Accounting: 06 Credit Hours</p> <p>Finance: 06 Credit Hours</p> <p>Marketing: 06 Credit Hours</p> <p>Quantitative Techniques: 06 Credit Hours</p> <p>Management: 15 Credit Hours</p> <p>Economics: 06 Credit Hours</p> <p><i>However, HEIs can also offer other domains, approved by statutory bodies, while maintaining the upper limit of the credit hours.</i></p>

	Specialization/ Electives	12 Credit Hours
	Project/Thesis/ 1-2 Electives	03-06 Credit Hours
Program Duration		Minimum: 02 Years (4 regular semesters)
Semester Duration		<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Credit Hours Delivery Options (Theory)		<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>

### 3.4.3 Project/Thesis Requirements

The MBA program, based on non-relevant qualifications, can be completed through a research-based project/thesis that demonstrates the student's ability to conduct independent scholarly inquiry under faculty supervision. The thesis/project must contribute to the existing body of knowledge in the field, and typically includes a research proposal, literature review, methodology, data analysis, results, and discussion. A successful thesis defense and evaluation are required for graduation. However, if students wish to complete the MBA program solely through coursework, they may undertake 1-2 additional Electives of 3-6 credit hours.

### 3.4.4 Specialization Clusters for MBA Program

- a. Students shall be allowed to opt for any specialization from the specialization clusters given at the end of this chapter by choosing any 04 courses (12 credits) from that cluster.
- b. Students may select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
- c. Specializations shall not be mentioned on the degree certificate.
- d. The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

### 3.4.5 Scheme of Studies

A suggestive scheme of studies for the Master of Business Administration (MBA) program, based on non-relevant qualifications, is provided below. However, this course distribution is not rigid. HEIs can redistribute courses across the semesters based on the availability of teaching staff and other facilities.

<b>SEMESTER I</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1.	Financial Accounting	3+0	Core
2.	Microeconomics	3+0	Core
3.	Business Finance	3+0	Core
4.	Professional Communication	2+0	Core
5.	Data Analysis and Modeling	3+0	Core
6.	Fehm-e-Quran I	0+1	GE
<b>Total Credits (15)</b>			

<b>SEMESTER II</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Cost & Managerial Accounting	3+0	Core
2	Financial Management	3+0	Core
3	Organizational Behavior & HRM	3+0	Core
4	Marketing Management	3+0	Core
5	Supply Chain Management	3+0	Core
6	Fehm-e-Quran-II	0+1	GE
<b>Total Credits (16)</b>			

<b>SEMESTER III</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Information Innovation & Technology	2+0	Core
2	Market Research	3+0	Core
3	Business Strategy in the Digital Era	3+0	Core
4	Macroeconomics and Global Economy	3+0	Core
5	Business Ethics & Legal Compliance	2+0	Core
6	Elective-I	3+0	Specialization/ Elective Courses
<b>Total Credits (16)</b>			

SEMESTER IV			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Islamic Finance	3+0	Core
2	Elective II	3+0	Specialization/ Elective Courses
3	Elective III	3+0	Specialization/ Elective Courses
4	Elective IV	3+0	Specialization/ Elective Courses
5	Project/Thesis/1-2 Electives	3+0 or 6+0	Research
<b>Total Credits (15/18)</b>			

### 3.5 MBA (BASED ON RELEVANT QUALIFICATIONS)

#### 3.5.1 Credit Hours and Duration

- a. Students having a prior 16-year qualification relevant to Business and Management shall be eligible for course exemptions up to 30 credit hours. Accordingly, these candidates can complete their MBA degree in 32-36 credit hours over a minimum of 3 semesters. The final decision regarding exemptions shall rest with the higher education institutions (HEIs). The guiding principle is that exemptions are determined by the number of relevant courses completed during the previous 16 years of relevant education. The student may receive full exemptions if the prior coursework covers content equivalent to or exceeding 30 credits of the required coursework. Conversely, the exemption shall be proportionally reduced if the relevant coursework amounts to fewer than 30 credit hours.

#### 3.5.2 Eligibility Criteria

- a. An undergraduate degree (comprising 16 years of qualification) in Business or Management Education is the eligibility requirement for admission to the Master of Business Administration. Relevant qualification refers to degrees where a minimum of 65% of courses are from the core Business or Management domain.
- b. Higher education institutions (HEIs) offering admissions to the program are required to conduct an entry test with a passing score of 50%. They may also accept the GRE/HAT General or equivalent tests with a passing score of 50%. HEIs, however, can set minimum entry test scores above 50%.

### 3.5.3 Program Structure

NQF Qualification Level	Level 7	
Credit Hours	32-36	
Options for Credit Hours Distribution:	<p>Higher Education Institutions (HEIs) may structure the credit hour requirements in one of the following ways:</p> <ol style="list-style-type: none"> <li>1. MBA with 06 Credits Thesis</li> <li>2. MBA with 03 Credits Project</li> <li>3. MBA with Course Work</li> </ol> <p>The credits, accordingly, may be adjusted by HEIs.</p>	
Program Duration	<ul style="list-style-type: none"> <li>• Regular/Minimum Duration: 1.5 Years (Three Regular Semesters)</li> <li>• Maximum Duration: 03 Years (Five Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>	
General Education Courses	<p>2 Credit Hours (Fehm-e-Quran) as per HEC requirement</p> <p><i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i></p>	
Discipline-Related Courses / Major	Mandatory Core Courses	15 Credit Hours
	Specialization/ Electives	12 Credit Hours
	Project/Thesis/1-2 Electives	03-06 Credit Hours
Semester Duration	<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>	
Course Load Allocation (per semester)	<p>09-12 credit hours for regular semesters</p> <p>Up to 8 credit hours for summer semesters (for failure/deficiency/repetition courses only)</p>	
Credit Hours Delivery Options (Theory)	<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>	

### 3.5.4 Project/Thesis Requirements

The MBA program, based on relevant qualifications, can be completed through a research-based project/thesis that demonstrates the student's ability to conduct independent scholarly inquiry under faculty supervision. The thesis/project must contribute to the existing body of knowledge in the field, and typically includes a research proposal, literature review, methodology, data analysis, results, and discussion. A successful thesis defense and evaluation are required for graduation. However, if students wish to complete the MBA program solely through coursework, they may undertake 1-2 additional Electives of 3-6 credit hours.

### 3.5.5 Scheme of Studies

A suggestive scheme of studies for the Master of Business Administration (MBA) program based on relevant qualifications is outlined below. However, this course distribution is not rigid. HEIs can redistribute courses across the semesters based on the availability of teaching staff and other facilities.

SEMESTER I			
S. No	COURSE	CREDIT HOURS	CATEGORY
1.	Business Strategy in the Digital Era	3+0	Core
2.	Macroeconomics and Global Economy	3+0	Core
3.	Market Research	3+0	Core
4.	Core Course IV (As decided by HEIs)	3+0	Core
5.	Fehm-e-Quran-I <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i>	0+1	GE
<b>Total Credits (13)</b>			

SEMESTER II			
S. No	COURSE	CREDIT HOURS	CATEGORY
1.	Elective I	3+0	Specialization/ Elective Courses
2.	Elective II	3+0	Specialization/ Elective Courses
3.	Elective III	3+0	Specialization/ Elective Courses
4.	Fehm-e-Quran – II <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i>	0+1	GE
<b>Total Credits (10)</b>			

SEMESTER III			
S. No	COURSE	CREDIT HOURS	CATEGORY
1.	Elective IV	3+0	Specialization/ Elective Courses
2.	Islamic Finance	3+0	Core
3.	Project/Thesis/1-2 Electives	3+0 or 6+0	Research/Electives
<b>Total Credits (9/12)</b>			

### 3.5.6 Specialization Clusters for MBA Program

- e. Students shall be allowed to opt for any specialization from the specialization clusters given below by choosing any 04 courses (12 credits) from that cluster.
- f. Students may select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
- g. Specializations shall not be mentioned on the degree certificate.
- h. The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

#### 1 Business Analytics

S. No.	Course Title	Credit Hours
1	Business Intelligence & Analytics	3+0
2	Data Governance and Quality	3+0
3	Data Visualization and Storytelling	3+0
4	Data Mining for Business Intelligence	3+0
5	Digital Transformation Management	3+0
6	Innovation and Design Thinking	3+0
7	Systems Analysis & Design	3+0

#### 2 Digital Marketing

S. No.	Course Title	Credit Hours
1.	Consumer Insights and Analytics	3+0
2.	Consumer Psychology in a Phygital Marketplace	3+0
3.	Digital Communication Strategy	3+0
4.	Strategic Brand Management	3+0
5.	Web Listening and Social Media	3+0

### 3 Entrepreneurship and Innovation

S. No.	Course Title	Credit Hours
1.	Building Scalable Ventures from Scratch	3+0
2.	Family Business Management	3+0
3.	Innovative Business Models & Value Creation	3+0
4.	SME Management	3+0
5.	Startup Law, Compliance & IP Strategy	3+0
6.	Startup Mindset & Creative Problem Solving	3+0
7.	Technopreneurship	3+0

### 4 Fintech

S. No.	Course Title	Credit Hours
	Big Data Application for Business	3+0
	Blockchain & Cryptocurrencies	3+0
	Financial Innovation & Governance	3+0
	Financial Modeling & Security Analysis	3+0
	FinTech Entrepreneurship and Innovation	3+0
	Fintech: Foundations & Applications	3+0

### 5 Human Resource Management

S. No.	Course Title	Credit Hours
1.	Data Driven HR	3+0
2.	Global HR & Employment Models	3+0
3.	HR Analytics	3+0
4.	HR Information System (HRIS)	3+0
5.	Leadership Laboratory	3+0
6.	Performance & Compensation Management	3+0
7.	Talent Development & Culture Building	3+0
8.	Transformational Leadership & Organizational Agility	3+0

### 6 Islamic Finance

S. No.	Course Title	Credit Hours
1.	Comparative Study of Islamic and Conventional Finance	3+0

2.	Ijara and Leasing Structures	3+0
3.	Islamic Financial Technology (Islamic FinTech)	3+0
4.	Portfolio Management in Islamic Finance	3+0
5.	Risk Management in Islamic Financial Institutions	3+0
6.	Shariah Compliance and Governance	3+0

## 7 Supply Chain Management

S. No.	Course Title	Credit Hours
1	Enterprise and SCM Systems	3+0
2	International Trade and Customs	3+0
3	Logistics Management	3+0
4	Quality & Continuous Improvement	3+0
5	Strategic Sourcing	3+0

### 3.5.7 Additional Decisions of NCRC for the MBA Program

#### a. Title of the MBA degree

Specializations offered in the MBA programs, such as an MBA in Advertising, an MBA in Sales and Marketing, or an MBA in Entrepreneurship, will be reflected **on transcripts**. These must not appear on the degree certificate. Effective Fall 2026, all MBA programs bearing specialization-related captions/titles must be discontinued. HEIs are advised to retitle such programs simply as *Master of Business Administration (MBA)*.

#### b. No Program Duration to be Mentioned on the MBA Degree

Although an MBA can be completed in three semesters (approximately 1.5 years) for students with relevant qualifications, no program duration shall be mentioned on the degree certificate or transcript, such as MBA (1.5) years.

#### c. No Equation/Equivalence to be Assigned with the MBA Degree

The MBA program is designed with distinct objectives and defined learning outcomes that set it apart from other Level 7 qualifications. Due to its unique structure and focus, it is not directly comparable to other graduate programs at the same level of academic achievement. Consequently, the MBA degree will not be equated with other Level 7 qualifications, including MS programs specializing in specific areas of business or management education.

# **Executive Master of Business Administration (EMBA)**

## EXECUTIVE MASTER OF BUSINESS ADMINISTRATION (EMBA)

### 4.1 Description

The Executive Master of Business Administration (EMBA) is designed for experienced professionals, senior managers, and executives who seek to enhance their leadership, strategic thinking, and decision-making skills without pausing their careers. It prepares graduates for senior leadership roles, entrepreneurial ventures, or strategic transitions. The program curriculum encompasses core MBA subjects, including finance, marketing, operations, strategy, and leadership, with a global business focus, applied learning, and executive coaching. The program's learning approach emphasizes peer learning, case studies, simulations, and practical projects, leveraging participants' diverse industry backgrounds.

### 4.2 Standard Nomenclature

To ensure uniformity, the standard nomenclature of the program shall be **Executive Master of Business Administration**, abbreviated as **'EMBA.'**

### 4.3 Program Learning Outcomes (PLOs)

By the completion of the Executive Master of Business Administration (EMBA) program, the graduates will be able to:

- a. Demonstrate holistic understanding across marketing, operations, HR, finance, and strategy.
- b. Make cross-functional decisions that consider the entire value chain.
- c. Solve real-world business problems using a multidisciplinary approach.
- d. Understand global market forces, trade dynamics, and geopolitical risk.
- e. Develop and demonstrate effective leadership styles and skills.
- f. Lead high-performance teams through change and transformation.
- g. Communicate complex ideas clearly and persuasively to various stakeholders.
- h. Make data-driven, ethical decisions in uncertain or high-stakes environments.

### 4.4 Eligibility Criteria

- a. Candidates with an undergraduate degree (requiring 16 years of qualification) and 3 years of professional or managerial experience are eligible for admission into the EMBA program.
- b. Higher education institutions (HEIs) offering admissions to the program are required to conduct an entry test with a passing score of 50%. They may also accept the GRE/HAT General or equivalent tests with a passing score of 50%. HEIs, however, can set minimum entry test scores above 50%.

### 4.5 Program Structure

Standard structure of the EMBA program is as follows:

NQF Qualification Level		Level 7
Credit Hours		62-66
Options for Credit Hours Distribution		<p>Higher Education Institutions (HEIs) may structure the credit hour requirements in one of the following ways:</p> <ol style="list-style-type: none"> <li>1. EMBA with 06 Credits Thesis</li> <li>2. EMBA with 03 Credits Project</li> <li>3. EMBA with Course Work</li> </ol> <p>The credits, accordingly, may be adjusted by HEIs.</p>
Program Duration		<ul style="list-style-type: none"> <li>• Regular/Minimum Duration: 02 Years (Four Regular Semesters)</li> <li>• Maximum Duration: 03 Years (Six Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>
General Education Courses		<p>2 Credit Hours (Fehm-e-Quran) as per HEC requirement</p> <p><i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by the university's statutory bodies.</i></p>
Discipline-Related Courses / Major	Core Courses	<p>45 credit hours in the following domains:</p> <p>Accounting: 06 Credit Hours</p> <p>Finance: 06 Credit Hours</p> <p>Marketing: 06 Credit Hours</p> <p>Quantitative Techniques: 06 Credit Hours</p> <p>Management: 15 Credit Hours</p> <p>Economics: 06 Credit Hours</p> <p><i>However, HEIs can also offer other domains, approved by statutory bodies, while maintaining the upper limit of the credit hours.</i></p>
	Specialization/ Electives	12 Credit Hours
	Thesis/Project/1 -2 Electives	03-06 Credit Hours

Semester Duration	<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Credit Hours Delivery Options (Theory)	<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>

#### 4.6 Scheme of Studies

A suggestive study plan for the Executive Master of Business Administration (EMBA) program is outlined below. However, this course distribution is not rigid. HEIs can redistribute courses across the semesters based on the availability of teaching staff and other facilities.

SEMESTER I			
S. No	COURSE	CREDIT HOURS	CATEGORY
1.	Financial Accounting	3+0	Core
2.	Microeconomics	3+0	Core
3.	Business Finance	3+0	Core
4.	Professional Communication	2+0	Core
5.	Data Analysis and Modeling	3+0	Core
6.	Fehm-e-Quran I	0+1	GE
<b>Total Credits (15)</b>			

SEMESTER II			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Cost & Managerial Accounting	3+0	Core
2	Financial Management	3+0	Core
3	Organizational Behavior & HRM	3+0	Core
4	Marketing Management	3+0	Core
5	Supply Chain Management	3+0	Core
6	Fehm-e-Quran-II	0+1	GE
<b>Total Credits (16)</b>			

SEMESTER III			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Information Innovation & Technology	2+0	Core
2	Market Research	3+0	Core
3	Business Strategy in the Digital Era	3+0	Core
4	Macroeconomics and Global Economy	3+0	Core
5	Business Ethics & Legal Compliance	2+0	Core
6	Elective-I	3+0	Specialization/ Elective Courses
<b>Total Credits (16)</b>			

SEMESTER IV			
S. No	COURSE	CREDIT HOURS	CATEGORY
1	Islamic Finance	3+0	Core
2	Elective II	3+0	Specialization/ Elective Courses
3	Elective III	3+0	Specialization/ Elective Courses
4	Elective IV	3+0	Specialization/ Elective Courses
5	Project/Thesis/1-2 Electives	3+0 or 6+0	Research
<b>Total Credits (15/18)</b>			

#### 4.7 Project/Thesis Requirements

The EMBA program can be completed through a research-based project/thesis that demonstrates the student's ability to conduct independent scholarly inquiry under faculty supervision. The thesis/project must contribute to the existing body of knowledge in the field, and typically includes a research proposal, literature review, methodology, data analysis, results, and discussion. A successful thesis defense and evaluation are required for graduation. However, if students wish to complete the EMBA program solely through coursework, they may undertake 1-2 additional Electives of 3-6 credit hours.

#### 4.8 Specialization Clusters for EMBA Program

- a. Students shall be allowed to opt for any specialization from the specialization clusters given below by choosing any 04 courses (12 credits) from that cluster.
- b. Students may select elective courses either within a single specialization cluster or across multiple clusters. If all electives are taken from the same cluster, the specialization may be noted on the academic transcript. If electives are chosen from different clusters, no specialization shall be mentioned.
- c. Specializations shall not be mentioned on the degree certificate.

- d. The listed specialization clusters and courses are not exhaustive. HEIs may offer additional specializations and/or courses, subject to approval by the relevant statutory bodies and the availability of necessary resources.

### 1 Business Analytics

S. No.	Course Title	Credit Hours
1	Business Intelligence & Analytics	3+0
2	Data Governance and Quality	3+0
3	Data Visualization and Storytelling	3+0
4	Data Mining for Business Intelligence	3+0
5	Digital Transformation Management	3+0
6	Innovation and Design Thinking	3+0
7	Systems Analysis & Design	3+0

### 2 Digital Marketing

S. No.	Course Title	Credit Hours
1.	Consumer Insights and Analytics	3+0
2.	Consumer Psychology in a Phygital Marketplace	3+0
3.	Digital Communication Strategy	3+0
4.	Strategic Brand Management	3+0
5.	Web Listening and Social Media	3+0

### 3 Entrepreneurship and Innovation

S. No.	Course Title	Credit Hours
1.	Building Scalable Ventures from Scratch	3+0
2.	Family Business Management	3+0
3.	Innovative Business Models & Value Creation	3+0
4.	SME Management	3+0
5.	Startup Law, Compliance & IP Strategy	3+0
6.	Startup Mindset & Creative Problem Solving	3+0
7.	Technopreneurship	3+0

### 4 Fintech

S. No.	Course Title	Credit Hours
1.	Big Data Application for Business	3+0
2.	Blockchain & Cryptocurrencies	3+0
3.	Financial Innovation & Governance	3+0
4.	Financial Modeling & Security Analysis	3+0
5.	FinTech Entrepreneurship and Innovation	3+0
6.	Fintech: Foundations & Applications	3+0

## 5 Human Resource Management

S. No.	Course Title	Credit Hours
1.	Data Driven HR	3+0
2.	Global HR & Employment Models	3+0
3.	HR Analytics	3+0
4.	HR Information System (HRIS)	3+0
5.	Leadership Laboratory	3+0
6.	Performance & Compensation Management	3+0
7.	Talent Development & Culture Building	3+0
8.	Transformational Leadership & Organizational Agility	3+0

## 6 Islamic Finance

S. No.	Course Title	Credit Hours
1.	Comparative Study of Islamic and Conventional Finance	3+0
2.	Ijara and Leasing Structures	3+0
3.	Islamic Financial Technology (Islamic FinTech)	3+0
4.	Portfolio Management in Islamic Finance	3+0
5.	Risk Management in Islamic Financial Institutions	3+0
6.	Shariah Compliance and Governance	3+0

## 7 Supply Chain Management

S. No.	Course Title	Credit Hours
1	Enterprise and SCM Systems	3+0
2	International Trade and Customs	3+0
3	Logistics Management	3+0
4	Quality & Continuous Improvement	3+0
5	Strategic Sourcing	3+0

# **MS in Business and Management Disciplines**

## MASTER OF STUDIES IN BUSINESS & MANAGEMENT DISCIPLINES

### 5.1 Description

Master of Studies (MS) programs in business and management are graduate programs designed to provide advanced theoretical and practical knowledge in these fields. Research-based MS programs are rigorous graduate programs that blend core business/management disciplines with quantitative and analytical tools, aiming to prepare students for leadership roles in complex, data-driven environments. The program is ideal for individuals seeking to deepen their understanding of organizational dynamics, strategic management, and operational efficiency. It also helps in developing specialized expertise in functional business areas, including HRM, finance, marketing, supply chain management, operations, and business analytics. In addition to domain-specific expertise and research skills, these programs develop critical thinking and analytical skills among graduates for professional careers in both academic and industry settings. Based on their research expertise, they also have the option to pursue a career in research and development or continue toward a PhD.

### 5.2 Standard Nomenclature

To ensure uniformity, the standard nomenclature for the program shall be “Master of Studies in (thematic area of business and management).”

### 5.3 Program Learning Outcomes (PLOs)

By the completion of the MS Program in Business/Management, the graduates will be able to:

- a) Conduct independent and original research to generate new insights and solutions for complex business and management problems.
- b) Critically evaluate and integrate advanced theories, models, and frameworks to address strategic and operational challenges.
- c) Apply quantitative and qualitative research methods to collect, analyze, and interpret data for informed decision-making.
- d) Demonstrate the ability to lead, collaborate, and manage projects in diverse and interdisciplinary professional environments.
- e) Present research findings and professional analyses clearly and persuasively to academic, professional, and policy-making audiences.

### 5.4 Eligibility & Admission Criteria

- a) An undergraduate degree, involving 16 years of education in the thematic field of business and/or management, in which the MS program is offered, is the basic eligibility requirement for admission to the Master of Studies (MS) in Business & Management Disciplines.
- b) However, candidates having an undergraduate degree (involving 16 years of education) in any field under the broad category of business and management listed in the ISCED-2013 UNESCO classification – intradisciplinary qualifications – are also

allowed admission to MS in various thematic fields of business and/or management, provided they undertake deficiency courses of 6 to 9 credit hours after admission. The quantum of deficiency will be determined by the higher education institution (HEI) offering admission on a case-by-case basis.

- c) Other candidates, with a 16-year education not in the above fields, will be required to undertake deficiency courses of up to 30 credits, in line with the MBA program. The HEI will determine the quantum of deficiency on a case-by-case basis.
- d) Higher education institutions (HEIs) offering admissions to the program are required to conduct an entry test with a passing score of 50%. They may also accept the GRE/HAT General/equivalent tests with a passing score of 50%. HEIs, however, can set minimum entry test scores above 50%.

### 5.5 Program Structure

NQF Qualification Level	Level 7	
Credit Hours	32-36	
Options for Credit Hours Distribution:	<p>Higher Education Institutions (HEIs) may structure the credit hour requirements in one of the following ways:</p> <ol style="list-style-type: none"> <li>4. MS with 06 Credits Thesis</li> <li>5. MS with 03/06 Credits Project</li> <li>6. MS with Course Work</li> </ol> <p>The HEIs may adjust credit hours accordingly.</p>	
Program Duration	<ul style="list-style-type: none"> <li>• Regular/Minimum Duration: 1.5 Years (Three Regular Semesters)</li> <li>• Maximum Duration: 03 Years (Five Regular Semesters)</li> <li>• Further extendible for 01 Year (Two Regular Semesters) with the permission of the statutory bodies</li> </ul>	
Course Work	GE Mandatory	2 Credit Hours (Fehm-e-Quran) as per HEC requirement <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by their statutory bodies.</i>
	Mandatory Core Courses	12 Credit Hours
	Domain Specific Electives	15 Credit Hours
Thesis/Project/ 1-2 Electives	06/03 Credit Hours	

Semester Duration	<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Course Load Allocation (per semester)	<p>09-12 credit hours for regular semesters</p> <p>Up to 8 credit hours for summer semesters (for failure/deficiency/repetition courses only)</p>
3 Credit Hours Delivery Options	<ul style="list-style-type: none"> <li>• 3 classes (1 hour each) OR</li> <li>• 2 classes (1.5 hours each) OR</li> <li>• 1 class (3 hours)</li> </ul>
1 Credit Hours (Lab / Field Work)	One credit hour in laboratory or practical work would require lab or field contact of three hours per week throughout the semester.

### 5.5.1 Fehm-e-Quran Course

As per HEC's directives, the Fehm-e-Quran course, worth 02 credit hours, shall be offered in each MS program. For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by the university's statutory bodies.

### 5.5.2 Mandatory Core Courses – 12 Credit Hours

The mandatory core courses in the MS programs in business and management disciplines are designed to provide students with a solid and comprehensive foundation in key areas of these fields. These courses ensure that all graduates, regardless of their chosen domain, develop essential knowledge and skills across essential areas, including accounting, finance, marketing, management, and related fields.

A total of 04 courses of 12 credit hours is required in this category, as outlined below:

1. Applied Research Design and Methods
2. Contemporary Business Strategy in the Digital Era
3. Mandatory Core Course III (To be decided by the HEI)
4. Mandatory Core Course IV (To be decided by the HEI)

### 5.5.3 Domain Specific Electives – 15 Credit Hours

Higher Education Institutions (HEIs) offering the MS programs in a specific domain or discipline shall design these courses. These courses shall be structured to provide students with comprehensive knowledge and practical skills relevant to the key functional areas of the domain in which the MS program is offered. These courses are designed to ensure that graduates understand both the theoretical frameworks and real-world applications of a particular business domain, enabling them to meet the emerging market trends and align with students' career aspirations.

**Clarification:** Since MS is already offered in specialized areas, one pool of domain-specific electives (out of which 05 courses shall be opted by students) meets the requirement, unlike the MBA program, wherein clusters of specializations are given.

### 5.5.4 Project/Thesis Requirement – 03/06 Credit Hours

The MS program can be completed through a research-based project/thesis that demonstrates the student's ability to conduct independent scholarly inquiry under faculty supervision. The thesis/project must contribute to the existing body of knowledge in the field, and typically includes a research proposal, literature review, methodology, data analysis, results, and discussion. A successful thesis defense and evaluation are required for graduation. However, if students wish to complete the MS program solely through coursework, they may undertake 1-2 additional domain-specific courses of 3-6 credit hours.

### 5.5.5 Scheme of Studies

SEMESTER I			
S. No.	COURSE	CREDIT HOURS	CATEGORY
1	Applied Research Design and Methods	3+0	Core I
2	Contemporary Business Strategy in the Digital Era	3+0	Core II
3	Elective – I	3+0	Elective
4	Elective – II	3+0	Elective
5	Fehm-e-Quran I	0+1	GE
<b>Total Credits (13)</b>			

SEMESTER II			
S. No.	COURSE	CREDIT HOURS	CATEGORY
1	Core Course III (To be decided by the HEIs)	3+0	Core III
2	Core Course IV (To be decided by the HEIs)	3+0	Core IV
3	Elective – III	3+0	Elective
4	Elective – IV	3+0	Elective
5	Fehm-e-Quran II	0+1	GE
<b>Total Credits (13)</b>			

SEMESTER III			
S. No.	COURSE	CREDIT HOURS	CATEGORY
1.	Elective-V	3+0	Elective
2.	Project/Thesis-I /1-2 Domain Specific Core Courses	03/06	Research/Elective
<b>Total Credits (6/9)</b>			

SEMESTER IV			
S. No.	COURSE	CREDIT HOURS	CATEGORY
1	Thesis-II	Continued	Research/Elective

### 5.5.6 Deficiency Courses

As noted under section 5.4 (C) above, candidates having a 16-year education (other than fields classified under Business & Management in ISCED - 2013) shall be required to undertake deficiency courses up to 30 credit hours. The quantum of deficiency shall be determined by the HEI offering admission on a case-by-case basis. The following is the list of such courses from which the deficiency courses may be selected. The listed courses are not exhaustive, however. HEIs may offer additional courses, if required, subject to approval by the relevant statutory bodies.

1. Principles of Accounting
2. Principles of Management
3. Principles of Marketing
4. Business Communication
5. Financial Accounting
6. Business Finance
7. Marketing Management
8. Oral & Public Speaking
9. Micro & Macro Economics
10. Organizational Behavior
11. Human Resource Management
12. Islamic Finance
13. Business Ethics and Legal Compliance
14. Entrepreneurship

## 5.6 Additional Decisions of NCRC

### 5.6.1 Eligibility of MS/MBA Students for Admission to the PhD Program

Students with an MS or MBA degree without a thesis/project can also apply for admission to the PhD program. However, preference shall be given to students who have completed an MS/MBA/EMBA degree with a thesis/project. HEIs may require that course-based MS/MBA students undertake some research work and/or research-related courses before or during the early stages of the PhD program. HEIs will determine the level of deficiency and the mode of fulfilling the requirements.

# **Associate Degrees in Business and Management Disciplines**

## ASSOCIATE DEGREE IN BUSINESS AND MANAGEMENT DISCIPLINES

### 6.1 Description

The two-year Associate Degrees in business and management disciplines are undergraduate programs designed for students who have completed 12 years of schooling. These programs provide foundational knowledge and practical skills in business and management functions, preparing students for either direct entry into the job market or further education in a four-year bachelor's degree program. This qualification is designed for entry-level career positions across various businesses and industries, preparing graduates for para-professional roles that require foundational knowledge and practical skills rather than advanced academic or managerial expertise. It also serves as a valuable academic route for students seeking higher education options in business and management, offering opportunities for admission through the lateral entry of four-year degree programs under national qualification frameworks and university policies. The curricula for associate degrees in business and management disciplines emphasize both general education and discipline-specific courses. They offer a balanced mix of theoretical understanding and applied learning, equipping graduates to contribute effectively to their chosen fields.

### 6.2 Recommended Associate Degree Areas

For the sake of standardization, all the undergraduate degree programs (NQF Level 5 qualifications) in the discipline of business and management must have the title of “**Associate Degree in (thematic area of business and management)**”. The thematic areas decided by NCRC are detailed below:

1. Accounting
2. Marketing
3. Finance
4. Human Resource Management
5. Entrepreneurship
6. Supply Chain Management
7. Islamic Banking and Finance
8. Project Management
9. Business Analytics
10. Digital Marketing

### 6.3 Eligibility Criteria

The basic eligibility requirement for admission to the Associate Degree in (thematic area of business & management) is a Higher Secondary School Certificate (HSSC), A-levels, or an equivalent qualification recognized by the IBCC, involving 12 years of schooling with a minimum of 50% marks.

## 6.4 Program Structure

The Associate degree in thematic areas of business & management follows the HEC Undergraduate Education Policy 2023 and subsequent notifications, and comprises a minimum of four regular semesters (two years). Higher Education Institutions (HEIs) may offer courses consisting of 70-72 credit hours, provided that the total number of credit hours is reasonably set to achieve the program learning outcomes.

NQF Qualification Level		Level 5
Credit Hours		70-72
General Education Courses		34 credit hours (14 courses)
Discipline-Related Courses / Major	Mandatory Core Courses Common for all Associate Degrees in Business and Management Disciplines	15 credit hours
	Domain Specific Courses wherein the Associate Degree is offered (to be decided by HEIs)	21 credit hours
Program Duration		Regular/Minimum Duration: 2 Years Maximum Duration: 3.5 Years
Semester Duration		<ul style="list-style-type: none"> <li>• 16-18 weeks for regular semesters, including 1-2 weeks for examinations</li> <li>• 8-9 weeks for summer semesters, including 1 week for examination</li> </ul>
Course Load (per semester)		15-21 credit hours for regular semesters. Up to 8 credit hours can be offered in summer/winter semesters for failure/repetition/deficiency courses.
Credit Hours Delivery Options (Theory)		<ul style="list-style-type: none"> <li>• 3 classes (1 hour each), OR</li> <li>• 2 classes (1.5 hours each), OR</li> <li>• 1 class (3 hours)</li> </ul>
1 Credit Hours (Practical Work)		1 Credit hour of practical work requires three contact hours per week throughout the semester.

### 6.4.1 General Education Courses (34 Credit Hours/14 Courses)

6.4.1.1 As per the HEC Undergraduate Policy and subsequent notifications, the following courses are mandatory for the Associate Degree programs in business and management disciplines, as for any other associate degree as per policy:

S. No.	GE Course Category	No. of Courses	Credit Hours
1.	Arts & Humanities	1	02
2.	Natural Sciences	1	03 (2+1)
3.	Social Sciences	1	02
4.	Functional English, Expository Writing	2	06
5.	Quantitative Reasoning	2	06
6.	Islamic Studies / Ethics	1	02
7.	Ideology & Constitution of Pakistan	1	02
8.	Applications of Information and Communication Technologies	1	03 (2+1)
9.	Entrepreneurship	1	02
10.	Civics and Community Engagement	1	02
11.	Pakistan Studies	1	02
12.	Fehm e Quran <i>For non-Muslim students, HEIs may adjust the 02 credit hours with a suitable General Education course approved by the university's statutory bodies.</i>	1	02
	<b>Total</b>	<b>14</b>	<b>34</b>

6.4.1.2 In S. No. 4-12 above, HEC has fixed the courses and developed model course outlines for the HEIs to follow.

6.4.1.3 In the categories from S. No.1 to 3, i.e., Arts & Humanities, Social Sciences, and Natural Sciences, the Business Administration NCRC suggested certain courses given below for the HEIs' guidance. However, HEI may offer any course within the specific broader subject domain to meet the given credit requirements.

#### Arts & Humanities

1. Foreign language
2. Islamic History
3. Fine Arts

#### Social Sciences:

1. Anthropology
2. Public Administration
3. Political Science

4. International Relations
5. Philosophy
6. Psychology
7. Sociology
8. Globalization and Development

**Natural Science:**

1. Science of Climate Change
2. Health and Nutrition
3. Environmental Science
4. Everyday Science
5. Science of Global Challenges

### 6.4.2 Mandatory Core Courses (15 Credit Hours)

The mandatory core courses in the Associate Degree in business and management disciplines help to provide students with a strong and comprehensive foundation in the fundamental areas of business and management. These courses ensure that the graduates acquire essential knowledge and skills in disciplines such as accounting, finance, marketing, management, and allied areas. A total of 15 credit hours of courses is required in this category. The breakup is given below.

Management	Marketing	Finance	Accounting
Principles of Management	Principles of Marketing	Business Finance	Principles of Accounting
Organizational Behavior			

### 6.4.3 Domain Courses Decided by HEIs (21 Credit Hours)

Higher Education Institutions (HEIs) offering the Associate Degree in a specific discipline or domain shall design the courses for this degree. These courses shall be structured to provide students with comprehensive knowledge and practical skills relevant to the key functional areas of the domain in which the Associate Degree is offered. These courses are designed to ensure that graduates understand both the theoretical frameworks and real-world applications of business principles, enabling them to meet the emerging trends of the HEI's market and align with students' career aspirations.

### 6.4.4 Scheme Of Studies

The suggested scheme of studies for the Associate degree in thematic areas of business and management program is given below:

<b>SEMESTER I</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Quantitative Reasoning-I	3+0	General Education
2	Functional English	3+0	General Education
3	Applications of Information and Communication Technologies	2+1	General Education
4	Principles of Management	3+0	Major
5	HEI Decided Core Course-I	3+0	To be decided by HEI
6	HEI Decided Core Course-II	3+0	To be decided by HEI
<b>Total Credits (18)</b>			

<b>SEMESTER II</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Quantitative Reasoning-II	3+0	General Education
2	Social Science	2+0	General Education
3	Expository Writing	3+0	General Education
4	Natural Science	2+1	General Education
5	Fehm-e-Quran – I (for Muslim Students)	0+1	General Education
6	Organizational Behavior	3+0	Major
7	Principles of Accounting	3+0	Major
<b>Total Credits (18)</b>			

<b>SEMESTER III</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Arts and Humanities	2+0	General Education
2	Islamic Studies (Religious Education / Ethics for non-Muslim students)	2+0	General Education
3	Pakistan Studies	2+0	General Education
4	Fehm-e-Quran – II (for Muslim Students)	0+1	General Education
5	HEI Decided Core Course-III	3+0	To be decided by HEI
6	HEI Decided Core Course-IV	3+0	To be decided by HEI
7	HEI Decided Core Course-V	3+0	To be decided by HEI
<b>Total Credits (16)</b>			

<b>SEMESTER IV</b>			
<b>S. No</b>	<b>COURSE</b>	<b>CREDIT HOURS</b>	<b>CATEGORY</b>
1	Civics and Community Engagement	2+0	General Education
2	Ideology and Constitution of Pakistan	2+0	General Education
3	Entrepreneurship	2+0	General Education
4	Business Finance	3+0	Major
5	Principles of Marketing	3+0	Major
6	HEI Decided Core Course-VI	3+0	To be decided by HEI
7	HEI Decided Core Course-VII	3+0	To be decided by HEI
<b>Total Credits (18)</b>			

## COURSE LEARNING OUTCOMES (CLOs) CORE COURSES

### Principles of Management

By the end of this course student will be able to:

- Explain the fundamental functions and principles of management.
- Analyze the roles and responsibilities of managers in different organizational settings.
- Apply management theories to real-world business scenarios.
- Evaluate the importance of leadership and decision-making in effective management.

### Principles of Marketing

By the end of this course student will be able to:

- Describe the core concepts and functions of marketing.
- Analyze target markets and consumer behavior.
- Develop basic marketing strategies and plans.
- Evaluate the role of digital and social media in modern marketing.

### Business Finance

By the end of this course student will be able to:

- Explain the principles of financial management and planning.
- Analyze financial statements to assess business performance.
- Apply financial tools to make investment and financing decisions.
- Evaluate the impact of financial decisions on organizational goals.

### Principles of Accounting

By the end of this course student will be able to:

- Describe the fundamental accounting principles and concepts.
- Prepare and interpret basic financial statements.
- Analyze accounting data for decision-making.
- Explain the role of accounting in business planning and control.

### Business Research Methods

By the end of this course student will be able to:

- Explain the research process and methodologies used in business.
- Design and develop research proposals and questionnaires.
- Analyze qualitative and quantitative data.
- Evaluate research findings to support business decision-making.

### Organizational Behavior

By the end of this course student will be able to:

- Describe individual and group behavior in organizations.
- Analyze the impact of organizational culture on employee performance.
- Apply motivation and leadership theories to workplace scenarios.
- Evaluate strategies for managing change and conflict.

### Marketing Management

By the end of this course student will be able to:

- Develop comprehensive marketing plans aligned with organizational goals.
- Analyze market trends and competitive environments.
- Apply segmentation, targeting, and positioning strategies.
- Evaluate the effectiveness of marketing campaigns.

### **Financial Management**

By the end of this course student will be able to:

- Explain financial planning and control techniques.
- Analyze investment appraisal methods.
- Apply capital structure theories to real-world scenarios.
- Evaluate financial risks and develop mitigation strategies.

### **Managerial Accounting / Cost Accounting**

By the end of this course student will be able to:

- Describe cost classification and allocation methods.
- Prepare and analyze cost reports for managerial decision-making.
- Apply budgeting and variance analysis techniques.
- Evaluate the role of managerial accounting in strategic planning.

### **AI in Business**

By the end of this course student will be able to:

- Explain the applications of artificial intelligence in business processes.
- Analyze the impact of AI on decision-making and customer engagement.
- Develop strategies for integrating AI tools into business operations.
- Evaluate ethical considerations related to AI use in business.

### **HRM (Human Resource Management)**

By the end of this course student will be able to:

- Describe HR functions including recruitment, training, and development.
- Analyze the role of HR in organizational effectiveness.
- Apply performance management and appraisal techniques.
- Evaluate strategies for employee engagement and retention.

### **Digital Marketing**

By the end of this course student will be able to:

- Explain digital marketing channels and tools.
- Develop digital marketing strategies for different platforms.
- Analyze performance metrics to optimize campaigns.
- Evaluate the role of content marketing and social media.

### **Islamic Finance**

By the end of this course student will be able to:

- Describe the principles and products of Islamic finance.
- Analyze the differences between Islamic and conventional finance.
- Apply Islamic financial principles in investment decisions.
- Evaluate the regulatory environment of Islamic banking.

### **Financial Accounting**

By the end of this course student will be able to:

- (Same as Principles of Accounting)
- Prepare and interpret financial statements according to accounting standards.
- Analyze financial data for internal and external reporting.
- Explain the role of financial accounting in business transparency.

### **Digital Transformation and Innovation**

By the end of this course student will be able to:

- Explain the concepts of digital transformation and technological innovation.
- Analyze the impact of digital technologies on business models.
- Develop strategies for implementing digital change in organizations.
- Evaluate challenges and risks associated with digital transformation.

### **Strategic Management**

By the end of this course student will be able to:

- Describe the process of strategic analysis and formulation.
- Analyze internal and external environments to identify strategic opportunities.
- Develop and evaluate strategic options.
- Implement and monitor strategic plans to achieve organizational objectives.

### **Business Analytics**

By the end of this course student will be able to:

- Analyze data sets to identify trends and patterns relevant to business decision-making.
- Apply statistical tools and techniques to solve business problems.
- Use software tools for data analysis and visualization.
- Interpret analytical results to support strategic business decisions.
- Evaluate the ethical considerations in data analytics.

### **Business Communication**

By the end of this course student will be able to:

- Demonstrate effective written and verbal communication skills in a business context.
- Develop professional business reports and presentations.
- Employ active listening and interpersonal communication techniques.
- Adapt communication styles for diverse audiences and purposes.
- Utilize digital tools to enhance business communication.

### **Business Intelligence and Decision Support Systems**

By the end of this course student will be able to:

- Understand the components and functions of Business Intelligence (BI) systems.
- Design and implement decision support systems for managerial decision-making.
- Analyze business data using BI tools to support strategic decisions.
- Evaluate the role of BI in competitive advantage.
- Discuss ethical issues related to data privacy and security in BI.

### **Business Ethics**

By the end of this course student will be able to:

- Identify ethical issues in business situations.
- Apply ethical frameworks to evaluate business dilemmas.
- Analyze the impact of ethical behavior on organizational reputation.
- Develop strategies for promoting ethical practices within organizations.
- Recognize the importance of corporate social responsibility.

### **Business Law**

By the end of this course student will be able to:

- Understand the basic principles of business-related laws and regulations.
- Analyze legal issues in contractual, employment, and commercial transactions.

- Apply legal knowledge to resolve business disputes.
- Evaluate the implications of legal compliance in business operations.
- Develop awareness of intellectual property laws.

### **Business Math and Stats**

By the end of this course student will be able to:

- Apply mathematical concepts to solve business problems.
- Use statistical techniques for data analysis and interpretation.
- Calculate probabilities, averages, and other statistical measures.
- Develop models to support decision-making.
- Interpret statistical results in a business context.

### **Corporate Finance**

By the end of this course student will be able to:

- Understand the principles of financial management and planning.
- Analyze financial statements and performance.
- Evaluate investment opportunities using financial tools.
- Apply concepts of risk and return in financial decision-making.
- Develop strategies for capital structure optimization.

### **Digital Marketing & Social Media Strategy**

By the end of this course student will be able to:

- Design digital marketing campaigns using social media platforms.
- Analyze digital marketing metrics to measure campaign effectiveness.
- Develop content strategies for online audiences.
- Apply tools for search engine optimization (SEO) and pay-per-click advertising.
- Evaluate ethical issues in digital marketing.

### **E-Commerce and Digital Business**

By the end of this course student will be able to:

- Explain the fundamentals of electronic commerce.
- Analyze different e-commerce models and technologies.
- Develop strategies for digital business operations.
- Understand security and legal issues in e-commerce.
- Assess the impact of e-commerce on traditional business models.

### **Entrepreneurship and Innovation**

By the end of this course student will be able to:

- Identify opportunities for new business ventures.
- Develop business plans and pitch ideas.
- Apply innovation management techniques.
- Analyze the challenges and risks of entrepreneurship.
- Demonstrate creativity in developing business solutions.

### **Financial Markets and Institutions**

By the end of this course student will be able to:

- Describe the functions of financial markets and institutions.
- Analyze the role of banks, stock markets, and other financial intermediaries.
- Evaluate the impact of monetary policy on financial markets.
- Understand investment vehicles and their risks.
- Discuss regulatory frameworks governing financial markets.

### **FinTech and Blockchain for Business**

By the end of this course student will be able to:

- Explain the concepts of FinTech and blockchain technology.
- Analyze the applications of blockchain in business processes.
- Evaluate the benefits and challenges of adopting FinTech solutions.
- Understand the regulatory and security issues related to FinTech.
- Develop innovative FinTech-based solutions for business needs.

### **Fundamentals of Business Management**

By the end of this course student will be able to:

- Understand core management principles and functions.
- Apply planning, organizing, leading, and controlling in a business context.
- Analyze organizational structures and cultures.
- Demonstrate decision-making skills in management scenarios.
- Recognize the importance of strategic management.

### **Global Business and Trade**

By the end of this course student will be able to:

- Explain the principles of international trade and commerce.
- Analyze the factors influencing global business environments.
- Understand trade policies, tariffs, and trade agreements.
- Develop strategies for entering international markets.
- Assess risks associated with global business operations.

### **Globalization and Emerging Markets**

By the end of this course student will be able to:

- Describe the effects of globalization on economies and businesses.
- Analyze opportunities and challenges in emerging markets.
- Evaluate strategies for global expansion.
- Understand cultural, political, and economic differences.
- Discuss sustainable development in emerging markets.

### **Intellectual Entrepreneurship**

By the end of this course student will be able to:

- Recognize the importance of intellectual property and innovation.
- Develop skills for entrepreneurial thinking and action.
- Apply creative problem-solving techniques.
- Understand the process of commercializing innovations.
- Demonstrate leadership in promoting entrepreneurial initiatives.

### **International Business or Global Trade**

By the end of this course student will be able to:

- Explain the core principles and concepts of international trade and global business.
- Analyze the factors affecting international trade policies and market dynamics.
- Develop strategies for entering and competing in international markets.
- Assess risks and challenges of cross-border business operations and their mitigation strategies.

### **Leadership in the Digital Age**

By the end of this course student will be able to:

- Analyze the qualities and styles of effective digital leaders.

- Develop leadership skills for managing virtual teams.
- Apply technology to enhance leadership effectiveness.
- Understand ethical considerations in digital leadership.
- Foster innovation and change in digital environments.

### **Management Information Systems (MIS)**

By the end of this course student will be able to:

- Describe the role of MIS in supporting business operations.
- Analyze information systems requirements and design.
- Evaluate the impact of MIS on organizational decision-making.
- Understand data management and security issues.
- Develop skills to implement MIS solutions.

### **Negotiation and Conflict Management**

By the end of this course student will be able to:

- Demonstrate effective negotiation techniques.
- Analyze conflict situations and develop resolution strategies.
- Apply communication skills to manage disputes.
- Understand the psychological aspects of negotiation.
- Develop win-win solutions in business negotiations.

### **Operations Management**

By the end of this course student will be able to:

- Analyze processes involved in production and service delivery.
- Apply techniques for process improvement.
- Understand quality management principles.
- Develop capacity and inventory management plans.
- Evaluate supply chain efficiencies.

### **Operations and Production Management**

By the end of this course student will be able to:

- Similar to course 21, with a focus on production planning and control.
- Develop strategies for effective resource utilization.
- Analyze production scheduling and logistics.
- Implement quality assurance processes.

### **Quantitative Techniques for Business**

By the end of this course student will be able to:

- Apply mathematical and statistical models to solve business problems.
- Use quantitative methods for forecasting and decision analysis.
- Develop mathematical models for optimization.
- Interpret quantitative data for strategic planning.
- Utilize software tools for quantitative analysis.

### **Remote Work and Digital Collaboration**

By the end of this course student will be able to:

- Demonstrate skills for effective remote working.
- Utilize digital collaboration tools.
- Manage virtual teams and projects.
- Develop strategies for maintaining productivity remotely.
- Address challenges related to digital communication.

### **Supply Chain Management**

By the end of this course student will be able to:

- Analyze the components of supply chain networks.
- Develop strategies for efficient procurement and logistics.
- Evaluate supply chain risks and resilience.
- Incorporate sustainability practices.
- Use technology to optimize supply chain operations.

### **Sustainable Business Practices**

By the end of this course student will be able to:

- Understand principles of sustainability and corporate social responsibility.
- Develop strategies for environmentally sustainable operations.
- Analyze the social impacts of business activities.
- Evaluate sustainability reporting and metrics.
- Promote ethical sourcing and resource management.

### **Total Quality Management (TQM)**

By the end of this course student will be able to:

- Explain the principles of TQM and continuous improvement.
- Implement quality control tools and techniques.
- Foster a quality-oriented organizational culture.
- Measure performance using quality metrics.
- Apply TQM practices to enhance customer satisfaction.