



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

AGENDA FOR THE MEETING OF SYNDICATE DEPARTMENT OF MANAGEMENT SCIENCES



**The BS Scheme of Studies as Approved by:
The 5th Meeting of the Board of Studies,
12th Meeting of the Board of Faculties,
19th Meeting of the Academic Council**



CURRICULUM - BBA

(4 Years)

DEPARTMENT OF MANAGEMENT SCIENCES



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR
DEPARTMENT OF MANAGEMENT SCIENCES

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SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

MEETING OF THE BOARD OF FACULTY

DEPARTMENT OF MANAGEMENT SCIENCES

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SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

INTRODUCTION

Shaheed Benazir Bhutto Women University Peshawar is a premier women university of Khyber Pakhtunkhwa. It has earned this position by virtue of its futuristic outlook towards higher education, strong emphasis on need-based research and focus on innovation and entrepreneurship. Its academic programs are designed to meet the national needs and challenges of the new millennium. While traditional fields of Social, Biological and Physical Sciences have been updated with emerging trends, modern disciplines are being offered to prepare professionals to manage the ever-growing demands of knowledge economy with requisite degree of expertise.

This university is the first ever female university which was established in accordance with the Frontier Women University Act 2004, passed by the Provincial Assembly and assented by the Governor Khyber Pakhtunkhwa on 7th February, 2005. However, according to the revised Act (Khyber Pakhtunkhwa Act No. XI 2010), passed by the provincial assembly Khyber Pakhtunkhwa on September 6, 2010, the University was renamed as Shaheed Benazir Bhutto Women University. The University is destined to be a leading public sector Women University to impart education to the female population of this region in order to develop scientific, socio cultural, economic and political stability, through learner centered teaching and research, while strengthening the identity of the students at national and international level.

There are number of departments working in the university in different disciplines. In the discipline of social sciences, the department of Management science was started in Nov 2009 The department was started initially by offering the BBA (Hons) and MBA programs. Being a part of one of the leading women university of Pakistan, the

department of Management Science develops the principled women leaders who are analytically and entrepreneurial minded, possessing a deep understanding of the changing nature of businesses and opportunities in today's world. On academic level we offer undergraduate (BBA hons), Graduate (MBA 2 years, 1.5 and 3.5) equivalent to MS with specialization in the field of finance, HRM and marketing.

Our focus is on delivering high value and quality on campus programs emphasizing current and innovative business practices and entrepreneurial skills. We accomplish this through the expertise and talents of our faculty and staff.

The department is committed to achieve academic excellence, by pursuing its mission, to produce graduates who will possess the abilities of confident managers, entrepreneurs and academicians with sound knowledge of analytical tools required for business management in today's highly competitive world. The program aims at developing global business leaders who can provide leadership at any level, in an increasingly global economy. As a general management program the curriculum introduces students to the underlying disciplines of management, and provides graduates the flexibility to pursue successful careers in a variety of industries, and across geographical and functional boundaries.

DEPARTMENT VISION

The main aim of Management Science Department is providing quality education and a wide array of programs in the field of management science through promoting innovative learning environment for women and to promote and encourage research culture among the students.

DEPARTMENT MISSION

The mission of Management Science Department is to prepare an individual for career building by providing innovative academic facilities and promoting research culture. We aim to contribute to the society through research, field knowledge, entrepreneurship, industrial linkage and collaboration with other organizations.

OBJECTIVES OF THE DEPARTMENT

- To impart quality education of a high level and conduct research, in the relevant areas.
- To prepare female students for successful professional careers, in the rapidly changing environments, who will assume the roles of future executive leaders.

INTENDED LEARNING OUTCOMES OF THE DEPARTMENT

- To produce highly competent female graduates, who will contribute to the overall efficiency and effectiveness of organizations.
- To produce high quality female graduate, for assuming the role of executives.
- To provide relevant information to the Public and Private sector organizations, for the improvement of their policies.



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

BACHELORS PROGRAM

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

Mission Statement Of Program

To provide business education in a comfortable study environment by highly educated faculty to the females of the region opening their minds to practicalities of the field in order to make them fulfill needs of market dynamism necessary for country success.

PROGRAM OBJECTIVES.

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

economic success and the limitations of increasing social and environmental responsibility.

PROGRAM OUTCOMES

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

1. Communicate effectively and professionally and demonstrate the ability to create coherent written and oral statements with the diverse audience across the cultures replicating skills to analyze and synthesize information.
2. Demonstrate the ability to identify and evaluate relevant information for decision making and make usage of diagnostic thinking skills and analytical techniques to assess the information and solve problems in the environment like ours characterized by uncertainty.
3. Understand the importance of teamwork and group dynamics in achieving organizational goals and demonstrate ability to work effectively in teams.
4. Acknowledges and understands significance of cultural diversity adapt their interpersonal behaviors and styles accordingly.
5. Understand various leadership styles and demonstrate proven ability in exercising these styles according to the requirement of the situation
6. Understand the dynamics of the organizational conflict and power and politics and make use of their analytical and interpersonal skills according.
7. Acquire awareness of global diverse perspectives and understand the theory, operations, and challenges of global business.
8. Demonstrate effectively practicing of overall functional business knowledge and ability to identify and interpret essential business concepts, principles and skills.
9. Identify core organizational values and understand the issues of ethical and social diversity based on ethic, gender, religion, and culture and demonstrate the ability to propose feasible solutions to these issues.
10. Understand computer-based information systems and able to use end-user computing tools and infrastructures to apply and interpret functional business

ADMISSION REQUIREMENTS

ELIGIBILITY

- Eligibility/ Pre-requisite for admission: FA/F.Sc or Equivalent

DURATION

- Four years program spread over 8 semesters, two semesters per year.

COURSE AND CREDIT REQUIREMENTS

- A total of 130-144credits are required to complete BBA program.

EVALUATION

The minimum CGPA for award of degree will be 2.0. A student who obtains a CGPA of less than 2.0 and having passed all subjects shall be required to repeat a maximum of 4 Courses at the master level, and 6 Courses at undergraduate level in order to improve her CGPA. Such a student may avail the number of chances admissible within the maximum period for completion of degree.

SAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

S.NO	Categories	Credit Hours
		Min- Max
1.	General Education (Gen Edu) Requirements: Mandatory Courses of General Education.	30 – 30
2	Major (Disciplinary) Requirements: Area of Study in Which the Degree is offered	*72 ≥
3	Interdisciplinary/Allied Requirements (To Support Horizon of the Major)	**12 ≥
4	Field Experience/Internship (Practical Work Experience related to a Student’s Field of Study or Career interest)	03 – 03
5	Capstone Project or Capstone Research Project	03 – 06
	Total	120 – 144

Total numbers of Credit Hours	120-144
Duration	4 years
Semester Duration	16-18 weeks
Semesters	8
Course Load Per Semester	15-18 credit hours
Number of Courses Per Semester	5-6

DEPARTMENT OF MANAGEMENT SCIENCE

SCHEME OF STUDY

Semester	Category	Course Codes	Course Title	Lectures	Lab	Cr.Hrs
Semester 1	Art & Humanities	000	Art & Humanities	2	0	2
	Islamic Studies/Religious Studies/Ethics	ISL-301	Islamic Studies/ Religious Studies/Ethics in lieu of Islamic studies only for non-	2	0	2
	Interdisciplinary/Allied	MTH-306	Business Mathematics	3	0	3
	Functional English	ENG-303	Functional English	3	0	3
	Major I	MS-301	Introduction to Business	3	0	3
	Major II	MS-305	Financial Accounting 1	3	0	3
			Total			16
Semester 2	Social Sciences	000	Social Sciences	2	0	2
	Expository Writing	ENG-303	Expository Writing	3	0	3
	Interdisciplinary/Allied	STAT-303	Business Statistics	3	0	3
	Ideology and Constitution of Pakistan	PST-313	Ideology & Constitution of Pakistan	2	0	2
	Major III	MS-304	Introduction to Management	3	0	3
	Major IV	MS-314	Financial Accounting II	3	0	3
			Total		0	16
Semester 3	Quantitative Reasoning (QR I)	MTH-401	Quantitative Reasoning I	3	0	3
	Application of Information and Communication Technologies.	CSC-308	Application of Information and Communication Technologies.	2	1	3
	Natural Science	000	Natural Science	2	1	3
	Entrepreneurship	MS-309	Introduction to Entrepreneurship	2	0	2
	Major V	MS-401	Introduction to HRM	3	0	3
	Major VI	MS-402	Basics Of Marketing	3	0	3
			Total			17
Semester 4	Civic and Community Engagement	POL-418	Civic and Community Engagement	2	0	2
	Quantitative Reasoning (QR II)	MTH-402	Quantitative Reasoning II	3	0	3
	Major VII	MS-431	Managerial Accounting	3	0	3
	Major VIII	MS-412	Marketing Management	3	0	3
	Major IX	MS-413	Business Finance	3	0	3
	Major X	MS-421	SME Management	3	0	3
			Total			17
Semester 5	Interdisciplinary/Allied Course	LW-XXX	Business Law	3	0	3
	Interdisciplinary/Allied Course	ECO -302	Fundamentals of Economics	3	0	3
	Major XI	MS-512	Financial management	3	0	3
	Major XII	MS-501	Business Ethics	3	0	3
	Major XIII (Elective)		Specialization 1*	3	0	3
	Major XIV (Elective)		Specialization 2	3	0	3
			Total			18

Semester 6	Major XV	MS-511	Organization behavior	3	0	3
	Major XVI	MS-513	CSR	3	0	3
	Major XVII	MS-521	Money & Banking	3	0	3
	Major XVII	MS- 503	Business Research Methods	3	0	3
	Major XIX(Elective)		Specialization 3	3	0	3
	Major XX (Elective)		Specialization 4	3	0	3
			Total			18
Semester 7	Internship (Mandatory)	MS-698	Internship (Mandatory)	-		3
	Major XXI	MS-616	Strategic Management	3	0	3
	Major XXII	MS-614	Consumer Behavior	3	0	3
	Major XXIII(Elective)		Specialization 5	3	0	3
	Major XXIV (Elective)		Specialization 6	3	0	3
			Total			15
Semester 8	Major XXV	MS-613	Project Management	3	0	3
	Major XXVI(Elective)		Specialization 7	3	0	3
	Major XXVII(Elective)		Specialization 8	3	0	3
	Capstone Research Project	MS-699	Capstone Research Project	-	-	6
			Total			15
			Total Chars.			132

* The department is offering three specializations -Finance, Human Resource Management and Marketing. The selection of specialized subjects is based on availability of concerned subject teacher. The list of courses offered in each specialization is mentioned below.

.No	ALLIED/INTERDISCIPLINARY COURSES	
	4 courses	
	12 Credit Hours	
	Subject	Credit Hours
1.	Business Mathematics	3
2.	Business Statistics	3
3	Business Law	3
4	Fundamentals of Economics	3
	Total Credit Hours	12
S.No	List of Specialization Courses within the major	
	Subject	Credit Hours
	HR Specialization	
1.	Training and Development	3
2.	Leadership	3
3.	Performance and compensation Management	3
4	Group Dynamics	3
5	Contemporary issues in HR	3
6	Recruitment & Selection	3
7	Conflict Management	3
8	International HRM	3
9	Change Management	3
10	Industrial Relations	3
11	Reward Management	3
12	Workplace Diversity Management	3

13	Organizational Transformation & Development	3
14	Labour Law	3
	Finance Specialization	
1	Investment Analysis and Portfolio Management	3
2	Corporate Finance	3
3	Financial Risk Management	3
4	Financial Reporting and Analysis	3
5	Strategic Financial Management	3
6	Financial Statement Analysis	3
7	Auditing	3
8	Banking Law & Practices in Pakistan	3
9	Islamic Finance	3
10	Financial Markets & Institutes	3
11	Taxation	3
12	Behavioral Finance	3
	Marketing Specialization	
1	Integrated Marketing Communication	3
2	Marketing Research	3
3	Advertising	3
4	Seminar in Marketing	3
5	Sales Management	3
6	International Marketing	3
7	Brand management	3
8	Social media marketing	3
9	Service marketing	3
10.	Digital marketing	3

SEMESTER 1

Course Name: Business Mathematics	Course Code: MTH-306
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives This course is built upon the mathematical concepts, principles and techniques that are useful in business management. The main objectives of the course are to enhance students competency in application of mathematical concepts in solving business management problems and to improve their level of quantitative approach.	
Course Contents: Mathematical Notations, Quadratic Equations Linear Equations, Systems of Linear Equations and Their Applications Nonlinear Functions and Their Applications Matrices and Determinants.	
Indented Learning Outcomes Upon the successful completion of this course, students will be able to: <ol style="list-style-type: none"> 1. Mathematical Function 2. Building and solving linear and quadratic equations 3. Types of functions 4. Matrices and its applications Determinants and its applications	
Recommended Books <ul style="list-style-type: none"> • Cheryl Cleaves, Business Maths, Pearson (Latest Edition) • Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning • Budnick, Mathematics for Business Economics and Social Science 	

Course Name: Introduction to Business	Course Code: MS-301
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
Course objectives This course provides students with an overview of business in an increasingly global society. In addition, students will learn the fundamentals of economics, business ownership, entrepreneurship, finance, management and marketing. Key themes woven throughout the course include exploration of career options and the development of business problem-solving skills.	

Course Outline

Need & Nature of Business, Business Activity & Economic Structure, Business Size & Growth Business finance, Marketing, Company form of organization, Promotion and formation of joint stock company, Liquidation or winding up of a joint stock company and Business combinations.

Course Outcomes

Upon completion of the course students will be able to:

1. Describe the functional areas of business.
2. Explain factors that influence the business environment.
3. Identify distinguishing characteristics of business formation.
4. Examine the key functions of management.
5. Describe the role of product, price, place and promotion in marketing.
6. Recognize the key areas of money, finance and investments.
7. Demonstrate business problem-solving skills.
8. Use project management techniques to reflect projected tasks, schedules and resources as well as the progress of task completion.
9. Demonstrate global awareness by identifying and analyzing international trade issues.

Recommended Books:

- Gitman, L. J., & McDaniel, C. (2018). Introduction to Business. 12th Media Services
- Kotler, P. and Armstrong, G. (2012) Principles of Marketing. 14th Edition, Pearson Education Limited, Essex, England
- Brealey, R., Myers, S., Allen, F. (2003). *Principles of Corporate Finance*. New York: McGraw-Hill.
- Nisar-ud-Din () Business Organization, Lahore National Publishing Corporation

Course Title: Financial Accounting I	Course Code: MS-305
Course Structure: Lectures, Assignments, quizzes & practice sessions of numerical	Credit Hours: 3
Prerequisites: Nil	
Course Objectives <p>This course aims to give students knowledge about the basic principles of accounting and to provide students understanding of the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparer's perspective, and emphasizing the importance of accounting in the process of decision-making in an organization.</p>	

Course Outline

Accounting information for decision making, Basic Financial Statements, Financial Statements- Concept of Assets, Liabilities and Owner's Equity, The Accounting Equation, **Generally Accepted Accounting Principles-** Business Entity Principle, Going Concern Principle, Historical Cost Principle, Stable Dollar Principle, Adequate Disclosure Principle, Time Period Principle, Statement of Financial Position-Income Statement, Cash- Flow Statement, Exercise and problems. **Forms of Business Organization's** proprietorship, Partnership, Corporation **Accounting Cycle: Capturing Economic Event-** The Journal. Debts And Credits, Posting, The Ledger, The Use of Account, Net income, Revenue and Expense, The Trial Balance, Uses and limitations of Trial Balance, Adjusting entries, Types of adjusting entries, Characteristics of Adjusting Entries, The Adjusted Trial Balance, Preparing Financial Statements, Closing entries, After- Closing Trial Balance
Exercise and problems

Intended Learning Outcomes (ILOs)

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

11.The language of accounting and financial reporting.

12.Complete Accounting Cycle.

13. Preparation and the role of Journal, Ledger, and subsidiary books.

Preparation of balance sheet, profit and loss account, and cash flow statement

Recommended books:

- Meigs & Meigs, Accounting A Basis for Decision Making, 11th Edition/Latest Edition
- Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall

The Following Subjects Will Be Adopted from The General Course Booklet Provided by the University

Subject Name	Subject Code
1. Arts And Humanities	000
2. Functional English	ENG-303
3. Islamic Studies /Religious Studies/Ethics	ISL-301

SEMESTER 2

Course Name: Business Statistics	Course Code: STAT-303
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives</p> <p>The main objectives of the course are to enhance students ‘competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.</p>	
<p>Course contents</p> <p>Introduction, data condensation and presentation, data condensation and presentation, measures of central tendency for grouped and ungrouped data, measures of dispersion for grouped and ungrouped data, index numbers, sets, permutation and combination probability and laws of probability, mathematical expectation, and probability distribution</p>	
<p>Indented Learning Outcomes</p> <p>At the conclusion of this course, the student will be:</p> <ol style="list-style-type: none"> a. Data description and data presentation in a business environment. b. Measures of Central Tendency c. Measure of Relative Dispersion d. Use of index numbers <p>Basic probability concepts and probability distributions as an aid to business decision making.</p>	
<p>Text/ Recommended Books</p> <ol style="list-style-type: none"> 1. David, S Moore et.al, Introduction to the Practice of Statistics, 6th Edition WH. Freeman. 2. Levin I. Richard., Statistics for Management, 4th ed; McGraw Hill. 3. Englewood Cliffs, New Jersey, Prentice Hall International, 1987. 4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics, WH Freeman 5. Starr K. Martian & Sobal Gross Marion, Statistics for Business and Economics, 1st Ed; New York, McGraw Hill, International, 1983. 6. Walpole, R, Introduction to Statistics, Edition 3. 7. Shaum and Seigel, Statistics for Business (Latest Edition). 	

Course Name: Financial Accounting II	Course Code: MS-314
Course Structure: Lectures, Assignments, quizzes & practice sessions of numerical	Credit Hours: 3
Prerequisites: Financial Accounting I	

Course Objectives

- To enhance the existing knowledge of accounting system useful in decision-making
- To learn and practice accounting for cash, receivables, inventories, fixed assets and depreciation, intangible assets, and their amortization and short-term liabilities.

Intended Learning Outcomes

- Interpret Financial Data: Students will develop the capability to interpret financial data generated by accounting systems, enabling them to make informed and strategic decisions.
- To learn and practice accounting for cash, receivables, inventories, fixed assets and depreciation, intangible assets and their amortization, and short-term liabilities.
- Asset Management: Students will acquire the necessary skills to effectively manage a variety of assets, including cash, receivables, inventories, fixed assets, and intangible assets.
- Liabilities and Amortization: Students will become proficient in accounting for short-term liabilities and intangible asset amortization, allowing them to make sound financial decisions regarding these aspects.

Accounting for merchandising activities Statement of a Merchandising Company, General Ledger Accounts. Subsidiary Ledgers. **Perpetual inventory systems-** Taking a Physical Inventory, Closing Entries in a Perpetual Inventory System. **Periodic inventory systems-** Operation of a Periodic Inventory System., Closing process of periodic Inventory System, Comparison of Perpetual and Periodic Inventory Systems, Transactions relating to purchase and sales. **Financial Assets-** Cash management, **Accounts receivable & notes receivable, Accounting for Marketable Securities, Inventory, and the cost of goods sold. Plant, assets and depreciation-** Plant and Equipment, Major categories of P&E, Determining the cost of P&E, Capital, and Revenue expenditures, Causes and Methods of Depreciation, Intangible assets, Amortization Goodwill, copyright, patents, and R&D costs.

Recommended Books

- Meigs, William, Haka, Bettner (2000) **Accounting: The Basis for business decisions, 11th** New York: McGraw-Hill publishing Company
- Meigs, Robert (2006) **Accounting: The Basis for business decisions, 13TH** New York: McGraw-Hill Publishing Company
- Needles, Bulverde E. Needles, Marian Powers (2010). **Financial Accounting.** (11 edition). Cengage Learning,

Course Name: Introduction to Management	Course Code: MS-304
Course Structure:	Credit Hours: 3
Prerequisites:	
Course Objectives The main objective of this course is to understand students the role of successful managers in the 21st century and what style will help them achieve their organizational goals. 1.	

Course Outline

Introduction to Management, What is an Organization, Management Process, History and Evolution of Management, The Organization Culture, The Organization Environment Planning, Goals and their kinds, Organizational Goals and their types, Decision Making Strategic Management, Organizing, *Organization Structure, Organizational Functions Motivation and its theories, Leadership and Power, Leadership Styles, Control Types and Levels of Control and The Control Process

Intended learning outcomes of course (ILOs)

2. Students may learn the theoretical aspects of management with the help of practical examples, which may help them handle situations in the future.
3. Students will also learn how to manage various resources of the organization efficiently and effectively. Students will be able to understand the concepts of planning and decision-making, organizing, leading and controlling.

Recommended Books:

Ricky W. Griffin (2015). Introduction to Management. 8th Edition. Cengage Learning 20 Channel Center Street Boston, USA

John R. Schermerhorn. (2015). Introduction to Management by John Wiley & Sons; 13th Edition International Student Version (April 14, 2015).

Drucker, P. F. (2008). Management: Tasks, responsibilities, practices. HarperCollins.

Kotter, J. P. (1996). Leading change. Harvard Business Review Press.

Covey, S. R. (1989). The 7 habits of highly effective people. Free Press.

Collins, J. C. (2001). Good to great: Why some companies make the leap... and others don't. Harper Business

The Following Subjects Will Be Adopted From The General Course Booklet Provided By the University

Subject Name	Subject Code
Social sciences	000
Expository writing	ENG-303
Ideology and Constitution of Pakistan	PST-313

SEMESTER 3

Course Name: Introduction to Human Resource Management	Course Code: MS-401
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
<p>Course Description This course is basically designed to provide students with the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today 's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Quran and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their textbooks and the practices critical for achieving success from indigenous perspective.</p>	
<p>Course Contents Introduction, Meeting present human resource requirements, What is HRM, Why HRM is important, Conducting Job analysis: HR Planning Job Description Job Specification Recruiting employees Recruitment techniques Sources of recruitment Selection tests and Interviewing techniques Employee development Performance appraisals Performance management, Training and development Training the employees Types of training Techniques of training, Developing careers Career growth, Compensations Managing compensation Types of compensation, Rewarding performance Pay for, Performance, Designing and administering benefits Types of benefits, Employee relations.</p>	
<p>Intended Learning Outcomes (ILOs) At the end of this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Demonstrate an in-depth knowledge of the activities and decisions that inform the employment relationship and management including recruitment, selection, training, health and safety, employment laws, motivation, and productivity of employees 2. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures. 3. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees. 4. Understand the Islamic perspective of managing human resource. 5. Demonstrate and assess leadership in a professional context, by selecting and appraising appropriate styles for situations, and contributing and discussing relevant expertise, liaising with and assessing professional colleagues, and managing and evaluating a supporting team. 	

Recommended Books:

1. Gomez-Mejia, L. R., Balkin, D. B., Cardy, R. L., & Carson, K. P. (2004). Managing human resources. Pearson Education; 6 editions
 2. Noe, R. A. (2019). Human resource management: Gaining a competitive advantage. McGraw-Hill Education.
 3. Dessler, G. (2019). Human resource management. Pearson.
 4. Mathis, R. L., & Jackson, J. H. (2017). Human resource management: Essential perspectives. Cengage Learning.
 5. Milkovich, G. T., Newman, J. M., & Gerhart, B. (2021). Compensation. McGraw-Hill Education.
- Cascio, W. F., & Boudreau, J. W. (2016). Investing in people: Financial impact of human resource initiatives. Pearson.

Course Name: Basics of Marketing**Course Code: MS-402****Course Structure:** Lectures: 3, Labs: 0**Credit Hours: 3****Prerequisites:** None**Course Objectives**

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

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

Course Contents

Introduction to Marketing, An Overview of market and marketing, Definitions, Marketing and the Society, Importance and Scope, Marketing Environments, Introduction to Products and Services, Brands Brand and its elements, Sponsorship, Introduction to Market Segmentation, Product Development, Consumer Behavior- types, role, Consumer Buying Behavior/ Decision Process, Pricing, Distribution, Promotion, Promotion Approaches, Trade Promotion, Consumer Sales Promotion, Sponsorship and •Event Marketing

Indented Learning Outcomes

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

1. Understand the marketplace and the consumers.
2. Understand the elements in the marketing mix and their application in marketing decisions.
3. Outline the functions of marketing communication.
4. Understand how to incorporate social responsibility and ethics in marketing.

Understand the importance of customer relationships and the creation of customer value.

Recommended Books

Kotler, P. (2000). Marketing management: Analysis, planning, implementation, and control. Prentice Hall.

Trout, J., & Ries, A. (2000). Positioning: The battle for your mind. McGraw-Hill.

Godin, S. (2005). Purple cow: Transform your business by being remarkable. Penguin.

Cialdini, R. B. (2006). Influence: The psychology of persuasion. HarperCollins.

Heath, C., & Heath, D. (2007). Made to stick: Why some ideas survive and others die. Random House.

Gladwell, M. (2000). The tipping point: How little things can make a big difference. Little, Brown.

The Following Subjects Will Be Adopted from the General Course Booklet Provided By University

Subject Name	Subject Code
Quantitative reasoning 1	MTH-401
Application Of Information and Communication Technology	CSC-308
Introduction to Entrepreneurship	MS-309
Natural Science	000

Semester 4

Course Title: Business Finance	Course Code: MS-413
Course Structure: Lectures, Assignments, quiz & Case Studies	Credit Hours: 3
Prerequisites: NIL	
Course Objectives The Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager, and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macroeconomic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising, and evaluating the investment, financing, and operating decisions.	
Course Contents: An overview of business finance, understanding financial statements, analyzing financial statements, time value of money, bond and their valuation, valuation of stocks and their valuation, net present value, and other investment criteria., Risk and return and cost of capital.	

Course Learning Outcomes

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

Recommended books

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- Ross, S. A., Wester field, R. W., & Jordan, B. D. (2015). Fundamentals of corporate finance (11th ed.). McGraw- Hill Professional.
- Graham, B. (1949). The Intelligent Investor. Harper & Brothers.
- Kiyosaki, R. T. (1997). Rich Dad Poor Dad. Plata Publishing.
- Stanley, T. J., & Danko, W. D. (1996). The Millionaire Next Door. Taylor Trade Publishing.
- Titman, S., & Keown, A. J. (Year). Financial Management: Principles and Applications. Publisher.
- Graham, B., & Dodd, D. L. (1934). Security Analysis. McGraw-Hill Education.

Course Name: Small and Medium Enterprises Management	Course Code: MS-421
Course Structure: Lectures: 3, Labs: 0	Credit Hours: 3
Prerequisites: None	
Course Objectives	
<p>This is a course about starting and growing a high potential business. Though we traditionally think that — small is beautiful, the course focuses on businesses that are not intended to be small throughout their duration rather hope that with hard work and good luck, a small business can be expected to develop into a large and complex enterprise. A key vehicle for this effort is the business plan.</p> <p>The business plan helps you qualify the opportunity and attract support from others. It helps engage and energize the founding team, investors, strategic partners, and vendors for your proposed business. An effective plan is a guide to managing the increasingly complex set of dynamics of a start-up, by providing the mileposts, and by indicating the resources that will be required to achieve them. Finally, it can provide a continuously updated set of guidelines against which you can evaluate actual performance.</p>	

Course Contents

Dynamic Role of Small Business, The Role of Entrepreneur SMEs, Financial Feasibility of SMEs, Aspects of Financial Management, Working Capital Management, Role of Marketing in SMEs, Role of Human Resource in SMEs-Training and Development, How to Operate the Business, government 's effort towards SME development, The Legal Environment-Small Businesses and their Laws to Promote Fair Business Competition, Protect Consumers and to Protect People in the Workplace. The Bankruptcy Laws.

Indented Learning Outcomes

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

1. Understand business plan that helps qualify for the opportunity and attract support from others.
2. Understand how to engage and energize the founding team, investors, strategic partners, and vendors for your proposed business.
3. Design an effective plan that is a guide to managing the increasingly complex set of dynamics of a start-up, by providing the mileposts and by indicating the resources that will be required to achieve them.
4. Outline the functions of marketing communication.
5. Understand how to incorporate social responsibility and ethics in SMEs.
6. Understand the importance of customer relationships and the creation of customer value in SMEs

Recommended Books

- Leon C., Megginson E. & Byrd M. J. (2004). Small Business Management. Mc Graw-Hill.
- Murphy M. (1999). Small Business Management. Pitman.
- Stokes D. & Wilson N. (2006). Small Business Management & Entrepreneurship. Thomson.
- Small is Beautiful: Study of Economics as if People Mattered, (2000), Hartley and Marks Publishers.
- Beverly Schwartz, Rippling: How Social Entrepreneurs Spread Innovation Throughout the World, (2012), Wiley

Course Name: Marketing Management	Course Code: MS-412
Course Structure: Lectures: 3	Credit Hours: 3
Course objectives <ul style="list-style-type: none"> ● To provide students with a comprehensive understanding of the fundamentals of marketing and its role in business. ● To familiarize students with the concept of Marketing Information Systems (MIS) and its significance in decision-making. ● To analyze and understand consumer markets, including factors influencing consumer behavior. ● To explore various types of markets and their unique characteristics. ● To introduce students to STP (Segmentation, Targeting, Positioning) marketing strategies for effective market segmentation. ● To examine the strategic aspects of product management, including product development, branding, and positioning. ● To understand the product life cycle and develop strategies for each stage. ● To explore pricing strategies and policies, considering factors such as cost, competition, and consumer 	

perception.

- To equip students with the knowledge and skills to initiate and respond to price changes in the market.
- To delve into the decisions related to marketing channels, with a focus on retailing and wholesaling.

Course Contents

Marketing: An Overview, Marketing Information Systems, Consumer Markets and Consumer Behavior Analysis, Types of Markets, STP Marketing, The Product Strategies, The product life cycle: Stages and Strategies, Pricing Strategies and Policies, Initiating and Responding to Price Changes, The Marketing Channel Decisions-* Retailing and Wholesaling

*

Intended learning outcome

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

- Evaluate the importance of marketing in the business context and its impact on organizational success.
- Utilize Marketing Information Systems to gather, analyze, and interpret data for effective decision-making.
- Analyze consumer behavior and apply insights to develop targeted marketing strategies.
- Differentiate between various types of markets and adapt marketing approaches accordingly.
- Develop and implement STP marketing strategies to enhance product positioning and market reach.
- Formulate product strategies considering the product life cycle stages and market dynamics.
- Evaluate pricing strategies and policies to maximize profitability and customer satisfaction.
- Demonstrate the ability to initiate and respond strategically to price changes in the market.
- Assess and make decisions related to marketing channels, with a focus on retailing and wholesaling.

Textbook

Kotler, P. (2000). *Marketing Management - The Millenium Edition* (10th ed.): Prentice-Hall, Inc.

Keller, K. L., & Kotler, P. (2012). *Marketing Management*. Publisher.

Hawkins, D. I., Mothersbaugh, D. L., & Best, R. J. (2020). *Consumer Behavior: Building Marketing Strategy*. Publisher.

Rosenbloom, B. (1999). *Marketing Channels: A Management View*. Dryden Press,

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Title: Managerial Accounting	Course Code: MS-431
Course Structure: Lectures: 3, Labs: 0	Credit hours:3(3-0)
Course Description & Course Learning Objectives (CLO) Management Accounting is a three-credit hour introductory level paper in the BBA/BS (A&F)/MBA 3.5-degree program. The paper seeks to build on concepts already met in the Financial Accounting paper. It goes beyond the prior paper by seeking to inculcate greater competencies in the recognition, measurement and assignment of costs, the making of decisions on the basis of this cost data and evaluating the performance of managers and units. After taking this paper, you will further develop your skills in identifying, measuring and interpreting information for internal non-routine reporting to managers for strategic and tactical decisions, and internal routine reporting to	

managers for cost management, planning and control. This paper emphasizes the use of accounting information for internal purposes as opposed to the external disclosure focus of financial accounting.

For many students accounting papers are often quite challenging. It is very important for the students to understand that successful completion of this paper requires at least 5 hours of study per week. You are encouraged to seek help from your instructors if you are unsure about any aspect of the course – but first read the textbook, try to solve the self-study exercises and keep practicing. This strategy is often enough to satisfy frequently asked questions.

Course contents

Introduction to Management Accounting, Functions of Management and the Need for Management Accounting Information, Comparison of Financial and Management Accounting, Cost Terms, Concepts, and Classifications, General Cost Classifications Product Cost, Period Costs, Financial Statements The bases for planning and control, Cost Terms, Concepts, and Classification, Cost of goods sold statement Job Order Costing, Process Costing, Job Order Costing vs. Process Costing, Flow of Costs in Process Costing, Equivalent Units of Production, Weighted Average Method, FIFO, LIFO Method, Cost-Volume-Profit (CVP) Analysis, Break-Even Analysis, CVP Considerations in Choosing Cost Structure Profit Planning, Preparing the Master Budget, Sales budget, Production budget

Material budget, Labor budget, Overheads budget, Finished goods budget and Cash budget and Budgeted Financial statements.

Course Learning Objectives:

After taking this paper students should:

- 1) Be familiar with the basic concepts of management accounting systems, and how the information generated by such a system can be useful for decision-making and performance.
- 2) Demonstrate ability to measure and interpret management accounting data.
- 3) Understand and learn the different management accounting techniques to associate costs with products.
- 4) Critically evaluate the relevance and applicability of traditional management accounting techniques to the management of modern organizations in both the manufacturing and service sectors.

Recommended Books

- Garrison, R.A., Noreen, E.W., and Brewer, P.C. (2012). Managerial Accounting. (14th Edition). McGraw-Hill.
- Garrison, R.A., Noreen, E.W., and Brewer, P.C. (2008). Managerial Accounting. (12th Edition). McGraw-Hill.
- Barfield, J.T., Raiborn, C.A., and Kinney, M.R. (2002). Cost Accounting (5th Edition). South Western.
- Hansen, D.R. and Mowen, M.M. (2006). Cost Management: Accounting and Control, (5th edition). South-Western Pub Co.
- Hilton, R., Maher, M.W. and Selto, F.H. (2006). Cost Management: Strategies for Business Decisions (3rd edition). Irwin.
- Horngren, C.T., Foster, G. and Datar, S.M. (2005). Cost Accounting - Managerial Emphasis (12th edition). Prentice Hall.

The Following Subjects Will Be Adopted from The General Course Booklet Provided By the University

Civic and community engagement	POL-418
Quantitative Reasoning II (QR II)	MTH-402

SEMESTER 5

Course Name: Business Law	Course Code:
Course Structure: Lectures 3	Credit Hours:3
<p>Course Objectives</p> <p>The course basically deals with the introduction of those commercial laws which are directly or indirectly related to Business. It includes a short study of contract law, partnership Act, companies" ordinance and Negotiable instrument.</p> <p>The emphasis in this course is to introduce the students with the basic concepts of conventional business law and its implementation in the contemporary financial institutions. The course is outlined in such a way to show the basic philosophy of conventional Business Law along with some example from case study.</p>	
<p>Course Contents</p> <p>Definition and classification of Laws, over view of general and commercial terms, Definition of a contract, Essential elements of a valid contract, Legal provision governing offers ,communication, acceptance or counter offer, consideration, agreement, lawful purpose, parties to the contract and their intent to create contractual obligations</p> <p>Rights and Duties of parties, specific performance of the contract, Discharge of the contract, Breach of the contract, and remedies, illegal, voidable and void contracts, Definition and Essential Elements of a partnership, partnership, deeds, rights and duties of partners, partnership, Individual and Joint liabilities of the partners for the firm debts, principles governing ownership of the firm's asset and distribution of profits, implied and specific authority of the Concept of limited liability and Juristic person Requirement</p> <p>and process of incorporation, Effects of Incorporation, types, Rights of the shareholders, Rights, power and duties of the Board of Directors, Statutory provisions governing the election of Directors, meeting of the shareholders and the board of Directors, disclosure requirements and the financial statements, List edvs .non listed companies, advantages and Disadvantages of listing ,listing requirements of Stock Exchange. salient provision of Code of Corporate Governance, Brief discussion of Securities and Exchange Commission Of Pakistan as the corporate watch dog, Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties</p> <p>Transfer of property,performance of the contract of sale, Delivery of the goods, Unpaid seller and auctionsale, Consignmentbasis, Delivery against advance payment, supply</p>	

against letter of credit, types of letter of credit Laws relating to indemnity, guarantees, bailment, hypothecation, pledge and Mortgage, agency agreement Evolution of Banks, types of banks, major functions of banks, Negotiable Instruments Act, Definition, characteristics of Negotiable instruments.

Intended Learning Outcomes

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

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

Course Name: Financial Management	Course Code: MS-512
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION	
<p>Financial Management course aims at imparting knowledge about the fundamental concepts and tools of financial management. It emphasizes the importance of financial management skills to individuals and enterprises. You are expected to gain an initial understanding of the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macroeconomic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.</p> <p>Course Objectives :</p> <p>The students should be able to discuss the current financial problems, opportunities, trends regarding overall financial markets; money as well as capital markets</p>	
Course contents	
Working capital management, Cash and Marketable Securities Management, Accounts Receivable and Inventory Management, Short-term Financing, Capital Budgeting, Cost of Capital, Capital structure determination.	

Learning Outcomes

On completion of the course, students are expected to:

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

Recommended books

- Brigham, E. F., & Ehrhardt, M. C. (2019). Financial management: Theory & practice (16th ed.). Cengage Learning.
- Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2019). Fundamentals of corporate finance (12th ed.). McGraw-Hill Education.
- Gitman, L. J., & Zutter, C. J. (2018). Principles of managerial finance (15th ed.). Pearson.
- Titman, S., Martin, T., & Keown, A. J. (2017). Financial management: Principles and applications (13th ed.). Pearson.
- Van Horne, J. C., Wachowicz, J. M., & Bhaduri, S. N. (2014). Fundamentals of financial management (14th ed.). Pearson.

Course Title: Fundamentals of Economics	Course Code: ECO-302
Course Structure: Lectures: 3	Credit Hours: 03
Prerequisites: None	
Course Objective: This course provides students with a brief introduction to, and overview of, introductory economics, covering both microeconomics and macroeconomics. The course will enable the students to explain and apply basic economic terminology.	
Course Outline: Introduction to economics: Definitions of Economics Classical (Adam Smith), Neo Classical (Alfred Marshall) Modern (Robins Definition), Branches of economics (Micro & Macro), Demand & Supply: Demand, Supply, Price & Output determination, Elasticity, Utility Analysis: Concept of utility, Theory of Diminishing Marginal utility, Theory of Equi Marginal Utility, Concept of Indifference curve, Consumer equilibrium with indifference curve, Revenue & Cost functions: total cost (TC), Marginal Cost (MC), & Average Cost (AC). Total Revenue TR, Marginal Revenue (MR), & Average Revenue (AR) under Perfect	

and imperfect competition (only basics and definitions), Profit maximization (TR-TC approach). Macroeconomic Issues: The Scope of Macroeconomics, Inflation (definition & types), unemployment (Definition & types). National income accounts: National income accounts (concepts and measurements of national income), Circular flow of income.

Course Outcomes:

At the end of this course the student will be able to define what is economics, and the basic economic problem, and distinguish between microeconomics and macroeconomics.

Recommended Books: (Min5-8Max) Latest Edition of the Following Books.

1. Sloman, John (Latest edition), Economics, New York: Pearson, Prentice Hall.
2. Robert Frank and Ben S Bernanke, (Latest edition)
3. Principles of Economics, McGraw- Hill (Latest edition).
4. Paul A. Samuelson, (latest ed), Economics. Tata McGraw-Hill Education
5. Mankiw, N.G. and Taylor, Mark, (Latest edition), Economics, Cengage Learning
6. Michael Parkin, Melanie Powell and Kent Matthews, (Latest edition), Economics, Addison-Wesley, Pearson Education

Course Name: Business Ethics	Course Code: ETH-501
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives This course introduces contemporary and controversial ethical issues facing the business community. Topics include moral reasoning, moral dilemmas, law and morality, equity, justice and fairness, ethical standards, and moral development. Upon completion, students should be able to demonstrate an understanding of their moral responsibilities and obligations as members of the workforce and society.</p> <p>Course Objectives: At the completion of the course requirements, the student will be able to:</p> <ol style="list-style-type: none"> a. Define business ethics. b. Describe the evolution of business ethics. c. Describe major ethical perspectives. d. Understand and apply an ethical decision-making framework. e. Understand social responsibility from several dimensions. f. Understand how the organization influences ethical decision-making. g. Examine how significant others influence ethical decision-making. h. Examine opportunity and conflict. i. Develop an effective ethics program. j. Understand international business ethics. 	

Course Contents

Definition and Introduction to Ethics, Historical background, Brief outline of ethical theories Values ,Ethics and Reasoning, Business and organizational ethics, Moral versus Non-moral standard, Morality and Etiquettes, Morality and Law, Values and its sources, Experience,Culture, Science, Religion, Principles: Self interest, Utility, Duty, Consequential and Non consequential principles Self interest (Egoism), Misconception about egoism, Psychological egoism,Egoism in organizational context, Critical Inquires, tility(Utilitarianism), Act Utilitarianism, Rule Utilitarianism, Utilitarianism in organizational context, Critical Inquires, Duty: Kant"s Ethics (Deontological/Non Consequentialist ethics), Apriory judgments, Good defined as good will, Perfect and imperfect duties, Categorical imperative, Kant in Organizational Context, Critical Inquiries, Personnel Management: Basic Issues and New Challenges, Hiring, Screening, Tests, Interviews, Promotions, Wages, Working Conditions, Health and Safety, Management Styles, Obligations to the firm and Conflicts of Interest, Financial Investments, Gifts and Entertainment, Obligations to Third, Whistle blowing,, Needs and Function Of Work Employee Responsibilities, Parties,, The Question Of Self Interest

Intended Learning Outcomes:

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

- Define business ethics.
- Describe the evolution of business ethics.
- Describe major ethical perspectives.
- Understand and apply an ethical decision-making framework.
- Understand social responsibility from several dimensions.
- Understand how the organization influences ethical decision-making.
- Examine how significant others influence ethical decision-making.
- Examine opportunity and conflict.

Recommended Books

1. Sloman, John (Latest edition), Economics, New York: Pearson, Prentice Hall.
2. Robert Frank and Ben S Bernanke, (Latest edition)
3. Principles of Economics, McGraw- Hill (Latest edition).
4. Paul A. Samuelson, (latest ed), Economics. Tata McGraw-Hill Education
5. Mankiw, N.G. and Taylor, Mark, (Latest edition), Economics, Cengage Learning
6. Michael Parkin, Melanie Powell and Kent Matthews, (Latest edition), Economics, Addison-Wesley, Pearson Education

SEMESTER 6

Course Name: Organizational Behavior	Course Code: MS-511
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE	
<p>Organizational behavior (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behavior and processes. Managers need to know why people behave as they do in relation to their jobs, their workgroups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behavior will enable managers to not only understand themselves better, but also to adopt appropriate managerial policies and leadership styles to increase their effectiveness.</p> <p>The focus of instruction will move progressively through the individual, group and organizational levels of behavior and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behavior will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.</p>	
<p>Course Contents: What is Organizational Behaviour Fields Of Organizational Behavior Focal points of OB, Challenges and opportunities for OB Managing workforce diversity, Foundations of Individual Behaviour, Ability And Dimensions of intellectual ability Biographical Characteristics, Learning, Theories of learning, Attitudes and Job Satisfaction, Perception and Individual Decision Making, Theory X and Theory Y Two Factors Theory, David McClelland's Theory of Needs ERG theory, Cognitive Evaluation Theory Goal-Setting Theory Reinforcement Theory, Job design Theory, Social Information Processing Model (SIP) Equity Theory, Expectancy Theory Behavioral theories, Personality and Emotions, value systems, The Five-Stage Model of Group Development</p>	
<p>Indented Learning Outcomes</p> <p>Upon completion of this course, students should be able to:</p> <ol style="list-style-type: none"> 1. Understand the components of individual behavior and group behaviors in the organizational context. 2. Understand the relevance of the OB theories and practices, emphasized by Western texts, in local settings.. 3. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress. <p>Analyze the impact of individuals and team behaviour on organizational productivity</p>	
<p>Recommended books</p> <ul style="list-style-type: none"> ● Robbins, S. P., Judge, T. A., & Judge, T. A. (2019). Organizational behavior (18th ed.). Pearson. ● Greenberg, J. (2019). Behavior in organizations: Understanding and managing the human side of 	

work (11th ed.). Pearson.

- Kreitner, R., & Kinicki, A. (2018). Organizational behavior: Key concepts, skills & best practices (3rd ed.). McGraw-Hill Education.
- McShane, S. L., & Von Glinow, M. A. (2018). Organizational behavior: Emerging knowledge, global reality (8th ed.). McGraw-Hill Education.
- Colquitt, J. A., LePine, J. A., & Wesson, M. J. (2019). Organizational behavior: Improving performance and commitment in the workplace (6th ed.). McGraw-Hill Education.

Course Title: Corporate Social Responsibility	Course code: MS-513
Course Structure: Lectures:3, Lab:0	Credit hours: 3 hrs
<p>Course Objectives</p> <ul style="list-style-type: none"> ● Understand the theoretical foundations and evolution of Corporate Social Responsibility (CSR). ● Analyze the strategic implications of CSR for businesses and their stakeholders. ● Examine the role of CSR in sustainable business practices and ethical decision-making. ● Evaluate the impact of CSR on corporate reputation and brand management. ● Explore the global dimensions of CSR and its influence on international business practices. 	
<p>Course Contents</p> <p>Defining corporate social responsibility, The Principles of CSR, Stakeholders & the social contract, Issues concerning responsibility, Ethics, CSR and Corporate behaviour Globalization & CSR, CSR and strategy and CSR and Leadership</p>	
<p>Intended learning outcomes</p> <p>Upon successful completion of this course, students will be able to:</p> <ul style="list-style-type: none"> ● Demonstrate a comprehensive understanding of the key concepts and theories related to CSR. ● Analyze real-world case studies to assess how organizations implement CSR strategies and initiatives. ● Critically evaluate the ethical implications and social impact of business decisions. ● Develop strategic recommendations for integrating CSR into business operations. ● Communicate effectively about CSR issues, both in writing and verbally. ● Collaborate with peers to explore and present solutions to contemporary CSR challenges. ● Apply CSR principles to analyze and address social and environmental issues within a global context. 	
<p>Suggested Readings</p> <ul style="list-style-type: none"> ● Carroll, A. B., & Shabana, K. M. (2010). The business case for corporate social responsibility: A review of concepts, research and practice. <i>International Journal of Management Reviews</i>, 12(1), 85-105. ● Blowfield, M., & Murray, A. (2014). <i>Corporate responsibility: A critical introduction</i>. Oxford University Press. ● Crane, A., Matten, D., & Spence, L. J. (2019). <i>Corporate social responsibility: Readings and cases in a global context</i>. Routledge. 	

- McWilliams, A., Siegel, D., & Wright, P. (2006). Corporate social responsibility: Strategic implications. *Journal of Management Studies*, 43(1), 1-18.
- Visser, W. (2011). *The age of responsibility: CSR 2.0 and the new DNA of business*. John Wiley & Sons.
- David Crowther&Guler *Corporate social responsibility*

Course Name: Money and Banking	Course Code: MS-521
Course Structure: Lectures: 3	Credit Hours: 3
Course discription &Course objectives	
<p>In the wake of recent financial crisis, monetary system has grown out of historical circumstances. Economic analysis convinces us that to some extent our institutions cannot be other than what they are. For example, we may not have to use paper currency, but clearly some kind of medium of exchange is essential to run any economic system. Once conventions establish themselves as institutions, they dictate what purposes in fact can be served. An important objective of this course is to investigate the principal financial institutions involved in our macro economy. This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them.</p>	
Course Contents	
<p>Money and its functions, Stages in development of Money,*Function of Money, forms of Money Monetary Standards, Commercial Bank credit*What is credit?,*Functions of credit,*Cash reserve of bank, Financial markets and their functions, Money market, Capital market, Mutual funds, Instruments of credit, Negotiable instrument Modes of inland remittances by commercial banks, Methods of granting advances, Central banking, Functions of central bank, State bank of Pakistan, Commercial banking in Pakistan,*The importance of commercial banking,*Role of commercial bank,National bank of Pakistan, *Role of foreign banks,*Cooperative bank,*Principles of sound banking system, Zarai taraqiati bank limited(ZTBL),Industrial development bank of Pakistan(IDBP) and Micro finance.</p>	
Intended learning outcomes	
<p>By the end of this course it is expected that the student will be able to understand:</p> <ul style="list-style-type: none"> ● the concept of the money, money demand & supply ● Monetary theories the impact of monetary variables on real variables ● The role of central bank and Instruments of monetary policy ● The concept of trade deficit, exchange rates, and the impact of capital inflows (and capitaloutflows) ● The Islamic perspective on money and banking 	
Textbooks:	
<ul style="list-style-type: none"> ● .Mishkin, F. S., & Eakins, S. G. (2020). <i>Financial Markets and Institutions</i> (9th ed.). Pearson. ● Cecchetti, S. G., & Schoenholtz, K. L. (2017). <i>Money, Banking, and Financial Markets</i> (5th ed.). McGraw-Hill Education. ● Frederic S. Mishkin. (2018). <i>The Economics of Money, Banking, and Financial Markets</i> (12th ed.). Pearson. 	

- Hubbard, R. G., & O'Brien, A. P. (2019). Money, Banking, and the Financial System (3rd ed.). Pearson.
- Frederic S. Mishkin, Apostolos Serletis. (2019). The Economics of Money, Banking and Financial Markets: Global Edition (12th ed.). Pearson.
- Cecchetti, S. G., & Schoenholtz, K. L. (2014). Money, Banking, and Financial Markets (4th ed.). McGraw-Hill Education.

Course Name: Business Research Methods	Course Code: MS-503
Course Structure: Lectures: 3	Credit Hours: 3

Course description

This course provides a comprehensive introduction to the principles and techniques of business research methods. Students will explore the process of formulating research questions, designing research studies, collecting and analyzing data, and drawing meaningful conclusions. Emphasis is placed on the application of research methodologies to address real-world business challenges.

Course objectives

- Understand the fundamental concepts and principles of business research.
- Develop skills in formulating clear and relevant research questions in a business context.
- Explore various research designs and methodologies applicable to business settings.
- Gain proficiency in data collection techniques, both qualitative and quantitative.
- Analyze and interpret research findings to draw meaningful business insights.
- Understand ethical considerations in business research.

Course Contents

What is Research?, What is Business Research?, Types of Business Research, Observation- Identifying Broad Problem Area, Preliminary Data Gathering, Nature of the data to be collected, Literature Review, Problem Definition, Theoretical Framework, Variables and their types, Generation of Hypotheses, Scientific Research Design, Measurement, Data Collection Methods, Interviews: Structured, Semi Structured, Unstructured, Face to Face, Telephonic Interviews, Questionnaire and Its Design, Design Guidelines, Principles of Measurement, Pilot Testing, Observation, Time Horizon. Sampling Plan, Data Analysis Quantitative, Report Writing and Its Integral Parts.

Intended learning outcomes

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

- Critically evaluate research literature in business and identify gaps for further exploration.
- Design and implement a research study relevant to a specific business problem or question.
- Apply statistical and qualitative analysis techniques to interpret research data.
- Communicate research findings effectively through written reports and presentations.
- Demonstrate ethical considerations in the research process.
- Apply research skills in solving practical business challenges

Textbooks:

Cooper, D. R., & Schindler, P. S. (2019). Business Research Methods (13th ed.). McGraw-Hill Education.
 Saunders, M., Lewis, P., & Thornhill, A. (2019). Research Methods for Business Students (8th ed.). Pearson.
 Sekaran, U., & Bougie, R. (2016). Research Methods for Business: A Skill-Building Approach (7th ed.). Wiley.
 Bryman, A., & Bell, E. (2019). Business Research Methods (5th ed.). Oxford University Press.

Zikmund, W. G., Babin, B. J., Carr, J. C., & Griffin, M. (2019). Business Research Methods (9th ed.). Cengage Learning.

SEMESTER 7

Course Name: Consumer Behavior	Course Code: MS-614
Course Structure: Lectures:3,lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE	
<p>Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied. This course will explore and identify market identities and various sources of influence with the way consumers think and learn from market related information. The knowledge and understanding gained from this course can be utilized in the market place to make rational decisions to satisfy consumer needs and wants and remain loyal to products.</p>	
COURSE CONTENTS	
<p>Introduction, Concept of consumer behavior, Definition, Development of Marketing Concept Implementing the Marketing Concept, Segmentation, Targeting and Positioning, Digital Revolution in Marketplace, Why study Consumer Behavior Consumer Research Process, Qualitative Research, Quantitative Research, Comparison between Positivism and Interpretivism, Consumer Research Process, Market segmentation, Three Phases of Marketing Strategy, Bases for Segmentation, Personality and Self Concept, Definition, Nature of Personality, Theories Of Personality, Perception & Positioning, Interpersonal Determinants of Consumer Behavior, Cultural Influences, Sub cultures, Social Influences, Focus Group, Social Classes, Opinion Leaders, Children and teen agers in family purchases, Personal Determinants of consumer behavior, Maslow hierarchy of needs, Attitudes, Changing Consumer Attitude, Learning, Learning Theory Shaping, Consumer Decision Process</p>	
Course Learning Outcomes	
<p>At the end of the course the students should be able to:</p> <ol style="list-style-type: none"> 1. To develop an understanding of the consumer and the internal and external factors that makes each consumption situation unique. 2. To develop an understanding of consumer behaviour research in modern marketing. 3. To develop an understanding of the dynamic and evolving nature of consumer behaviour. <p>Appreciate the importance Of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies.</p>	
Recommended Textbooks	

1. Hawkins, Mothersbaugh and Best (2011) Consumer Behavior, 11TH Edition. McGraw Hill Irwin, Boston.
2. Leon G. Schiffman, Leslie Lazar Kanuk. (2004) Consumer Behavior, 8th Edition Pearson Prentice Hall, Upper Saddle River
3. David L. Loudon, Albert J. Della Bitta.(1998), Consumer Behavior.McGraw-Hill,

Course Name: Strategic Management	Course Code: MS-614
Course Structure:	Credit Hours: 3
Prerequisites:	
<p>Course Description Strategic Management is the capstone course for business administration majors. Students learn new strategy formulation, implementation, and evaluation concepts and techniques. Students use this new knowledge, coupled with knowledge acquired from other courses, to chart the future direction of organizations</p> <p>Course Objectives</p> <ul style="list-style-type: none"> ● To develop a framework of analysis to enable students to identify central issues and problem in complex, comprehensive case; to suggest alternative course of action; and present well supported recommendations for future action To develop conceptual skills so that students are able to integrate previously Learned aspects of corporations. To develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions. ● To bridge the gap between theory and practice and developing an understanding of when and how to apply the concepts and techniques learned in earlier courses in marketing, accounting; finance, management, production and information systems. <p>Course learning outcomes</p> <p>By the end of the course, students should be</p> <ul style="list-style-type: none"> ● Able to construct a structured framework for analyzing complex, comprehensive cases. This framework should enable them to identify central issues and problems within these cases. ● be able to proficiently identify central issues and problems in complex cases. Furthermore, they should be able to suggest alternative courses of action that are well-supported and relevant to the case. ● Capable of presenting well-reasoned and well-supported recommendations for future actions based on their analysis of complex cases. These recommendations should be practical and aligned with the specific context of each case. 	
<p>COURSE CONTENTS Strategic Management: An Overview-Strategic Management Process, Key Terms in Strategic Management, A Comprehensive Strategic Management Model, Benefits of Strategic Management. Step 1: Strategy Formulation Vision and Mission Statement, Internal and External Assessment The External Audit, The Internal Audit- Value Chain Analysis (VCA), The Internal Factor Evaluation (IFE) Matrix, The I/O View The RB View, Strategies in Action, Types of Strategies. Levels of Strategies, Integration Strategies, Intensive Strategies, Diversification Strategies, Defensive Strategies-Strategy Analysis and Choice, A Comprehensive Strategy Formulation Framework, The Input Stage, The Matching Stage, SWOT Matrix, SPACE Matrix, BCG Matrix, The Grand Strategy Matrix, The Decision Stage. QSPM Matrix. Step 2: Strategy Implementation-Creating Strategy Supportive Culture, Production/ Operation Concerns While Implementing Strategies, Human Resource Concerns While Implementing Strategies Marketing/ Finance/ R&D Issues Step 3: Strategy Evaluation- Strategy Evaluation Framework</p>	

Textbook

- David, Fred R. (2011). Strategic management: concepts and cases, 13th ed.
- Henry Mintzberg, Joseph Lampel and Bruce Ahlstrand (1998). Strategy Safari: A Guided Tour Through The Wilds of Strategic Management

SEMESTER 8

Course Name: Project Management	Course Code: MS-613
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. In the service sector of the economy, the use of project management to achieve an organization's goals is even more common. Advertising campaigns, voter registration drives, political campaigns, a family's annual summer vacation, and even seminars on the subject of project management are organized as projects. A relatively new growth area in the use of project management is the use of project as a way of accomplishing organizational reorganization and change. Indeed, there is a rapid increase in the number of firms that use projects as the preferred way of accomplishing almost everything they undertake. Not even the most optimistic prognosticators foresaw the explosive growth that has occurred in the field.</p> <p>The aim of this course is to equip students with the knowledge of project management and skills that a successful project manager uses for effective initiation, implementation and termination of a project. Students get knowledge of different players involved in projects as well as an in depth information regarding organizational structure and communication etc. for project. Students are also taught, how to prepare project feasibility study which is the core outcome of this subject.</p> <p>In addition to the regular course work, students will be indulged in discussion of articles and case studies.</p>	
<p>Course contents</p> <p>project Initiation,, Introduction to Project management, Importance of Project Management, Success factors, Triple constraint, Project Life Cycle, Types of Projects, Project Feasibility study, Project Initiation and Selection, Project Manager, Project Planning, Project Implementation, Budgeting and Cost Estimation Scheduling, Resource Allocation, Project Control, Project Termination, Project Feasibility Study: How to prepare Project Feasibility Study, Format of Feasibility Study, Contents of Feasibility Study, Making Accurate Estimates, Students' presentations of feasibility studies and Project Audit</p>	
<p>Course Learning Outcomes</p> <p>The student will be able to</p> <ul style="list-style-type: none"> ● Explain key project management terms, principles, and concepts and Differentiate between projects and ongoing operations. ● Apply Project Management Processes: Demonstrate proficiency in initiating, planning, executing, monitoring, and closing projects. Utilize project management tools and software for effective planning and scheduling. ● Develop Project Scope and Objectives: Formulate clear project objectives and scope statements. ● Identify and analyze project stakeholders and their expectations. ● Create Project Plans and Schedules: Develop comprehensive project plans, including work breakdown structures. Create and manage project schedules using critical path analysis. 	
<p>Recommended books:</p> <ul style="list-style-type: none"> ● Jack R. Meredith & Samuel J. Mantel, Jr.(2011). Project Management – A Managerial Approach. 8th edition. John Wiley & Sons, ● Harold Kerzner. (2009). Project Management – A Systems Approach to Planning, Scheduling and Controlling. 11th edition. Wiley 	

Levels of Specialization Subjects

HRM Semester 5th& 6th

- Training and Development (MSH-538)
- Recruitment & Selection (MSH-535)
- Leadership (MSH-533)
- Organizational Transformation & Development (MSH-536)
- Change Management (MSH-537)
- Performance & Compensation Management (MSH-534)

Semester 7th& 8th

- Labor Laws (MSH-621)
- Group Dynamics (MSH-622)
- Contemporary Issues in HR (MSH-623)
- Conflict Management (MSH-624)
- Industrial relations (MSH-625)
- International HRM (MSH-626)
- Workplace Diversity Management (MSH-627)
- Reward Management (MSH-628)

FINANCE Semester 5th&6th

- Investment Analysis and Portfolio Management (MSF-536)
- Islamic Finance (MSF-534)
- Corporate Finance (MSF-533)
- Financial Statement Analysis (MSF-535)
- Banking Law & Practices in Pakistan (MSF-537)

Semester 7th& 8th

- Financial Risk Management (MSF-621)
- Financial Reporting and Analysis (MSF-622)
- Strategic Financial Management (MSF-623)
- Auditing (MSF-624)
- Taxation (MSF-625)
- Financial Markets & Institutes (MSF-626)

MARKETING Semester 5th& 6th

- Advertising (MSM-533)
- Brand Management (MSM-534)

- Integrated Marketing Communication (MSM-535)
- Sales Management (MSM-536)

Semester 7th & 8th

- Seminar in Marketing (MSM-621)
- International Marketing (MSM-622)
- Social Media Marketing (MSM-623)
- Services Marketing (MSM-624)
- Marketing for non profit organization (MSM-625)
- Marketing Research (MSM-626)
- Digital Marketing (MSM-)

HRM Semester 5th & 6th

Course Name: Training and Development	Course Code: MSH-538
Course Structure:	Credit Hours:
<p>COURSE OBJECTIVES By the end of the course, students should be able to define and explain the role of training and development in HRM.</p> <ul style="list-style-type: none"> ● Students will be able to conduct a comprehensive training needs assessment for an organization. ● Students will design a training program that addresses identified needs, incorporating adult learning principles. ● Students will demonstrate proficiency in using various training methods and technologies. ● Students will be able to measure the effectiveness of training programs using appropriate evaluation models and KPIs. 	
<p>Course contents What is training, Training design process, Learning, Learning outcomes, Learning theories Learning proces, Learning style, The Needs Analysis Process, Methods used in need analysis; its advantages and disadvantages, Need assessment process, Tranferof Training Model of transfer process, Theories of transfer of training, Traditional methods Presentation methods, Hands on methods, Group building methods, Action learning Choosing training methods, Other methods of training, Technology influence on training and learning, Types of learning environment, Technology and multimedia, Computer based learning, E-learning, Blended learning, Simulations and types, Distance learning, Training Evaluation, Reasons for evaluating training, Types of Evaluation Design, Outcomes used in evaluation training programs and Evaluation process</p>	

COURSE LEARNING OUTCOMES

- Understand the Role of Training and Development in HRM: Define the concepts of training and development in the context of human resource management. Explain the significance of training and development for organizational success.
- Identify Training Needs: Demonstrate the ability to conduct a training needs assessment.
- Recognize the factors influencing the identification of training needs within an organization.
- Design Effective Training Programs: Develop training programs that align with organizational goals and individual employee development needs.
- Incorporate adult learning principles and best practices in training program design.
- Utilize Various Training Methods: Explore and apply a variety of training methods, including e-learning, workshops, on-the-job training, and mentoring. Evaluate the suitability of different training methods for specific learning objectives.

Recommended Books:

- Noe, R. A. (2009). Employee Training & Development (5th ed.). McGraw hill.
- Ramaswami, N. (1992). Training & Development.
- Dayas, I. (1989). Management Training in Organizations.
- Sloman, M. (1996). Training Strategy.
- Cascio, W. F. (Year of publication). Applied Psychology in KRM (5th ed.).
- Pike, R. W. (Year of publication). Creative Training Techniques Handbook.

Course Name: Recruitment and Selection	Course Code: MSH-535
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Course Structure: Lectures: 3	Credit Hours: 3
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COURSE DESCRIPTION:

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

Course contents:

Introduction to Recruitment and Selection, Importance of Recruitment, Internal sources and methods of recruitment, Advantages and disadvantages of internal sources of recruitment, External sources and methods of recruitment, Advantages and disadvantages of external sources of recruitment, Measurement, Reliability and Validity, Legal Issues, Fair Labor Standard Act, Equal Pay Act, Workplace safety Act, Americans with disabilities act, Candidates Privacy Rights, Immigration Reforms and Control Act, Key legal concepts: Direct discrimination and indirect discrimination, Protected groups, Adverse Impact, Bona fide occupational requirements, accommodation, sufficient risk, and undue hardship, Outreach Recruiting,

Job Analysis and Competency Models, Methods to collect job analysis information, Competencies, Recruitment & Selection and Job Performance, Applicant Screening, Ability Tests and Personality Assessment, Performance Tests, Assessment Centers, Integrity Testing, and Drug Testing, Work samples and simulation tests, Situation exercises, Honesty test Selection Interview

LEARNING OUTCOMES

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

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

Course Name: Leadership	Course Code: MSH-533
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders</p> <p>This course examines the vital role that leadership plays at all levels within a business organization. Students will discover the importance of leadership potential as a key to sustained professional and organizational excellence. Exposure to thought-provoking cases, exercises and literature will heighten students' awareness of the need to develop strong leadership skills in dealing with dynamic and culturally diversified organizations and communities of global world.</p>	

Course description:

Introduction to leadership, Managerial Roles Leadership theories, Level of Analysis of Leadership Theory, Leaders as individuals: A personal side of Leadership Explore the relationship personality and traits, Traits of Effective Leaders Big five model of personality Leadership Attitudes. Achievement motivation theory, Leadership styles Explore different leadership styles University of Iowa leadership Model University of Michigan leadership model Ohio State University Leadership model, Blake, Mouton & McCance Leadership model, Power, Politics, Networking and Negotiation Influence and power Sources of Power Types of Power Politics, Common organizational political behaviors: networking, coalitions and reciprocity, Guidelines for developing Political Skills Networking Process, Negotiation Process, Leading Through Vision Transformational leadership charismatic leadership Personal meaning, Weber's conceptualization of charisma Transactional leadership, Transformational vs charismatic leadership, Motivation Motivation Process, Types of Motivation theories Content Motivation theories Process Motivation theories Reinforcement Motivation theory, Leader follower relationships Evolution of Dyadic Theory, Dyadic Approach: Stages of development Out group characteristics, In group characteristics, Leader-member exchange (LMX) Team building, Systems and networks, Stages for developing positive LMX, Effective follower-leader feedback and guidelines Followership types, Factors that determine follower influence Dual role of being follower and leader

Learning Outcomes:

After studying this course the students should be able to:

- Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.
- Apply different leadership styles to lead effectively in their personal and professional settings.
- Explore, articulate and synthesis leadership choices in making.

Recommended books

- Northouse, P. G. (2021). Leadership: Theory and Practice, 9th Edition. SAGE Publications.
- Kotter, J. P. (2012). Leading Change. Harvard Business Review Press.
- Bass, B. M., & Riggio, R. E. (2006). Transformational Leadership, 2nd Edition. Psychology Press
- Covey, S. R. (2004). The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change. Free Press.
- Maxwell, J. C. (2018). The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You, 10th Anniversary Edition. HarperCollins Leadership.
- Goleman, D., Boyatzis, R., & McKee, A. (2013). Primal Leadership: Unleashing the Power of Emotional Intelligence. Harvard Business Review Press.
- Collins, J. (2001). Good to Great: Why Some Companies Make the Leap... and Others Don't. HarperBusiness.
- Greenleaf, R. K. (2002). Servant Leadership: A Journey into the Nature of Legitimate Power and Greatness. Paulist Press.
- Bennis, W., & Nanus, B. (1985). Leaders: Strategies for Taking Charge. HarperBusiness.
- Kouzes, J. M., & Posner, B. Z. (2017). The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations, 6th Edition. Jossey-Bass.

**Course Name: Organizational
Transformation and Development**

Course Code: MSH-536

Course Structure: Lectures	Credit Hours:
<p>Course description and objectives:</p> <p>This course focuses on developing students' organizational diagnosis and transformation skills. This course will improve students' ability to explicitly generate and manage conflict, diagnose negotiationsituations, strategize and plan upcoming negotiations, and engage in more effective negotiations. Consequently, to assist students in developing effective conflict management skills, this course heavily emphasizes experiential learning through student participation in a variety of exercises and role-plays. Research on conflict, counseling and negotiation will be used to supplement this learning. Throughout the semester students' will be placed into various realistic organizational conflict situation, negotiation settings to analyze their negotiations. Students will need to prepare for, participate in a variety of organizational conflict, counseling and negotiations settings.</p>	
<p>Course Contents:</p> <p>Diagnosing Organizations, Organizational Change, Transformation Theories, The "Transformation" And The "Transition" Strategies</p>	
<p>Course Learning Outcomes:</p> <ul style="list-style-type: none"> ● Gain proficiency in strategic change management and leadership, fostering an organizational culture that adapts to change effectively. ● Develop communication and facilitation skills to engage stakeholders and manage resistance throughout the transformation process. ● Integrate technological solutions strategically, enhancing organizational efficiency during periods of transformation. ● Cultivate ethical awareness to ensure transparency and fairness in decision-making during organizational development. ● Implement effective measurement and evaluation strategies, utilizing key performance indicators to assess the success of organizational transformation initiatives. 	
<p>Recommended Books:</p> <ul style="list-style-type: none"> ● Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning. ● Amir Levy & Uri Merry (1986). Organizational Transformation: Approaches, Strategies, Theories, First Edition. 	

Course Name: Change Management	Course Code: MSH-537
Course Structure: Lectures	Credit Hours:
Course description and objectives	
<p>This course is geared toward deepening your understanding of the challenges, the techniques, and the problems associated with initiating and implementing major change in an organization. Throughout the course, the objective will be to prepare managers, or their consultants and advisers, to meet the challenges of organizational change successfully. The focus of this course will be on the theoretical concepts of change management and the application of these concepts in organizational strategies and decision makings. While we will cover the macro (organizational) level of change, we will also focus on the micro (individual) level of change and how you, as a manager/consultant, can lead change through your actions and through others. The objectives of this course are; teaching practical and applicable change management skills to equip students to proactively engage with change processes in the workplace, as well as improving the student's self-confidence to use change management tools and models to design appropriate change plans for their workplace</p>	
Course Contents:	
<p>Organizational Change Management: Understanding Organizational change and Transformation, Transformation Strategies, Process of Organizational Transformation, Perspectives of Organizational Change, Models of Organizational Change: Process-based Change Models, Content-based Change Models, Individual Change Models, Integration of Change Models, Communicating Change and Process of Change Management: Change Management Process, Phases of the Change Management Process, Implementing Change: Implementation of Change, the Delta Technique, Developing an Implementation Plan, Gaining Support and Involvement of Key People, Developing Enabling Organizational Structures, Celebrating Milestones, Leading Changes: Visionary Leadership, Leadership Framework, Creating Shared Vision, Role of Leaders in the Phases of Organizational Change, Evaluating Organizational Change: Concept of Monitoring and Evaluation, Measurement and Methods of Evaluation, Feedback Process, Continuous Incremental Change</p>	
Course learning Outcomes:	
<ul style="list-style-type: none"> ● Understanding Change Models: Demonstrate an understanding of various change management models and frameworks and Compare and contrast different models to identify their strengths and weaknesses. ● Assessment of Organizational Readiness: Evaluate organizational readiness for change using relevant diagnostic tools and Identify key factors that influence an organization's ability to adapt to change. ● Communication Skills in Change Initiatives: Develop effective communication strategies to convey the need for change to different stakeholders and Create communication plans that address resistance and foster a positive change culture. ● Leadership in Change: Analyze the role of leadership in driving and sustaining change and Evaluate leadership styles and their impact on change implementation. 	

Recommended Books:

- Thomas G. Cummings and Christopher G. Worley (2009). Organization Development & Change, 9th Edition, South-Western, Cengage Learning.
- Amir Levy & Uri Merry (1986). Organizational Transformation: Approaches, Strategies, Theories, First Edition.

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code: MSH-534
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
<p>Course objectives:</p> <p>The modern business and non-profit organizations demand high caliber of human resource providers and planners equipped with sound knowledge of personnel policies and procedures to motivate the workforce for higher efficiency and maximum productivity. In considering the demand, this course is designed to give an overview of current ideas and issues in Human Resource Development. The core objective of the course is to provide students with clear thinking and understanding of how to appraise and compensate human resource</p>	
<p>Course contents:</p> <p>Performance management Performance appraisal Compensation management Compensable factors Traditional Bases for Pay : Seniority and Merit, Incentive pay, Person focused pay, Building Internally Consistent Compensation Systems, Building Market competitive compensation systems Compensating the flexible workforce: contingent employees and flexible work schedules Workplace benefits</p>	
<p>Intended Learning Outcomes:</p> <p>This course supports the following learning outcomes of the HRM stream:</p> <ul style="list-style-type: none"> ● Adhere to relevant ethical and legal principles when making human resource decisions or recommendations ● Use analytical skills and adopt systematic approaches in designing and operating HR systems to meet organizational needs. ● Display interpersonal skills and a professional demeanor when conducting HR services and functions. ● Implement the principles of equity in the context of compensation and performance management ● Take due account of relevant legislation and codes of practice in making appropriate moral judgments about employee compensation and performance management ● Consider the implications of both external and internal environmental factors when designing pay structures and performance systems for organizations 	

Recommended Books:

- Strategic Compensation (HRM Approach) by Joseph J. Martocchio
- Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration
- Managing Human Resources, Chruden/Sherman, Seventh Ed: 1987
- Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.

HRM Semester 7th & 8th

Course Name: Labor Laws	Course Code: MSH-621
Course Structure: Lectures 3	Credit Hours:3
Course description and objectives: <ul style="list-style-type: none">● Provide students with a foundational understanding of the historical development and evolution of labor laws.● Explore the key philosophical and ethical principles that shape contemporary labor laws.● Legal Framework Analysis: Analyze the national and international legal frameworks that govern employer-employee relationships.● Investigate the roles and functions of government agencies and international organizations in the formulation and enforcement of labor laws.● Employment Relationship Dynamics: Examine the legal dynamics of employer-employee relationships, including the rights, responsibilities, and obligations of both parties.● Explore the legal implications of various employment arrangements, such as full-time, part-time, and contract work	
Course Content: <p>Industrial Relations (Introduction), Labor Laws Labor Courts, Labor Legislation, Provision of Labor Rights Employment Laws (Contract & termination), Factory Act 1934, Minimum Age and Protection of Young Workers Working time and rest time, Equality and non-discrimination, Trade Union and Employers Association Regulations, Collective Bargaining, Collective Labor Disputes ,Strike and Lock-out, Data protection and Employee Privacy, Misconduct, Punishments and fines, Leaves and Benefits, Gender and labor, conditions/Harassment of women at work place, Employee relations and management of grievances</p>	
Course Learning Outcomes: <p>By the end of this course the student will be able to:</p> <ul style="list-style-type: none">● Demonstrate a comprehensive understanding of the historical foundations and core principles that underpin labor laws.● Apply knowledge of national and international legal frameworks to analyze and address real-world scenarios in labor relations.● Evaluate and critically assess the legal aspects of various employment relationships, demonstrating an understanding of legal rights and responsibilities.● Demonstrate proficiency in navigating the complexities of collective bargaining,	

Recommended books

- Abiodun, E.J.A. (1999) Human Resources management, Lagos:
- Oribabor, P.E. (2000), "Human Resources Management, A Strategic Approval,." Human Resources Management Reference Text Books
- Adeniyi, O.I. (1995) "Staff training and developmen
- Punjab Industrial Relations Act 2010
- Industrial and Commercial Employment (Standing orders) Ordinance 1968,
- Workman's Companies Act 1923
- Hamza jadoon.Labour law in Pakistan

Course Name: Group Dynamics	Course Code: MSH-622
Course Structure: Lectures: 3	Credit Hours: 3

COURSE DESCRIPTION

This course focuses on the communication behavior of individuals within group structures. Didactic and experiential techniques are used to explore the stages of group development, decision-making techniques, group problems and problem solving, resolution skills, norms, structures, leadership, authority, membership, ethics, cultural sensitivity, and the intra-and inter-personal dynamics within small groups

Course Contents:

Introduction to Group dynamic, Nature of groups, Nature of group dynamic, Studying Group, Measurements in group dynamics, Research Methods in Group Dynamic, Theoretical Perspectives in Group Dynamics, Formation, Joining Groups, Affiliation, Attraction, Inclusion and Identity, Isolation to Inclusion, individualism to Collectivism, Personal Identity to Social Identity, Cohesion and Development, Decision Making, The functional Perspective, Groups as Imperfect Decision Makers, Victims of Group thinking

Intended Learning outcomes:

Students will be able to:

1. define a group;
2. explain the major theories of group development;
3. describe methods for identifying group problems and develop appropriate strategies for their resolution [Critical Thinking];
4. demonstrate effective communication and decision making skills in small group settings;
5. identify issues in group dynamics, such as group norms, structures, leadership, authority, membership, cultural sensitivity, and ethics; and
6. describe the interpersonal and their own intrapersonal reactions within the context of the group.

Course Name Contemporary Issues in HR (HR spec)	Course Code: MSH-623
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
<p>COURSE OBJECTIVES</p> <p>This course critically examines a range of contemporary issues in human resource management (HRM) theory and practice. We will examine ways in which HRM can have real influence on individual and organisational outcomes.</p>	
<p>Course Content</p> <p>Career, types of career, and impact of globalization, Achieving balance in professional and personal life, Psychological Capital and types, Bullying at Workplace, Different work arrangements that offer flexibility, Management of talent at workplace, Organization learning, Learning organization, Psychological Contract and its types, Eco-friendly HRM, Electronic-HRM, Employer Branding, Corporate Social Responsibility, Ethics, Management of Diversity at workplace, Emotions management.</p>	
<p>Intended Learning Outcomes:</p> <p>To be able to identify contemporary issues in the field of human resource management (HRM) and determine the implications for organizations</p> <p>To understand the complexities of organisational functioning and issues facing contemporary workplaces and in particular behavioural issues that occur within organisations. This is achieved using a format of lectures and interactive reflection incorporating student's opinions.</p> <p>To evaluate the nature of contemporary organisations and key aspects of the management of people within organisations.</p>	
<p>Recommended Book:</p> <ul style="list-style-type: none"> ● Armstrong, M. (2012). A handbook of human resource practice (12th edition). London: Kogan Page Limited ● Noe, R. A., Hollenbeck, J. R., Gerhart, B., & Wright, P. M. (2019). Human Resource Management: Gaining a Competitive Advantage, 11th Edition. McGraw-Hill Education. ● Stone, R. I., & Deadrick, D. L. (2015). Human Resource Management: A Strategic Approach, 7th Edition. Wiley. ● Cascio, W. F., & Boudreau, J. W. (2016). Investing in People: Financial Impact of Human Resource Initiatives, 2nd Edition. Pearson. ● Torrington, D., Hall, L., Taylor, S., & Atkinson, C. (2017). Human Resource Management, 10th Edition. Pearson. ● Beardwell, J., & Thompson, A. (2014). Human Resource Management: A Contemporary Approach, 7th Edition. Pearson. ● Truss, C., Mankin, D., & Kelliher, C. (2012). Strategic Human Resource Management, 2nd Edition. Oxford University Press. ● Phillips, J. M., & Gully, S. M. (2015). Strategic Staffing, 3rd Edition. Pearson. ● Boxall, P., & Purcell, J. (2019). Strategy and Human Resource Management, 4th Edition. Palgrave Macmillan. 	

- Davenport, T. H., Harris, J., & Shapiro, J. (2010). *Competing on Talent Analytics: The New Science of Winning*. Harvard Business Press.
- Jackson, S. E., Schuler, R. S., & Jiang, K. (2014). *Managing Human Resources*, 12th Edition. Cengage Learning.

Course Name Conflict Management	Course Code:MSH-624
Course Structure: Lectures 3	Credit Hours:3
<p>Course description and objectives: This course explores the principles and strategies of conflict management within various interpersonal and organizational contexts. Students will examine the causes and dynamics of conflicts, develop essential conflict resolution skills, and explore effective communication techniques. The course integrates theoretical frameworks with practical applications to equip students with the tools necessary to navigate and resolve conflicts in professional and personal settings.</p> <p>Course objectives:</p> <ul style="list-style-type: none"> ● Understand the theoretical foundations of conflict and its various manifestations. ● Identify common causes and sources of conflicts in interpersonal and organizational settings. ● Develop effective communication and active listening skills for conflict resolution. ● Analyze different conflict resolution strategies and their applicability in diverse scenarios. ● Apply negotiation techniques to achieve mutually beneficial outcomes. ● Explore the role of cultural and ethical considerations in conflict management. 	
<p>Course Contents:</p> <p>Nature of Conflict Defining Conflict Threshold of Conflict Conflict and Competition Categorization of conflict Classifying Conflict Sources of Conflict, Intra-organizational conflict classification Four models of Interpersonal Conflict, Interpersonal conflict according to game theory, Integrative and distributive dimensions and their intersection, Conflict Management Design Defining Conflict Management Conflict management styles Contingency Approach Conflict Management Process, Intrapersonal Conflict,Types of Intrapersonal Conflict Role, Role Conflict and types Role Ambiguity,A Model of Role Conflict and Ambiguity,Consequences of Role Conflict Sources of Intrapersonal conflict Managing Intrapersonal Conflict, Interpersonal Conflict, Causes of interpersonal conflict Levels of conflict,The Prisoner’s Dilemma A Model of Conflict,Sources of interpersonal conflict Consequences of Interpersonal Conflict Managing Interpersonal Conflict, Intragroup Conflict, Types of Groups, Effects of Intragroup Conflict Managing Intragroup Conflict, Intergroup Conflict, Dynamics of Intergroup Conflict Effects of Intergroup Conflict Managing Intergroup Conflict and Intervention</p>	
<p>Course learning outcomes:</p> <p>By the end of the course, students should be able to:</p> <ul style="list-style-type: none"> ● Analyze conflicts using established theoretical frameworks. ● Identify and evaluate the root causes of conflicts in different contexts. ● Demonstrate effective communication skills in conflict resolution scenarios. 	

- Apply various conflict resolution strategies based on the nature of the conflict.
- Utilize negotiation techniques to reach collaborative solutions.
- Consider cultural and ethical factors when managing conflicts.

Recommended books

- M. Afzal Ur Rahim.(2023). Managing conflict in organizations 5th Ed. Routledge
- Folger, J. P., Poole, M. S., & Stutman, R. K. (2020). Working through conflict: Strategies for relationships, groups, and organizations (8th ed.). Routledge.
- Fisher, R., Ury, W., & Patton, B. (2011). Getting to yes: Negotiating agreement without giving in. Penguin Books.

Course Name: Industrial Relations	Course Code: MSH-625
Course Structure: Lectures	Credit Hours:
<p>Course description and objectives: This course is designed to provide guidance on the approaches that can be adopted to the development and management of industrial relations that will contribute to improving organizational performance while respecting and catering for the needs of employees. The course unit aims to give students an understanding of the key issues and tensions which can arise in employment relations, and the nature, objectives and methods adopted by the various parties seeking to influence the nature of those relations (e.g. government, employers, management, trade unions and employees).</p>	
<p>Course Contents: Background to Industrial Relations, Understanding industrial relations, Approaches to industrial relations, Management of Conflict in Industry, Conflict resolution, Collective bargaining, Negotiation for Win-win dispute resolution, Management of discipline, Management of strikes and lock outs, Positive Employee Relations, Building positive employee relations, Workers' participation in management, Management of Grievances, Working conditions and work behavior, Issues in Industrial Relations, Adjustment process and voluntary retirement schemes, Management of Sexual harassment, Industrial Relations and Labour Rights in Pakistan, Industrial Relations and Labour Rights, Industrial Relations Human Rights, Right to Work and Rights at Work.</p>	

Course learning outcomes:

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

- The characteristics of industrial relations
- The process of industrial relations in organizations
- Analyze and critically assess current trends in labour, management and industrial relations
- Integrate analytical frameworks, research findings and managerial choices, policies and practice
- Provide advice about good industrial relations practice in the workplace
- Work effectively as a group member in analyzing industrial relations problems
- Make a coherent group presentation on a topic related to the Course unit.

Recommended Books

- Dundon, T and Rollinson, D (2011). Understanding Employment Relations, McGraw-Hill Education, 2nd edition. (Introducing key elements of subject).
- Colling, T. and Terry, M. (eds.) (2010). Industrial Relations: Theory and Practice, Wiley- Blackwell, 3rd edition. (Edited collection of specialist chapters).
- Singh, BD. (2004) Industrial Relations Emerging Paradigms, First Edition

Course Name: International HRM	Course Code: MSH-626
Course Structure: Lectures	Credit Hours:

Course description:

Challenges, and practices associated with managing human resources in a global context. Topics covered include the impact of cultural, legal, and economic differences on HRM, international staffing strategies, expatriate management, cross-cultural communication, and the role of HR in global business strategy. The course emphasizes the development of practical skills for effective international HRM in diverse organizational settings.

Course Objectives:

- **Understanding the Global Business Environment:** Develop an awareness of the key factors that shape the global business environment and Analyze the impact of cultural, legal, and economic differences on international HRM.
- **Strategic Role of International HRM:** Examine the strategic role of HRM in the context of global business operations and Explore the alignment of HR practices with overall international business strategy.
- **International Staffing Strategies:** Evaluate different international staffing approaches and their implications and Develop skills in selecting and managing a global workforce.
- **Expatriate Management:** Understand the challenges and opportunities associated with expatriate assignments

and Develop strategies for the recruitment, training, and repatriation of expatriate employees.

Course Contents:

Introduction – HRM to International HRM, "The Role of Cultural understanding in IHRM, "Case Study Discussion on Expatriate Cultural Shock in Japan (FredBailey), Sustaining International Business Operations, Global Recruitment and Selection, Case Study Discussion on Global Manager’s Perceptions of Cultural Competence, Expatriate Training, Home take Movie (Outsourced 2006), Global Compensation, Case Study Discussion on Host country specific factors and the transfer of human resource management practices in multinational companies, Managing Performance across Boundaries, Case Study Discussion, HR Issues in Expatriation and Repatriation.

Course Learning outcomes:

By the end of the course, students will have:

- 1.A good knowledge and understanding of the main issues involved in the management of human resources in the international context
- 2.The capacity to contribute to the development and review of management policy, practices and systems in the field of international human resource management
- 3.Knowledge of different international perspectives on human resource management.
- 4.Knowledge of the operation of human resource management in multinational enterprises/ different countries
- 5.Acquired skills in library-based research, team working and team discussion and in written and oral presentations and Able to evaluate critically and analyze case studies based on the functional areas of international human resource management.

Recommended books:

- Dowling, P. J., & Welch, D. E. (2004). International Human Resource Management (4th ed.). Cengage Learning. ISBN-13: 978-1408075746.
- Edwards, T., & Rees, C. (2006). International Human Resource Management (6th ed.). Pearson. ISBN-10: 0273716123.
- Harzing, A.-W., & Van Ruysseveldt, J. (2002). International Human Resource Management (2nd ed.). SAGE Publisher. ISBN: 9781446267301.

Course Name: Workplace Diversity Management	Course Code: MSH-627
Course Structure: Lectures	Credit Hours:

Course Discription:

This course explores the dynamic and increasingly important field of workforce diversity, emphasizing the value of creating inclusive workplaces. Students will examine the various dimensions of diversity, including but not limited to gender, ethnicity, race, age, and cultural background. The course will delve into the business case for diversity, strategies for fostering inclusivity, and the role of leadership in promoting a diverse and equitable workplace.

Course objectives:

- Develop a comprehensive understanding of the dimensions of workforce diversity and their impact on organizational dynamics.
- Explore the business case for diversity, examining its correlation with innovation, performance, and organizational competitiveness.
- Enhance leadership skills by fostering an inclusive and equitable workplace culture through the practice of inclusive leadership principles.
- Acquire practical strategies for recruiting, retaining, and engaging a diverse workforce to promote organizational success.
- Cultivate awareness of unconscious biases and develop communication and conflict resolution skills tailored to diverse team environments.

Course Contents:

What is workplace diversity?, Primary and secondary aspects of workplace diversity, s workplace diversity management, Contexts of workplace diversity, Theories of diversity management, Tools of diversity managementersity management in organizations, Diversity management in organizations, Theories of diversity management, Tools of diversity management.

Course Learning Outcomes:

On completion of the course, students shall be able to:

- Describe different aspects of diversity management
- Explain the links between diversity management and context
- Exemplify the impact of diversity management in organizations
- Demonstrate knowledge of the theories and practical applications of diversity management.
- Compare and use tools of diversity management

Recommended Books:

- Kirton, G & Greene, A (2010), The dynamics of managing diversity: a critical approach. 3 edition. Oxfod: Else vier Butterworth-Heinemann Remark: Tillgänglig för kursstudener gratis genom ebook central på HKR-biblioteket.
- Klarsfeld, A (2010), International handbook on diversity management at work: country perspectives and equal treatment. Cheltenham: Edward Elgar (346 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Konrad, A M & Prasad, P & Pringle, Judith K (2009), Handbook of workplace diversity. Sage Publications, London Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.

- Moss, G (2011), Lessons on profiting from diversity. Basingstoke: Palgrave Macmillan Basingstoke (296 p). Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket.
- Schwabenland, C (2012), Metaphor and Dialectic in Managing Diversity. Palgrave Macmillan, Basingstoke Remark: Tillgänglig för kursstudenter gratis genom ebook central på HKR-biblioteket

Course Name: Reward Management	Course Code: MSH-628
Course Structure: Lectures	Credit Hours:
<p>Course discription & Objectives: This course is designed to provide guidance on the approaches that can be adopted to the development and management of reward systems that will contribute to improving organizational, team and individual performance while respecting and catering for the needs of employees. The purpose of the course is to explain what is meant by reward management, setting out its aims, summarizing how they can be achieved and examining its underpinning concepts.</p>	
<p>Course Contents: Essentials of Reward Management, An Overview of Reward Management, The Reward System, Total Rewards, Performance and Reward, Rewarding Special Groups, Employee Benefit and Pension Schemes, Employee Benefits</p>	
<p>Course learning Outcomes:</p> <p>This course provides students a base for more advanced courses in HR. On completing this course students should be able to understand:</p> <ol style="list-style-type: none"> The characteristics of reward management The aims and reward management framework The concepts of reward management, Valuing people and jobs The contextual factors affecting reward Insight of theoretical perspective related to reward systems 	
<p>Recommended Books:</p> <ul style="list-style-type: none"> ● Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice. Improving Performance through Reward, Third Edition ● International Journal of Human Resource Management. (IJHRM) ● Michael Armstrong, Helen Murlis .(2004).Reward Management: A Handbook of Remuneration Strategy and Practice. Kogan Page Series. 	

FINANCE Semester 5th&6th

Course Name: Investment Analysis and Portfolio Management.	Course Code: MSF-536
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
Course Discription : Introduction To Investment, Structure Of Investment Markets, Money Market And Instruments Of Money Market, Stock Market, Bond Market, Indirect Investing, Investment Company, Types Of Investment Companies, Major Types Of Mutual Funds ,Introduction To Portfolio Management, Fundamental Analysis, Portfolio Analysis, Portfolio Selection, Portfolio Revision & Portfolio Evaluation, Capital Asset Pricing Model, Technical Analysis, Efficient Market Hypothesis	
Course Outline: Introduction to investment, Structure of investment markets, Money Market and Instruments of Money Market, Stock Market, Futures and Options, features of both derivatives., Indirect Investing, Investment company, Types of investment companies, Major types of mutual funds, Bond Market, Treasury bonds, Municipal bonds (general obligation bonds, revenue bonds), Corporate bonds(bond indenture, restrictive covenants, types of corporate bond that are secured and unsecured bonds),Introduction to Portfolio Management, Phases of Portfolio Management, Meaning of Risk and Return, Systematic risk ,Unsystematic risk, Security analysis, Fundamental analysis, Economic analysis, industrial and company analysis Risk and Return of Individual Security, Portfolio Analysis,Risk and Return of portfolio, Portfolio Selection, Portfolio Revision & Portfolio Evaluation,Capital Asset Pricing Model, Technical Analysis & Efficient Market Hypothesis	
Course Learning Outcomes: <ul style="list-style-type: none"> ● Proficient Portfolio Construction: Construct well-diversified investment portfolios aligned with specific risk-return objectives. ● Effective Risk Management: Apply advanced risk assessment techniques to enhance portfolio resilience and performance. ● Informed Security Analysis: Conduct thorough fundamental and technical analyses for informed investment decision-making. ● Ethical Portfolio Practices: Integrate ethical considerations into portfolio management strategies and decision processes. ● Dynamic Market Adaptation: Demonstrate the ability to adapt portfolio strategies to changing market conditions and economic trends. 	
Recommended Books: <ul style="list-style-type: none"> ● Kevin.S.(2003). Portfolio Management.Prentice-Hall of India. ● Frederic S. Mishkin, Stanley G. Eakins.(2006).Financial markets and institutions.5th ED, illustrated. Addison Wesley, 2006 	

Course Name: Islamic Finance (FIN spec)	Course Code: MSF-534
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	

Course Objective

The main objectives of the Islamic Banking and Finance course are to:

- Explain the origins and the most important concepts of Islamic Finance
- Expose the participants to a wider range of Islamic banking and finance instruments available to the industry players
 - Introduce countries where Islamic Finance is practiced and widely used and share various business experiences;
 - Provide general education in the field of Islamic Banking and Finance
 - Help the development of the Islamic Finance.

Course Contents:

Belief in Divine Guidance, Difference between Capitalist and Islamic Economy, Asset Backed Financing, Capital and Entrepreneur, Present practices of Islamic Banks, Musharakah, The Basic Rules of Musharakah, Distribution of profits, Sharing of loss, The Nature of the Capital, Management Of Musharakah, Termination of Musharakah, Termination without Closing Business, Mudarabah, Business of the Mudarabah, Combination of Musharakah and Mudarabah, Diminishing Musharakah, Murabahah, Some Basic Rules of Sale, Bai' Mu' ajjal (sale on deferred payment), Ijarah, Basic Rules of Leasing, Determination of Rental, Lease as a mode of Financing, The Commencement of Lease, Different Relations of the Parties, Expenses consequent to ownership, Salam and Istisna, Meaning of Salam, Conditions of Salam, Salam as a Mode of Financing, Istisna, Difference between Istisna and Salam, Difference between Istisna and Ijarah, Time of delivery, Istisna as a Mode of Financing, The Principle of Limited Liability, The Principle of limited liability, Waqf, Baitul-Mal, Joint Stock, Performance of Islamic Banks, The performance of Islamic Banks, Evaluation.

INTENDED LEARNING OUTCOMES

Upon successful completion of the course participants will:

- Have a basic understanding of the Islamic World and Muslim beliefs;
- Know the origins of the Islamic Banking and Finance;
- Appreciate the rationale behind the development of the Islamic finance industry;
- Be able to assess the nature and scope of the Islamic finance industry in relation to its conventional counterpart;
- Develop an appropriate level of understanding of the main principles of Islamic banking and finance;
- Acquire essential knowledge about the key Islamic financial contracts, as used by the industry;
- Know about Murabaha and Musharaka contracts, Ijara and Istisna'a financing methods, as well as Salam and Takaful insurance;
- Be familiarized with the Islamic financial infrastructure, international financial institutions and regulatory bodies.

Recommended Book:

An Introduction to Islamic Finance by Muhammad Taqi Usmani, latest edition

Course Name: Corporate Finance	Course Code: MS -533
Course Structure: Lectures	Credit Hours: 3

Prerequisites: None**Course Introduction**

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

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

Course Learning Objectives:

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

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

Course Contents

Project cash flows for investment decisions. Projected Cash Flows, Investment Cash Flows, Pro Forma financial Statements, Estimating NPV Estimates, Project Analysis And Evaluation, Scenario and other what-if analysis, Operating leverage, Capital rationing, Raising Capital, Early stage financing & venture capital, Underwriters, IPO's and Under pricing, Costs of issuing securities, Rights, Dilution, Issuing Long Term Debt, Securitization (bundling-unbundling, Mutual funds management, financial leverage and capital structure policy, Capital structure & Cost of Capital, The effect of financial leverage, Optimal capital structure, dividends and dividend policy, Cash dividend and dividend payment, Low payout and high payout factors, Establishing a dividend policy, Stock repurchase, Stock splits, Operating and cash cycle, Alternative policies for current assets, finance and planning, Short Term Borrowing, Cash and Liquidity Management, Float Management, Cash Collection and Disbursements, Target Cash Balance, Credit and Inventory, Credit and Receivables, Factorization, Hybrid Financing: Leasing, What is Lease, Why Lease?, Financial & Operating Lease, Valuing Financial Lease, Leasing Versus Purchasing Decision.

Learning Outcomes

- Students are able to apply modern models for the analysis of capital structure, dividend policy, the financial architecture of the company, financial corporate control and corporate governance; to reveal the fundamental factors affecting corporate financial and investment decisions; to evaluate the efficiency of investment projects of different types
- Students are able to calculate the cost of capital, to analyze empirical data that determines risk factors; to build long-term and short-term financial models, describing the company's growth; to understand the principles of the credit policy of the company, the relationship of long-term and short-term decisions and their impact on the company's value; to perform the company's valuation based on different approaches.
- Students have skills in analysis of the corporate capital structure; calculating the need for external financing of the corporation; estimation of elements of capital; investment decision-taking; business valuation.

Recommended Textbooks:

- Fundamentals of Corporate Finance by Ross, Westerfield & Jordon (8th Edition)
- Financial Management, Theory and Practices by Brigham & Ehrhard (11th Edition)
- Financial Management and Policy by James C. Van Horne
- Principles of Corporate Finance by Brealey, Myers & Allen, Latest Edition

Course Name: Financial Statement Analysis	Course Code: MS-535
Course Structure: Lectures	Credit Hours: 3
Students Learning Objectives: <ul style="list-style-type: none">● .To develop in student discipline knowledge,● Critical thinking and problem-solving skills,● Teamwork and communication skills,● Career and leadership readiness and Intercultural and ethical competency.	
Course contents: <p>Fundamental concepts and introduction to financial reporting ,Development of generally accepted accounting principles, Traditional assumptions of the accounting model,Introduction to financial statements and other financial reporti, ng Forms of business entities,The financial statements, Balance sheet, Income statement, Statement of owners equity, Statement of cash flows, The accounting cycle, Recording transactions, Preparing the financial statements, Human re sources and social accounting, Auditor's report,Basics of analysis, Ratio analysis,Common size analysis, Financial statement variations by type of industry, Comparisons, Relative size of firm, Liquidity of short term assets; Related debt paying ability,Current assets, current liabilities, and other operating cycle, Long term debt paying ability, Balance sheet consideration when determining long term debt paying ability, Analysis of Inventories, Analysis of profitability, Return on common equity.</p>	

Student Learning Outcomes:

On successful completion of this course, students will be able to:

- Prepare or Collect relevant financial information
- Analyze financial statement for business decision making.
- Differentiate between factual and creative financial reporting.

Recommended books:

- Charles H. Gibson. (2003). Financial Statement Analysis Using Accounting Information 7th Edition. South-Western College Pub.
- ACCA F7 (UK) Financial Reporting 4. CIMA F1 Complete Learning Solution Financial Operations
- C. Sondhi, and Dov Fried (2002). The Analysis and use of Financial Statements Gerald I. White, Ashwin Paul . 3rd Edition

Course Name: Banking Law and Practice in Pakistan	Course Code:
Course Structure: Lectures:3	Credit Hours: 3

Prerequisites: None

Objectives

This course provides an overall perspective on the monetary and financial institutions. Monetary institutions can only be understood if one knows the magnitudes of the economic variables associated with them. Apart from this since significant changes have taken place in banking and financial sector in Pakistan so it is essential that they are brought to the knowledge of students, practicing bank functionaries and others

Course Contents:

Introduction, Evolution of Banking. Early Growth, Modern banking, Development of Modern banking. Types of banking, Banking in Pakistan, Laws of Banking in Pakistan Banking companies , ordinance ,1962 State Bank of Pakistan Act,1956 Negotiable Instruments Act,1881, Banker's Books Evidence act,1891, Commercial Banks, Nationalization of banks, Privatization of banks, specialized credit institutions –National, Industrial development bank of Pakistan (IDBP)

Zarai Traqiati Bank Ltd (ZTBL), Small and medium enterprise development Authority (SMEDA), National investment trust (NIT), Specialized credit institutions – International, International monetary fund (IMF), International Bank for reconstruction and development (IBRD), The Islamic Development bank (IDB), Asian Development Bank (ADB)

The Banker's Funds, Banker's own paid up capital ,the reserve fund ,and liquid asset

Types of deposits, Banker- Customer Relationship, Banker definition, customer definition

Qualification of a customer, Rights and duties of a customer towards a banker, Cheques And Their Payment, Crossed cheques and their collection, Other Banking Instruments

Bank Notes , Dividend Warrants , Postal Orders, Coupons, Drawn Bonds, Travellers Cheques , Letter of

Credit, Control of Bank Credit in Pakistan, Bank rate, Variable reserve requirements, open market operations, selective credit control, Principles and Forms of Lending Principles of lending, Safety, liquidity, dispersal, security, profitability, Forms of lending, Running finance, overdraft, Loans, Advances against immovable property, Definition of mortgage Kinds of mortgage

LEARNING OUTCOMES

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

1. Monetary theories the impact of monetary variables on real variables
2. The role of central bank and Instruments of monetary policy
3. The Islamic perspective on banking

Recommended Books:

- Siddiqi.A.H(1998). Practice and law of banking in Pakistan.Royal company
- Ansari.S.S. Law And Practise Of Banking In Pakistan

FINANCE SPECIALIZATION 7&8

Course Name: Financial Risk management	Course Code: MSF-621
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Discription & Objective: Risk is costly. This statement is absolutely agreed by businessmen and professionals, particularly those facing inherent risk in their professional lives. Minimizing the cost of risk to an optimum level unanimously means that we are increasing the value of a firm. However, the cost of risk minimization, learn conceptually is very much difficult to implement, either by self-managed method or by risk-transfer approach. If a business executive decides to manage the cost of risk herself, she has to estimate direct and indirect costs pertaining to the possibly risky events or occurrences. On the other hand, if executive transfers the risk to a third party, she has to load in insurance premium as the compensation for the insurer, comprising administrative fees and the insurer's business return.	
Course Contents: Introduction, what is Risk?, What is Finance?., What is financial risk management?, Advantages of FRM, Ways to conduct FRM, Risk and return, Derivatives, What is a derivatives exchange?, What is Over the Counter market?, Forward Contracts, Future Contracts, Options, Swaps, Hedging, -What is meant by hedge?, Methods of calculating historical volatility, simple variance method, EWMA, GARCH, VALUE AT RISK (VaR), - What is VaR?, --- VaR Parameters, Credit Risk, Credit ratings assigned by Standard & Poor's and Moody's & Merton model (for measuring credit risk.	
Learning Outcomes By the end of this course it is expected that the student will be able to: ● Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques.	

- Develop analytical and integrative thinking in understanding and implementing the risk management practices.
- Arouse the sense of business through an experiential approach, especially in the completion of assignments.
- Practice communication skills intertwined with risk management topics.

Recommended Books:

- Saunders, A., & Cornett, M. (2008). Financial Institutions Management: A Risk Management Approach. [Include specific edition if available]. Publisher.
- Rivai, V., Veithzal, A., & Idroes, F. (2007). Bank and Financial Institutions Management: Conventional and Sharia System. Jakarta: Rajawali Press.
- Hull, J. (Year). Risk Management and Financial Institutions. [Include specific edition if available]. Publisher.
- Harrington, S., & Niehaus, G. (2004). Risk. [Include specific edition if available]. Boston: McGraw-Hill.

Course Name: Financial Reporting and Analysis	Course Code: MSF-622
Course Structure: Lectures: 3	Credit Hours: 3
Course Description & Objectives:	
<p>The major source of data for economic decisions made by the stakeholders is the financial statements. The objective of the course is to create competency of reading and understanding the financial statements. The jargon and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements. The students should be able to understand the theoretical underpinnings of financial reporting and become capable of using financial statement data for effective decision making.</p>	
Course Contents:	
<p>An Overview of Financial Reporting, Conceptual Framework, Important IAS and IFRS, IAS 1 Presentation of Financial Statements, IAS 5 Information to Be Disclosed in Financial Statements – Originally issued October 1976, effective 1 January 1997. Superseded by IAS 1 in 1997, IAS 2 Inventories, IAS 7 Statement of Cash Flows, IAS 38 Accounting for Research and Development Activities, IAS 18 Revenue, IAS 36 Impairment of Assets, IAS 38 Intangible Assets, IFRS 10 Consolidated Financial Statements, IFRS 13 Fair Value Measurement, Any other relevant IAS, Preparation of Financial Statements, Issues and Controversies in Financial Reporting, Earnings Management, Financial analysis techniques and Financial Statement Analysis: Applications</p>	

Learning Outcomes:

On completion of the course, students are expected to:

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

Recommended books:

- Vanhorne, J. C. (2001). Fundamentals of Financial Management.
- Brigham, E. F. (2015). Fundamentals of Financial Management.
- Brealey, R. A., & Myers, Principles of corporate finance. (2020). Mcgraw hill.
- Zeff, S. A., & Dharan, B. G. (1997). Readings and Notes on Financial Accounting: Issues and Controversies. McGraw-Hill.
- White, G. I., Sondhi, A. C., & Fried, H. D. (2002). The Analysis and Use of Financial Statements.
- Meigs, W., Haka, M., & Bettner, M. (2015). Accounting, the basis for business decision.

Course Name: Strategic Financial Management	Course Code:MSF-623
Course Structure:	Credit Hours:3
Prerequisites: None	
<p>Course discription: This course provides a comprehensive examination of strategic financial management principles and practices. Students will explore advanced financial strategies that organizations employ to achieve sustainable growth and competitive advantage in dynamic business environments. Topics include financial decision-making, capital budgeting, risk management, mergers and acquisitions, and financial restructuring.</p> <p>Course Objectives: By the end of this course, students should be able to:</p> <ul style="list-style-type: none"> ● Analyze and evaluate financial statements to assess the financial health of an organization. ● Apply advanced financial modeling techniques to support strategic decision-making. ● Assess the risk and return profile of various financial strategies. ● Evaluate investment opportunities through capital budgeting and project valuation methods. ● Understand the role of financial markets and instruments in strategic financial management. 	

Course Contents:

Introduction to Strategic Financial Management, Capital Structure Decision and Value Creation, Determinants of Capital Structure, Estimating the Optimal Capital Structure

Cash flow estimation and risk analysis, Economic Value Added (characteristic, steps, how to increase), Market value Added, Dividend policy, Distributions to Shareholders Dividends and Repurchases, Factors influencing Dividend policy, Mergers Types of merger, Why do companies Merger Diversification can create value, Target valuation & Business valuation

Intended Learning Outcomes (ILOs):

students will be able to evaluate real world issues and problems faced by the financial manager, by being able to select appropriate financial techniques be able to analyse financial data and provide a decision on a course of action that is in the best interest of firm shareholders; and be able to analyse and account for risk in the decision making process.

Recommended Books:

- Pettit, J. (2007). Strategic Corporate Finance: Application in Valuation and Capital Structure. John Wiley and Sons.
- Ross, S. A., Westerfield, R. W., & Jordan, B. D. (2018). Fundamentals of Corporate Finance. Latest Edition. McGraw-Hill.
- Brigham, E. F., & Ehrhardt, M. C. (2017). Financial Management: Theory & Practice, 15th Edition. Cengage Learning.
- Van Horne, J. C., & Wachowicz, J. M. (2008). Fundamentals of Financial Management, 13th Edition. Pearson.

Course Name: Auditing	Course Code: MSF-624
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
Course Description	
<p>Audit comprises a fundamental component of the recurrent and strategic activities of nearly all professional occupations. While a small group of jobs focus exclusively on internal and external audit tasks, the majority of commerce graduates will utilize the principles and practices of risk assessment, internal control, systems evaluation and forensic accountability in their professional lives. This course thus aims to provide an introduction to the principles and practices of auditing. In this context, it will also outline and critically examine contemporary audit issues and challenges.</p>	

Course Contents:

Introduction to auditing, and an overview of the auditing process, Objectives and scope of audit, Importance of auditing for business Limitation of auditing, Kinds of audit, Internal audit and its procedure Continuous Audit Final audit Interim audit, The Auditor, Auditor responsibilities Internal and external auditor Auditor engagement letter Audit risks, Internal control Objectives Principles, Methods and techniques Limitations, Audit planning Audit program Purpose Content, Merits and demerits of audit program, Audit sampling, Methods of audit sampling, Test checking Routine checking, Vouching Objectives, Types of vouchers Techniques of vouching, Errors and frauds Errors of principles, Manipulation and misappropriation Window dressing, Audit Completion Procedure, types of events, Types of Letters required for completion, Audit reports Essentials Types of reports, Kinds of reports Specimens of reports, Audit committee & corporate governance, Corporate governance in organization, Audit committee structure and responsibilities, Audit of different sectors and industries, Textile mills, Banks, Hotel, insurance company, cement industry etc

Intended Learning Outcomes:

On successful completion of this course students should be able to:

- Demonstrate an understanding of fundamental audit concepts
- Apply a range of audit procedures
- Apply auditing standards
- Demonstrate an understanding of the legal context within which auditing occurs
- Demonstrate an understanding of professional ethics and be able to apply the profession's code of ethics
- Undertake research on significant auditing issues

Recommended Books:

- Gay, G., & Simnett, R. (2015). Auditing and Assurance Services in Australia, 6th Edition. McGraw-Hill Australia.
- American Institute of Certified Public Accountants. (2006). Understanding the New Auditing Standards Related to Risk Assessment. New York.
- Saeed, K. A. (2012). Principles of Auditing. Naveed Publications. Lahore.
- Irshad, M. (n.d). Auditing. Naveed Publications. Lahore.

Course Name: Taxation	Course Code:MSF-625
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
Course Objective: To build student's understanding of Pakistan's Tax Law and its implementation in different organizational setups.	
Course Contents: Income Tax law in Pakistan, Definitions, Basic Terms used in income tax law, Income exempt from tax , Salary, Income from property, Capital and revenue receipts, Income from Business, Speculation business, Depreciation Capital Gains, Set of and carry forward of losses, Penalties, Offences and Prosecutions Appeals, Solved Practical problems of Individual salaried persons Assessment of individual non salaried persons, Problems of Assessment of association of persons Practical problems	
Intended Learning Outcomes: On successful completion of this course students will be able to:	
<ul style="list-style-type: none"> ● Understand and apply fundamental concepts of income tax law. ● Research, analyze and evaluate income tax information and issues. 	

- Apply critical thinking and problem solving skills to resolve incometax issues.
- Communicate effectively orally income tax information and solutions to income tax issues.
- Communicate effectively in writing income tax information and solutions to income tax issues

Recommended books

- Mughal, M. M. (2012). Income Tax Principles and Practices, Tax Year 2012 & 2013.

Course Name: Financial Markets and Institutes

Course Code:MSF-626

Course Structure: Lectures

Credit Hours: 3

Prerequisites: None

Course Description

This course is designed to introduce and analyze the structure, operations and functions of the financial system. The course starts with an introduction to financial markets' role in the economy, and the determination of interest rates and valuation of cash flows. The course then discusses various financial markets including money markets, bond markets, mortgage markets, stock markets and derivatives markets. Financial institutions will be discussed with an emphasis on their major functions and operations.

Course Objectives

1. To provide an overview of the major financial markets and financial institutions.
2. To develop an understanding of the basic concepts in banking and finance and their applications
3. To prepare for the next level of finance course

Course Contents:

Introductions, Overview of Financial System, Function of Financial Markets, 3&4 Structure of Financial Markets, •Debt and equity markets, •Primary and secondary markets, •Exchanges and over-the-counter markets, •Money and capital markets, Financial Intermediaries, Money market instruments, The Bond market, The stock market Investing in stocks, The Mortgage Market, Types of mortgage loans, The foreign exchange market, Exchange rate regimes, Fixed exchange rate regime, Floating exchange rate regime, Managed float regime, Understanding interest rates What are interest rates, Distinction between real and nominal interest rates, Interest rates and returns

Learning Outcomes:

1. To understand the basic functions and structures of the major financial markets and financial institutions
 2. To understand the simple models for determining the pricing and behavior of interest rate, foreign exchange, securities, derivatives
 3. To understand the key role of central bank plays in the financial systems and how does central bank conduct monetary policy
 4. To understand the regulatory and risk management issues of financial institutions
- To analyze and evaluate the current financial market news and issues and their implications.

Recommended books:

- Mishkin, F. S., & Eakins, S. G. (2018). Financial Markets and Institutions, 9th Edition. Pearson.
- Saunders, A., & Cornett, M. M. (2017). Financial Markets and Institutions, 7th Edition. McGraw-Hill Education.
- Fabozzi, F. J., Modigliani, F., & Ferri, M. G. (2012). Foundations of Financial Markets and Institutions, 4th Edition. Pearson.
- Rose, P. S., & Marquis, M. H. (2012). Money and Capital Markets: Financial Institutions and Instruments in a Global Marketplace, 10th Edition. McGraw-Hill Education.
- Mishkin, F. S., Eakins, S. G., & Knapp, T. (2017). Financial Markets, Institutions, and Money, 12th Edition. Pearson.

Marketing 5th & 6th

Course Name: Advertising (Marketing Spec)	Course Code:MSM - 533
Course Structure: Lectures 3	Credit Hours: 3
prerequisites: None	
Course Objective:	
To make students understand the role of advertising and promotional strategies in modern business and to provide them with the knowledge of creative advertising through group work. This course is also designed to help student understand the modern tools of promotion and to apply it on some real life scenario.	
Course contents	
Introduction to Advertising,What is advertising?, Roles and Functions of advertising The key players,Types of Advertising,What makes an ad effective? The evolution of advertising The Current Advertising Scenerio, Role of Advertising in Marketing,What is marketing, The key players and markets,The marketing process How agencies work? International Marketing, The dynamics of modern marketing, Major Types of Advertising Institutional Advertising Corporate Advertising, Classification of Advertising Communication Phases in Advertising, Media Planning Staging in media plan, Media Strategy, Major Advertising Medias,Alternative Media, Background and Situation Analysis, Media Objectives & opening Opportunities Strategy: Selection of Media, Social, Ethical, and Regulatory Aspects of Advertising andPromotion, Ethical aspects of advertising, Areas of advertising regulation: Key Regulatory Agents,Regulation of Other Promotional Tool.	
Intended Learning Outcomes	
By the end of this course it is expected that the student will be able:	
<ul style="list-style-type: none"> ● To explain the structure of advertising and promotion industryand the roles of its separate players, have assets to analyze promotion programs and identify main objectives distinguishing their singularities from marketing goals as well as to recognize, organize, and measure effectiveness of separate elements of advertising plan and its outcomes. ● To compare and generalize different promotion programs is also one of the man tasks of the course .As a result of the above, students are expected to be able to criticize selected promotion programs, outline their strengths and weaknesses and point out the me asurable improvement possibilities (e.g. rearrangement of selected communication elements and explanation of their possible effects). 	

- To analyze and subdivide given advertisements (and other elements of promotion mix) into single measurable units, as well as the ability to link distinguished units to campaign's overall goals and evaluation methods.

Recommended Books

- Belch, G. E., & Belch, M. A. (2020). Advertising and Promotion: An Integrated Marketing Communications Perspective (12th ed.). McGraw-Hill Education.
- Moriarty, S., Mitchell, N. D., & Wells, W. D. (2019). Advertising: Principles and Practice (10th ed.). Pearson.
- Arens, W. F., Schaefer, D., & Weigold, M. F. (2019). Essentials of Contemporary Advertising (4th ed.). McGraw-Hill Education.
- Blythe, J. (2019). Advertising: A Very Short Introduction. Oxford University Press.
- Shimp, T. A. (2019). Advertising, Promotion, and Other Aspects of Integrated Marketing Communications (10th ed.). Cengage Learning.

Course Name: Brand Management	Course Code: MSM-534
Course Structure:	Credit Hours: 3

Prerequisites: None

Course Objectives
The course will try to achieve following objectives:

- Develop a Comprehensive Understanding of Branding: Define the concept of branding and its significance in the business context, Explore the role of branding in creating value for consumers and organizations.
- Strategic Brand Planning: Develop skills in strategic brand planning, including brand positioning and brand architecture. Understand the importance of aligning brand strategy with overall business objectives.
- Brand Equity Management: Explore methods for measuring and managing brand equity. Analyze how strong brand equity contributes to a competitive advantage.
- Brand Communication: Develop effective brand communication strategies across various channels.
- Understand the role of advertising, public relations, and digital media in building and maintaining brand image.

Course Contents
 Introduction, Difference between a product and a brand, Product Development Process
 Levels of product, Branding : An Overview, Why Brands Matter?, Brand Elements
 Introduction and significance, Criteria for development of brand elements, Process of setting brand name, Brand Logo/ Symbol, Brand slogan, Brand Jingle, Brand Character, Brand color and Packaging, Brand Equity, Perspectives of Brand Equity, Developing Brand Equity, Effects of brand equity, Designing Marketing Program to build Brand Equity, .Product Strategy, Pricing Strategy, Channel Strategy, Promotion strategy, Brand Knowledge, Brand Awareness
 a. Introduction, b. Creating Brand Awareness, c. Consequences, d. Desired Brand Knowledge Structure, Brand Image, Brand Association, Introduction, Why association?, Types of Brand Association, Strength of brand association, Brand Association Process, Recall of brand association, Brand Attitude, Introduction, Functions of brand attitude, Why association is created through attitude, Fighter Brand and Brand Cannibalization

Learning Outcomes:
 By the end of the course, students should be able to:

- Define and explain the fundamental concepts of branding and its strategic importance.
- Develop a strategic brand plan aligned with business objectives.

- Evaluate and manage brand equity effectively.
- Create and implement successful brand communication strategies.
- Assess opportunities and challenges associated with brand extension and innovation.
- Analyze consumer behavior and its influence on brand perception and loyalty.

Recommended books:

- Keller, K. L. (2016). Strategic Brand Management: Building, Measuring, and Managing Brand Equity, 4th Edition. Pearson.
- Aaker, D. A. (2012). Building Strong Brands. Simon and Schuster.
- Kapferer, J. N. (2012). The New Strategic Brand Management: Advanced Insights and Strategic Thinking, 5th Edition. Kogan Page.
- de Chernatony, L., McDonald, M., & Wallace, E. (2010). Creating Powerful Brands. Routledge.
- Clifton, R., & Simmons, J. (2003). Brands and Branding. Bloomberg Press.

Course Name: Integrated Marketing Communication	Course Code:MSM-535
Course Structure: Lectures	Credit Hours : 3
Course Contents	
<p>Introduction,Promotion, Integrated Marketing Communication, Traditional Vs Integrated Marketing Communication, Reasons for Growing Importance, Evolution of IMC,Role of IMC in Branding, The Communication Process, Steps in Developing Effective Communication, The IMC Planning Process, Step 1: Review of the Marketing Plan, Step 2: Promotional Program Situation Analysis, step 3: Analysis of Communications Process,*Step 4: Budget Determination,*Step 5: Developing the Integrated Marketing Communications Program Step 6: Monitoring, Evaluation, and Control, The Promotional Mix: The Tools for IMC An Overview of strategies, Advertising Strategy and Implementation, The Broadcast Media Strategies, Direct Marketing Strategies, Sales Promotion Strategies, Personal Selling Strategies Marketing public relations and sponsorship marketing, Technology-based marketing communications Strategies.</p>	
Intended Learning Outcomes (ILOs)	
<p>Upon successful completion of the course, students will be able to:</p> <ul style="list-style-type: none"> ● Define integrated marketing communications (IMC) and describe the IMC planning process. ● Prepare a detailed situation analysis on a brand, summarize its target audience and recommend targeting and segmentation strategies. ● Have a sound understanding of marketing communication theories and their practical application ● Have a sound understanding of marketing communication tools and their application ● Critique integrated marketing communication campaigns ● Produce an integrated marketing communication plan <p>Develop analytical, problem solving, planning, communication, interpersonal and creative skills</p>	

Recommended Books

- Chitty, W., Barker, N., & Shimp, T. (2008). Integrated Marketing Communications. Pacific Rim, 3rd Edition. Thomson Publications.
- Pickton, D., & Broderick, A. (2005). Integrated Marketing Communications, 2nd Edition. Pearson Education Ltd.
- elch, G. E., & Belch, M. A. (2021). Advertising and Promotion: An Integrated Marketing Communications Perspective, 12th Edition. McGraw-Hill Education.
- Clow, K. E., & Baack, D. (2020). Integrated Advertising, Promotion, and Marketing Communications, 8th Edition. Pearson.
- Smith, P. R., & Zook, Z. (2011). Marketing Communications: Integrating Offline and Online with Social Media, 5th Edition. Kogan Page.
- Percy, L., & Rosenbaum-Elliott, R. (2016). Strategic Advertising Management, 5th Edition. Oxford University Press.
- Schultz, D. E., Tannenbaum, S. I., & Lauterborn, R. F. (1993). Integrated Marketing Communications: Putting It Together & Making It Work. NTC Business Books.

Course Name: Sales Management**Course Code:** MSM-536**Course Structure:** Lectures: 3**Credit Hours:** 3**Prerequisites:****Course Description & Course Objectives**

This course is a survey of all facets of sales management, including estimating sales potential and forecasting sales, managing territories, selecting, training, motivating, supervising and compensating the sales force, and interfacing with other company functions. Also covered sales management problems and potential solutions. Understanding the human dynamic in managing salespeople and discussing some of the opportunities and challenges that sales managers face in their day-to-day work. Discussing the role of sales management in the broader corporate environment and the career opportunities that are available working in the sales and sales management functions.

Course Contents:

Introduction to Sales Management, Evolution of Sales Management, Objectives of Sales Management, Different Structures of Sales Management, Sales Organization, Purpose of Organizations, Exchange Process, Sales Management Cycle, Steps of Sales Management Cycle, Dimensions of Sales Management, Evolution of Personal Selling, Selling Process, Steps in the Selling Process, Territory Development and Time Management, Sales Forecasting and Concepts, Estimating Market and Sales Potentials, The Product Life Cycle, Information Sources Procedures and Qualitative Methods, Selection and placement of sales personnel, Steps in selection process, Recruiting of Sales personnel, Factors Affecting the Recruitment Policy of Sales Personnel & Sequence of recruitment process.

Indented Learning Outcomes

At the end of the course, the successful student should be able:

- To explain the basic principles of sales management;
- To demonstrate an understanding of the role of the sales force as a part of the marketing mix
- To apply in a competent manner sales management tools such as sales forecasting, sales compensation methods, sales budgeting, sales reports, routings, quotas, sales analysis, and evaluation of performance by means of a team project that creates a sales force plan.
- To understand the role of the function of sales management in the corporate structure.

Recommended Books

- Johnson Eugene, 1994, Sales Management: Concept, Practices and Cases, Second Edition, Singapore, McGraw Hill Book Co.
- Advance methods of Marketing Research by Richard P. Bagozzi.
- Marketing Research Methods Quantitative and Qualitative Approaches By Mercedes Esteban-Bravo, Jose M. Vidal-Sanz
- Covering both quantitative and qualitative methods, thMalhotra, N. Basic Marketing Research: Integration of Social Media. 4th ed. Toronto, ON. Pearson Education Ltd, 2012.
- Malhotra, Naresh K. (2009), Basic Marketing Research: A Decision-Making Approach, 3rd Edition, Prentice-Hall, Upper Saddle River, NJ.

Marketing 7th & 8th

Course Name: Seminars in Marketing	Course Code:MSM-621
Course Structure: Lectures	Credit Hours : 3
<p>Introduction Seminars in Marketing is an advance level Marketing course. The aim of the course is to build the analytical and strategic thinking. It helps student understand how companies compete and achieve competitive advantage. It builds upon the basic concepts of marketing, which the students have learned in their previous semester – and to prepare students to grasp the complex issues of specialized courses like Business policy, Brand Management etc.</p>	
<p>Course Contents: Introduction, Emergence of new Concepts, Societal marketing concept, Cause related marketing, Social marketing, Social media marketing, Buzz marketing, Viral marketing, Brand evangelist, Co creation of brands, Brand community, Green Marketing, Guerilla marketing Political Marketing :Concepts and Models, What is Political Marketing? What PM is NOT What actually PM is? Political Marketing Mix, Brand Evangelist, The Secret to Evangelism Marketing Building Brand Evangelists, Pros and Cons, Brand Evangelism and Social Media, Co-Creation, What Co-creation IS NOT Steps in Co-creation Limitations, Guerrilla Marketing : Contemporary Perspective, Traditional promotion concepts The need for Guerrilla Marketing Guerrilla Strategies, Ambush marketing, Two Ways of Ambush Marketing Direct Ambush Marketing, In Direct Ambush Marketing Ambush Marketing Strategie, Digital Age Marketing, Experiential marketing, Search Engine Marketing, Social media marketing, Buzz marketing & Viral marketing.</p>	
<p>Intended Learning Outcomes (ILOs): At the end of the course the students should be able to:</p> <ul style="list-style-type: none"> ● Ability to integrate various Marketing concepts ● Ability to develop a Marketing plan ● Ability to think strategically ● Ability to analyze the impact of various Marketing activities on sales and profitability of an organization 	
<p>Recommended Books:</p> <ul style="list-style-type: none"> ● Contemporary issues in marketing & consumer behavior by Elizabeth Parsons, Pauline Maclaran ● Internet sources Research Articles/Paperz Marketing Magazines 	

Course Name: International Marketing (Mark Spec)	Course Code:MSM-622
Course Structure: Lectures 3	Credit Hours:3
<p>Course Objectives:</p> <p>To discuss the concepts relating to international business and to observe the diversity of business environments and their effects on MNC's, and also to study Marketing in International Markets, and to discuss how varying cultural, political, economic, and geo- strategic factors influence and determine the scope of international marketing.</p>	

Course Contents :

The definition, Scope & Challenge of International Marketing, Dynamic Environment of International Marketing, The Emergence and importance of GATT, WTO and World Bank, Cultural Dynamics in Accessing Global Markets, The Political Environment, Developing Global Marketing Strategies, Global Marketing Management: Planning & Organization, Creating Products for Consumers in Global Markets, Exporting & Logistics, The Global Advertising & Promotion Effort: Global Advertising & World Brands, Global Market Segmentation & Promotion Strategy, Media Mix Alternative, Global Industrial Marketing, Pricing for International Markets.

Course Learning Outcomes:

Students will be able to gain an understanding of the external issues affecting international marketing activities including the economic, social/cultural and political/legal environments.

- Will be able to identify and assess global marketing opportunities in the international marketplace.
- Will be able to gain experience in developing international marketing strategies.
- To understand the process of implementing global marketing strategies and adapting marketing activities to specific market needs

Recommended books:

- Cateora, P. R. (1998). International Marketing, International Edition. New York: McGraw Hill International.
- Czinkota, M. R., Ronkainen, I. A., & Moffett, M. H. (2018). International Business, 9th Edition. Wiley.
- Keegan, W. J., & Green, M. C. (2019). Global Marketing, 9th Edition. Pearson.
- Hollensen, S. (2019). Global Marketing: A Decision-Oriented Approach, 8th Edition. Pearson.
- Onkvisit, S., & Shaw, J. J. (2017). International Marketing: Strategy and Theory, 6th Edition. Routledge.
- Daniels, J. D., Radebaugh, L. H., & Sullivan, D. P. (2018). International Business: Environments and Operations, 16th Edition. Pearson.

Course Name: Social Media Marketing	Course Code: MSM-623
Course Structure:	Credit Hours: 3
Prerequisites: None	
Course Description & Objectives	
<p>The course is based on the use of marketing principles to develop social marketing strategies and programs and to bring behavioral change for a social good. Social marketing can be used to promote merit goods, or to make a society to avoid demerit goods and thus promoting well-being of society. It can influence behavior in four different ways according to Kotler & Lee (2012): 1) accept a new behavior 2) reject a potentially undesired behavior,3) modify a current behavior 4) abandon an old undesired behavior. The course will also examine issues of social responsibility in business and how marketing may be used to promote more environmentally and socially conscious business practices.</p>	

Course Content:

Introduction to s Marketing, Social Media Marketing, How Social Media Marketing Differs from Traditional Marketing, Myths and facts about social media, Planning for Social Media Marketing, The Social Media Marketing Planning Cycle, The Social Media Marketing Plan. Steps :1.Create social media objectives and goals, 2.Conduct a social media audit, 3.Create or improve your social accounts, 4.Get social media inspiration from industry leaders, competitors, clients, 5.Create a content plan and editorial calendar, 6.Test, evaluate and adjust your social media marketing plan, Blogs, Podcasts and Webinars, Podcasts, Creation of Podcasts,Webinars, Marketing through Podcasts and Webinars, Videos and Photos
 Social Media Platforms: Twitter, Social Media Platforms: Facebook, Social Media Platforms: You Tube , Social Media Platforms: Instagram

Intended Learning Outcomes

After studying this course, the student should be able to:

- Define social marketing and understand the concepts of behavior change for social good.
- Analyze the social marketing environment
- Be able to select target audiences, objectives and goals
- Apply the basic and advanced techniques for development of social marketing strategies.
- Develop price, promotion and place strategies for a chosen social marketing issue.
- Understand how to effectively manage the implementation and evaluation of social marketing projects.

Recommended Books:

- Ryan.D. (2015). Understanding Social Media: How to Create a Plan for Your Business that Works. Kogan Page.
- Qualman, E. (2019). Socialnomics: How Social Media Transforms the Way We Live and Do Business, 5th Edition. John Wiley & Sons.
- Zarrella, D. (2010). The Social Media Marketing Book. O'Reilly Media.

Course Name: Services Marketing	Course Code: MSM-624
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	
Course discription: This course is designed to provide students with a comprehensive understanding of the unique challenges and strategies involved in marketing services. Emphasizing the intangible nature of services, students will explore concepts such as customer experience, relationship marketing, and service quality. The course integrates theoretical frameworks with practical applications, equipping students with the knowledge and skills needed to create effective service marketing strategies in various industries.	
Course Objectives:	
<ul style="list-style-type: none"> ● Define and analyze the distinctive characteristics of services and their impact on marketing strategies. ● Emphasize the importance of customer-centricity in service marketing. ● Examine models and frameworks for assessing and improving service quality. ● Implement strategies to measure and enhance customer satisfaction and loyalty. 	

- Develop skills in designing and managing positive, memorable customer interactions.
- Analyze the significance of building and maintaining relationships in service industries.

Course Contents:

Introduction to marketing services and practices, Service Marketing and Design Practice Services Experience, Service Innovations, Service Delivery, Services & Marketing Design Practices, Consumer behavior related to services, Marketing mix:designing customer services process, Designing service environment, Managing service personnel, Understanding service quality.

Course Learning Outcome:

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

- Demonstrate a comprehensive understanding of the unique characteristics that distinguish services from tangible products.
- Apply customer-centric approaches to the development of service marketing strategies.
- Evaluate and respond to customer needs and preferences in a service context.
- Implement service quality management strategies to enhance customer satisfaction.
- Utilize frameworks to identify and address service quality gaps.
- Design and implement strategies to create memorable and positive customer experiences in service encounters.

Recomemended Books

- Zeithaml, V., Bitner, M. J., & Gremler, D. (2017). Services Marketing (6th ed.). Publisher.
- Gupta, S. L . Services Marketing. Scholar Tech Press.
- Wirtz, J., & Lovelock, C. (2022). Services Marketing: People, Technology, Strategy (9th ed.). New Jersey: World Scientific Publishing Co. Inc.

Course Name: Marketing for Not for Profit Organizations	Course Code: MSM-625
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites:	

Course Description

The general view about marketing is that it is a key business function whereby an organization identifies its customers' needs and wants, decides which target markets it can serve best, and then designs suitable products, services and programs to serve these markets. However, marketing should not be treated only as a business function. On a wider conceptual scale, marketing is a philosophy as well as a social and managerial process that guides the entire organization with the goal to create satisfaction & profitably by building value-laden relationships with customers. "Non-profit marketing" or NPM, a key concern in marketing and the focus of this course, is different in certain aspects from this wider concept. Two key differences that also form the basis for this course are that;

- NPM involves the marketing of a product or service in which the offer itself is not intended to make monetary profit for the marketer
- It takes the notion of satisfaction and value-laden relationships to a different level by focusing not just on the customer but donor needs as well.

Course Objectives

The course aims to achieve the following objectives;

- To offer students the knowledge and understanding of the basics of nonprofit marketing.
- To help students to understand and make strategies and apply practices of nonprofit marketing across a variety of nonprofit organizations including international agencies, national and local NGOs, religious and political organizations as well as donor agencies.

Course Contents:

Marketing Mix (4 P's and 7 P's), Marketing Mix for NPOS, Achieving Market Orientation in the Non-Profit Context, Consumer in the Non-Profit Context, (Altruism; socially conscious; social status; non-altruism), Marketing Plan for NPO, Marketing Strategy for NPO;s, Concept of STP (Business sector), Process of Segmentation in Non-Profit Sector , Bases of Segmentation, Taxonomy of Beneficiaries, Targeting and Positioning, Understanding the promotion Mix, Marketing Communication in Non-Profit, Understanding Price in Non-Profit Sector, fundraising, Political Marketing, Saving Democracy, Marketing of Religion, Creating a Fund raising plan, Social media marketing, Social Marketing at NPOs, Health care centre for the homeless: changing with the times.

Indented Learning Outcomes:

After the completion of this course a student will be able ;

1. To have an improved understanding of basic ideas underlying non-profit marketing
2. To have an understanding of a variety of non-traditional perspectives on marketing by relating it to aspects such as religion, politics, consumer behaviour, social perspectives and others
3. To develop a sense of emerging trends available in academic literature relevant to marketing for non-profit organizations.

Recommended Books

- Marketing for Nonprofit Organizations (Prentice-Hall Series in Marketing) Hardcover –by J. Kotler (Author), Philip Kotler (Author)

Text Reference

- Strategic Marketing for Non-Profit Organizations by Alan R. Andreasen and Philip Kotler, Eighth Edition: Prentice Hall
- Russell, E. (2010). The Fundamentals of Marketing, ISBN: ISBN 978-2-940373-72-7
- Kotler, P., Armstrong, G., Agnihotri, P.Y. and Haque E. (2010). Principles of Marketing A South Asian Perspective, 13th edition, ISBN: 78-0-13-607941-5
- The Routledge Companion to Nonprofit Marketing by Adrian Sargeant and Walter Wymer (latest edition) by Taylor and Francis, CA USA.

Course Name: Marketing Research	Course Code:MSM-626
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	

Course Description

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

Course Objectives:

The goals of the course include:

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

Course Contents:

A Decision-Making Perspective on Marketing Research, Marketing Research in Practice, The Marketing Research Process, Research Design and Implementation, Secondary Sources of Marketing Data, Standardized Sources of Marketing Data, Marketing Research on the Internet, Information Collection: Qualitative and Observational Methods, Information from Respondents: Issues in Data Collection, Information from Respondents: Survey Methods, Attitude Measurement in Marketing Research, Designing the Questionnaire, Experimental Research, Correlation Analysis and Regression Analysis Discriminant and Canonical Analysis, Emerging Applications of Marketing Research: Database, Marketing and Relationship Marketing.

Indented Learning Outcomes:

- o Understand the use of multivariate statistical techniques in modern marketing practice.
- o Appreciate the application of these techniques in marketing research.

A more detailed understanding of the statistical techniques and how they might be applied in other areas of research (not just marketing research).

Recommended Text Book:

- David A. Aaker; V. Kumar; George Day, Marketing Research, Latest Edition, John Wiley & Sons.
- NK Malhotra, Marketing research: an applied orientation, Latest Edition, Pearson Prentice-Hall.