

**AGENDA FOR THE MEETING OF BOARD OF STUDIES  
DEPARTMENT OF MANAGEMENT SCIENCES**



**Date: 27<sup>th</sup>  
January ,2023**

**Time: 10:30 AM**

**Venue**

**Committee Room, Main Campus,**

**Shaheed Benazir Bhutto Women University,**

**Peshawar**

**Assistant Registrar Academics**

**SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR**

# **CURRICULUM - PhD MANAEMENT SCIENCES**



**SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY  
PESHAWAR**

**MEETING OF BOARD OF STUDIES  
DEPARTMENT OF MANAGEMENT SCIENCES**

**TO BE HELD ON 27<sup>th</sup> JANUARY 2023**



**SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY**  
**PESHAWAR**

**DEPARTMENT OF MANAGEMENT SCIENCES**

**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 several 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) and 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 the 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 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.



## **AGENDA ITEM – 01**

### **Approval of PhD Curriculum for Session ( 2023-and onwards)**

#### **PhD Management Sciences**

##### **INTRODUCTION**

The Management Science department of Shaheed Benazir Bhutto women university Peshawar wants to initiate PhD Management Science program. The aim of this program is to develop individuals who want to pursue a professional career in academia, research, real estate and tourism. It is 3–8-year program which is based on rigorous research.

##### **MISSION STATEMENT**

The primary aim of PhD program of Management Science Department, Shaheed Benazir Bhutto Women University is to provide a learning environment for females, in which faculty, staff and students can discover, examine critically, preserve, and transmit the knowledge, wisdom and values that will help ensure the survival of this and future generations and improve the quality of life for all. The program seeks to help students to develop an understanding and appreciation for the complex cultural and physical worlds in which they live and to realize their research potential of intellectual, physical and human development. It also seeks to attract and serve students from diverse social, economic and ethnic backgrounds and to be sensitive and responsive to those groups which have been neglected in the past by higher education.

##### **PROGRAM OBJECTIVES**

The main objectives of this program are;

- To prepare students with the depth of knowledge and research competence of international level to fill positions in Research Organization, Industry, Management and Academic Institutions
- To improve the quantitative and qualitative problem-solving skills of teachers and professionals.

- To promote research activity in the domain of Management Science particularly in the context of the business sector in Pakistan and other emerging economies.

### **Eligibility Criteria/Entry Requirements**

The candidates who have 18 years of MS / MPhil/ MBA OR Equivalent degree holder from a recognized institution, securing at least 60% marks in the annual system or at least CGPA 3.00/4.00 in the semester system and qualify 60% GAT Subject of NTS or university based test prepared under guide line of HEC are eligible for admission to PhD Program. In addition, candidates must provide a research proposal clearly showing their area of interest in research.

### **Duration of Program**

The normal duration is 3 to 8 years. However, it can be extended up to 8 years, provided that for the scholars who are unable to complete the program within 8 years, the board will determine whether the delay was caused by circumstances beyond the student's control, and if so, grant an extension in such exceptional circumstances, after the enrolment of the student in the program.

**Comprehensive Examination** As per university policy Annexure attached

**Research thesis Evaluation** As per university policy Annexure attached

**Research thesis Format** As per university policy Annexure attached

**Conduction of Public Defense** As per university policy Annexure attached

**STRUCTURE OF  
PHD MANAGEMENT SCIENCES PROGRAM**

S#	Course Title	Credit Hours (No of Courses)
1	CORE COURSES	09 (03 courses)
2	ELECTIVE COURSES	09 (03 courses)
3	DISSERTATION	09
	Total	27

<b>CORE COURSES</b>		
<b>09 Credit hours (03 courses)</b>		
S. #	Course Title	Credit Hours
1	Advanced Quantitative Research Techniques (MS-841)	3
2	Critical Literature Review (MS-842)	3
3	Advanced Qualitative Research Techniques (MS- 843)	3
5	Philosophy of Science (MS-845)	3
6	Technical report writing	3

<b>GENERAL ELECTIVE IN DIFFERENT FIELDS OF SPECIALIZATION (03 courses of 09 credit hours)</b>	
<b>MARKETING</b>	
Marketing For Non-Profit Organizations (MSM- )	
Issues in Strategic Brand Management (MSM- )	
Advanced Marketing research (MSM- )	
Issues in Consumer Psychology (MSM- )	
<b>FINANCE</b>	



Behavioral Finance (MSF- )
Advance Corporate Finance (MSF- )
International Financial Management (MSF- )
Contemporary Issues in Finance (MSF- )
Finance Theory and Policy (MSF- )
<b>HUMAN RESOURCE MANAGEMENT</b>
Change Management (MSH- )
Managing Human Resources in Public & Nonprofit Sector (MSH- )
Talent Relationship Management (MSH- )
Industrial Relations (MSH- )
International Human Resource Management Challenges (MSH- )
Reward Management (MSH- )
Independent study

The numeric part of the course code for elective subjects would be assigned from **851-860**, subject to the selection of the elective courses from the list and the availability of the course instructor.)

Note: Core and Specialization courses will be selected from the list provided above keeping in view the availability of course instructor. Moreover, the same numeric code shall not be assigned to more than one subject



**MANAGEMENT SCIENCE DEPARTMENT**

**PhD (Management Science)**

**SCHEME OF STUDIES**

**Session 2023 -2026 and Onwards**

<b>Semester 1</b> <b>09 Credit hours (03 courses)</b>			
<b>S. #</b>	<b>Course Title</b>	<b>Credit Hours</b>	<b>Course. Code</b>
1	CORE COURSE I	3	
2	CORE COURSE II	3	
3	ELECTIVE I	3	
	Total Credit Hours	<b>9</b>	

<b>Semester 2</b> <b>09 Credit hours (03 courses)</b>			
<b>S. #</b>	<b>Course Title</b>	<b>Credit Hours</b>	<b>Course. Code</b>
1	CORE COURSE III	3	
2	Elective II	3	
3	Independent Study I	3	
	Total Credit Hours	<b>9</b>	

<b>Semester 3-6</b>		
<b>S. #</b>	<b>Course Title</b>	<b>Credit Hours</b>
1	Dissertation	9
	Total Degree Credit Hours	27

**CORE SUBJECTS**

<b>Course Name:</b> Advanced Qualitative Research Techniques	<b>Course Code:</b> MS-843
<b>Course Structure:</b> Lectures	<b>Credit Hours:</b> 3

### Course Description

As an in-depth study of the theoretical and methodological approaches to qualitative research, students will explore the sociological/anthropological roots of qualitative research and apply these methodologies in practical situations related to executive leadership in education. The research approaches studied in this course include ethnography, phenomenology, case studies, grounded theory, naturalistic inquiry, and thematic synthesis. Technologies that assist qualitative researchers in their investigations are utilized throughout this course. The development of doctoral research proposals, using qualitative research methods, is emphasized throughout this course.

### Course Objectives

Through the focus on Qualitative Research Data Collection Techniques students will develop the following skills:

1. Identify and formulate appropriate qualitative research questions and interview questions.
2. Utilize different types of probes to gather more insightful qualitative data through individual interviews and focus group discussions.
3. Apply active listening skills in interviews and focus group discussions to engage in the data collection, express interest in the information, and encourage participants to provide more in-depth information.
4. Develop focus group discussion moderation skills to manage a dialogue within a group, encourage participation by all members, and discourage domination by select group members.
5. Understand how observational data can be used to inform public health programs.

### Student Learning Outcomes

1. Describe the basic steps in qualitative data analysis.
2. Develop deductive and inductive codes.
3. Apply codes to qualitative data.
4. Distinguish between a summary and an interpretation of qualitative data.
5. Understand how qualitative data analysis software programs function, and have a basic understanding of how to operate
6. Develop an interpretive understanding of data collected.
7. Review different styles of presenting qualitative research findings.
8. Present interpretive analysis of data collected

### Course outline

Qualitative research process: Ontology and epistemology; major assumptions in qualitative research: subjectivism, interpretivism, social constructionism, Saunder' s research onion; the role of theory in the research process – inductive vs. deductive research. Major qualitative methodologies: case study,

ethnography, grounded theory. Interview as a research method: Single and dyadic interviews; structured, semi structured, unstructured interviews; face-to-face interviews and remote interviews. . Focus groups methods, visual methods – benefits and challenges; the role of the researcher. Documents analysis. Ethical considerations in qualitative research include anonymity, access, consent forms. Key issues in qualitative data analysis in qualitative research; data analysis skills; drawing findings from qualitative data; coding methods. Thematic analysis; introduction to NVIVO. Writing research questions for each methodology using your dissertation topic.

**Recommended Books**

1. Bryman, A. & Burgess, P. (2007). Business research methods. Oxford, OU Press. (good on all methods. Creswell, J. W. (2007).
2. Qualitative inquiry and research design: Choosing among five approaches. London: Sage. (good on ethnography)
3. Denzin, N., & Lincoln, Y. (2005) Handbook of Qualitative Research, Thousand Oaks: Sage (covers all methods – quite complex but worth it)
4. Cassell, C., and Symon G., (2004) Essential Guide to Qualitative Methods in Organizational Research, London: Sage. (good on all methods)
5. Saunders, M., Lewis, Thornhill (2015) Research Methods for Business School Students. London: Pearson.
6. Symon, G and Cassell, C (2012) Qualitative organizational research: core methods and current challenges, London Sage (chapters on focus groups, visual methods, ethnography, documents, and case studies)
6. Stake, R.E. 1995. The Art of Case Study Research. Thousand Oaks, CA: Sage.
8. Stake, R.E. 2000. The case study method in social inquiry. In: Gomm, R., et al. eds. Case study method: Key issues, key texts. London: Sage, pp.20-26.
7. Yin, R. K. (2009). Case study research: design and methods. LA, Calif. Sage.
10. Morgan, D.L. 2015. Essentials of Dyadic Interviewing. London: Routledge
11. Morgan, D.L., Ataie, J., Carder, P. and Hoffman, K. 2013. Introducing Dyadic Interviews as a Method for Collecting Qualitative Data. Qualitative Health Research. 23(9), pp.1276-1284.
8. Bazeley, P. & Jackson, K. (2013). Qualitative Data Analysis with Nvivo. Sage Publications.

**Suggested Readings**

Creswell, J.W. (2012). Qualitative Inquiry & Research Design. Sage Publications.

<b>Course Name:</b> Advanced Quantitative Research Techniques	<b>Course Code:</b> MS-841
<b>Course Structure:</b> Lectures	<b>Credit Hours:</b> 3

**Course Description**

This course surveys the foundations of social scientific research methods and design. It has been designed for first semester of PHD students, with the aim that this course along with the required qualitative research methods course will provide the students with a sound foundation social science research methods. Topics include the scientific method; research ethics; research design; measurement; sampling; quantitative,

qualitative, and mixed data collection techniques; data analysis and interpretation; and research proposal development. Students will learn how to define a research question, explore the strengths and limitations of various research methods, and gain perspective into several methods and research writing. It is expected that, upon successful completion of this course, students will study in greater depth those particular research methods that are most appropriate for their research.

### **Course objectives**

1. Demonstrate proficiency in the use of selected research methods and tools.
2. Describe and examine the scientific method.
3. Accomplish specific research tasks: hypothesis construction, conceptualizing terms, literature review, data collection, critical analysis, and communicating hypothetical findings.
4. Evaluate data and assess estimated research findings.
5. Judge the usefulness of various research approaches: e.g., experimental, quasi experimental, and non-experimental research LO-6: Show graduate level critical thinking and writing

### **Student Learning Outcomes**

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

1. Articulate the relative appropriateness of different analysis
2. Identify the role of quantitative method in the discipline of business.
3. Understand the differences between quantitative and qualitative research methods.
4. Plan and conduct different methods of data collection and understand research ethics requirements.
5. Analyze different forms of quantitative data.

Understand and be able to use different quantitative methods for data analysis

### **Course outline**

Introduction -Why Study Research Methods? , Methodological Approaches to the Social World The Nature of Science, Science as Product, Research Ethics, Data Collection and Analysis, Treatment of Human Subjects , Making Ethical Decisions , The Uses of Research: Science and Society Elements of Research Design , Origins of Research Topics, Units of Analysis, Variables, Relationships, Relationships among Qualitative Variables , Relationships among Quantitative Variables, Relationships between a Qualitative and a Quantitative Variable, Statistically Significant Relationships, The Nature of Causal Relationship, Formulating Questions and Hypotheses , Research Purposes and Research Design ,Stages of Social Research ,Measurement, The Measurement Process, Operational Definitions in Social Research, Levels of Measurement , Reliability and Validity ,Sampling, Population Definition , Sampling Designs, Experimental Designs, The Logic of Experimentation , Stages in an Experimental design , Survey Research ,General Features of Survey Research , The Uses and Limitations of Surveys, Evaluation Research Framework and Sample Studies ,Types of Evaluation Research, Data Processing and Elementary Data Analysis , Preview of Analysis Steps , The Functions of Statistics in Social Research, Inspecting and Modifying the Data , Constructing the Survey Instrument, Analysis of available data and multiple methods, Multiple Methods, Triangulation, Multiple Measures of Concepts within the Same Study and across different studies, Meta-Analysis, Evaluation Research, Data Processing and Elementary Data Analysis, Preview of

Analysis Steps, The Functions of Statistics in Social Research, Inspecting and Modifying the Data, Preliminary Hypothesis Testing ,Multivariate Data Analysis, multiple-Regression Analysis, Other Modeling Techniques , Research Writing.

**Recommended Books**

1. Singleton & Straits, Approaches to Social Research, chis 1 and 2 Recommended Reading Russell, Bertrand. 1965. On the Philosophy of Science. Indianapolis: Bobbs-Merrill. Gould.
2. Stephen Jay. 1981. The Mismeasure of Man. NY: Norton.
3. National Commission for the Protection of Human Subjects of Biomedical and
4. Behavioral Research. 1979. "The Belmont Report. Ethical Principles and Guidelines for
5. the Protection of Human Subjects of Research." National Institutes of Health, April 18.
6. Available: <http://ohsr.od.nih.gov/guidelines/belmont.html>

<b>Course Name: Critical Literature Review</b>	<b>Course Code: MS-842</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>

**Course Description:**

A literature review is a critical look at the existing research that is significant to the work that you are carrying out. Think of the topic in terms of a conversation. Although literature reviews share distinctive features across disciplines, your approach to them will change depending upon where you are in the writing process, upon who your audience is, and upon whether you are writing one as a standalone essay or as introductory matter for a larger article. Keeping in view the above basis, this course if designed to enable the students to identify the background information related to their research topic, find importance of the topic through the scholarly conversation, demonstrate their familiarity with scholarly conversation and express their position in scholarly conversation.

**Course Objectives:**

The primary objectives of this course are...

- To enable students to outlining important research trends in the scholarly conversation,
- To help the students to assess the strengths and weaknesses of existing research,
- To make them Identifying potential gaps in knowledge,
- To make them apply their skills to establish a need for current and/or future research projects.

**Learning Outcomes:**

1. There is a critical need for the leadership of the organization to make change happen. This course will be able to
2. Outlining important research trends in the scholarly conversation,
3. Assess the strengths and weaknesses of existing research,
4. Identifying potential gaps in knowledge,
5. Apply their skills to establish a need for current and/or future research projects.

**Course Outline**

**Introduction and Importance of literature review. STEP 1:** Planning: What Kind of Literature Review Am I Writing? Focus, type, scope, and discipline. Exercise for planning a literature review/ Research article.

**STEP 2:** Reading and Research: What Material Will I Use? Collect and read material, summarize, organize an annotated Bibliography and select. Exercise with the help of research article.

**STEP 3:** Analyzing: How Can I Assess Existing Research? Summary and Synthesis, Sample Language for Summary and Synthesis: Example of Summary and Synthesis: Comparison and Critique, Sample and example: Analyzing through Language: Evaluative Adjectives and Verbs.

**STEP 4:** Finding the Big Picture: Putting it all Together: EXERCISE: Evaluating a Sample Review

**STEP 5:** Organization: How Will I Structure What I Write? EXERCISE: Organizing a Literature Review.

**STEP 6:** Drafting: What Am I Going to Write? Thesis Statement, Introducing Your Literature Review, Conclusion

**Citations:** Basic rule for citation: EXERCISE: Identifying and Correcting Problematic Citations

**Step 7:** Revising: How Can I Fine-Tune my Draft? EXERCISE: Analyzing a Sample Literature Review

**Recommended Books:**

1. Kabir, S. M. S. (2016). Basic guidelines for research: An introductory approach for all disciplines. Book Zone Publication.
2. Kuffour Selorm Kofi, ( ). A Guide to Literature Review by

<b>Course Name: Philosophy of Science</b>	<b>Course Code: MS-845</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>

**Course Description:**

The course covers some important issues of Philosophy of Science. The course mainly focuses on the debate about scientific method, demarcating science from pseudo/non science, paradigms and paradigms shifts, and some important schools and thinkers in Philosophy of science.

**Course Objectives**

- To examine central issues in the contemporary philosophy of science, including: the objectivity of science, the nature of scientific method, the status of scientific knowledge, and the character of scientific explanation.
- To explore the general picture of reality that emerges from modern science.
- To develop the views of students so they can properly defend them through constructive discussion.

**Student Learning Outcomes:**

1. Demonstrate an understanding of the central problems in philosophy of science.
2. Analyze and critically engage with contemporary work in philosophy of science.
3. Express, develop and defend their own views, through written work and through constructive discussion with others.
4. Understand some of the ways in which philosophy is relevant to our understanding of human nature and human knowledge.

**Course Outline**

Theory of Knowledge, Revolution: Historical Background to the contemporary Philosophy of Science, Problem of Induction, J S Mill- Causation and Mill's Methods of Scientific Inquiry, Logical Positivism, Karl Popper -Falsification and The hypothetico-deductive method, Thomas Kuhn- Paradigm, Scientific Paradigm Shift and the idea of Scientific Revolution, Recent theories of Scientific Method, Scientific Realism

**Recommended books**

1. 'A System of Logic' by John Stuart Mill
2. 'The Structure of Scientific Revolution' by Thomas Kuhn
3. 'The Logic of Scientific Discovery' by Karl Popper

**FINANCE SPECIALIZATION**

<b>Course Name: Advance Corporate Finance</b>	<b>Course Code: MSF</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	



## Course Introduction

This course introduces students to an in-depth analysis of financial planning and management with emphasis on capital structure, dividend payout policies, cost of capital, capital budgeting, risk and other special topics. The course serves as a framework for understanding a broad range of corporate financial decisions. Real time data and directed readings will be used to enhance learning.

## Course Objectives

1. To advance students' understanding in the theoretical and real-life evidence of topics in Corporate Finance
2. Explore various aspects of capital budgeting and creation of value
3. Unravel the complexities of financing decisions and tactics & procedures in financial markets
4. Measure the impact of financing strategies on firm's cost of capital Learn about company valuation - assessing worth of a business
5. Gain exposure to financial implications in mergers, acquisitions and restructuring
6. Develop insights on global finance

## Course learning outcomes

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

1. Explain financial markets and functions of corporate finance
2. Calculate and interpret time value of money
3. Estimate bond prices and identify factors that affect bond prices
4. Estimate the value of a common stock and evaluate if the stock is under or overpriced
5. Calculate different components of cost of capital and the overall cost of capital of a corporation
6. Calculate efficient portfolio using stock data
7. Understand and evaluate capital budgeting decision rules and explain how real options affect these decisions
8. Classify and distinguish various types of risk and their relation to portfolio choice
9. Describe and calculate a firm's capital structure and interpret how leverage and firm value are related using Miller-Modigliani propositions
10. • Explain how a firm's dividend policy is set and how it affects firm value

## Course Outline

Does debt policy matter?, Financial Leverage in a Competitive Tax-Free Environment, Financial Risk and Expected Returns, The Weighted Average Cost of Capital, A Final Word on After Tax WACC, **M&M theory** - How much should a firm borrow?, Corporate Taxes ,How Do Interest Tax Shields Contribute to the Value of Stockholders' Equity?, Recasting Merck' s Capital Structure / MM and Taxes Corporate and Personal Taxes, Costs of Financial Distress ,Bankruptcy Costs / Evidence on Bankruptcy Costs, Direct versus Indirect Costs of Bankruptcy , Financial Distress without Bankruptcy, Debt and Incentives, Risk Shifting: The First Game, Refusing to Contribute Equity Capital: The Second Game And Three More Games, Briefly / What the Games Cost / Costs

of Distress Vary with Type of Asset / The Trade-off Theory of Capital Structure, The Pecking order Theory, The Pecking Order of Financing Choices, Debt and Equity Issues with Asymmetric Information / Implications of the Pecking Order, The Trade-off Theory vs. the Pecking-Order Theory, some Recent Tests ,The Bright Side and the Dark Side of Financial Slack / Is There a Theory of Optimal Capital Structure? Corporate bonds, Domestic Bonds, Foreign Bonds, and Eurobonds, The Bond Contract ,Indenture, or Trust Deed / The Bond Terms, Security and Seniority, Asset-Backed Securities, Repayment Provisions, Sinking Funds / Call Provisions, Debt Covenants, Convertible securities, Convertible Bonds and Warrants, The Value of a Convertible at Maturity / Forcing Conversion / Why Do Companies, Issue, Convertibles? / Valuing Convertible Bonds / A Variation on Convertible Bonds: The Bond – Warrant Package, Private Placements and Project Finance, Project Finance / Project Finance—Some Common Features / The Role of Project Finance, Innovation in the Bond Market, **Corporate Restructuring**, Leveraged Buyouts ,Fusion and Fission in Corporate Finance, Spin-offs / Carve-outs / Asset Sales / Privatization and Nationalization, Private Equity, **Governance and Corporate Control around the World**, Financial Markets and Institutions, Investor Protection and the Development of Financial Markets, Ownership, Control, and Governance, Ownership and Control in Japan, Ownership and Control in Germany, European Boards of Directors Ownership and Control in Other Countries, **Executive Compensation**

Article

The effects of recognition versus disclosure on shareholder risk and executive compensation

Article

Executive compensation and dividend policy, LF White - Journal of Corporate Finance, 1996 - Elsevier

Internal capital markets, The

Behavioral Corporate Finance, Behavioral Finance versus Behavioral Corporate Finance, Potential biases, Overconfidence/optimism Regret.

**Recommended Book:**

1. Brealey–Meyers: Principles of Corporate Finance, 7th Edition
2. Applied-Corporate-Finance-Aswath-Damodaran 4th Edition
3. Ross, S. A., Westerfield, R. W., Jordan, B. D., Pandes, J.A., & Holloway, T. (2022). Fundamentals of corporate finance (11th ed., Cdn) with Connect with Smartbook. Toronto, ON: McGraw-Hill. ISBN-13: 9781260881387
4. Berk, Jonathan, and Peter DeMarzo, 2017, Corporate Finance (Fourth Edition), Pearson, New York, NY.
5. McKinsey& Co., Tim Koller, Marc Goedhart and David Wessels, 2015, Valuation: Measuring and Managing the Value of Companies (Seventh Edition), Wiley, New York, NY.

<b>Course Name: International financial Management</b>	<b>Course Code: MSF-</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	
<p><b>Course Introduction</b></p> <p>This course is concerned with the financial management of the firms that operate in the increasingly globalized business environment. Emphasizing broad concepts and real-world practices rather than extensive quantitative material, the course offers a concise introduction to international finance and provides a clear, conceptual framework for analyzing key financial decisions in multinational firms. The approach of the course is to treat international financial management as a natural and logical extension of the principles learned in the introductory financial management course.</p>	
<p><b>Course Objectives</b></p> <p>At the end of this course students will be able to:</p> <ol style="list-style-type: none"> <li>1. Understand the various stages of expansion overseas that multinational corporations utilize in order to benefit from globalization.</li> <li>2. Describe the international monetary system and the foreign exchange markets.</li> <li>3. Examine the Balance of Payments (BOP) data and determine its implications for international competition.</li> <li>4. Identify the basic philosophies that govern corporate behavior throughout the world.</li> <li>5. Forecast exchange rates based on the parity conditions that should apply between spot rates, forward rates, inflation rates, and interest rates.</li> <li>6. Convert currencies using spot, future, and cross rates and identify arbitrage opportunities.</li> <li>7. Apply knowledge of derivatives to risk management in international financial markets.</li> <li>8. Explain translation, transaction, and economic exposure to exchange rate changes.</li> <li>9. Describe how interest rate risk affects financial decision making in the international business arena.</li> <li>10. Identify the processes and instruments used in the financing of international trade.</li> </ol>	
<p><b>Course Learning Outcomes</b></p> <ol style="list-style-type: none"> <li>1. Explore the international integration of financial markets and analyze implications for financial managers.</li> <li>2. Identify derivative instruments and strategies used by multinational corporations to hedge financial risks.</li> <li>3. Apply critical thinking skills in identifying and evaluating international financial issues and information.</li> <li>4. Use analytical skills to identify and analyze material factors that are involved in business problems.</li> <li>5. Use information technology as a tool to do essential business tasks.</li> </ol>	
<p><b>Course outline</b></p> <p>What is the Foreign Exchange rate?, What is a Foreign Exchange Market? What are Cryptocurrencies?, Players in the FOREX MARKET Exchange rate quotation, <b>Exchange Rate Equilibrium Factors that Influence Exchange Rates-</b> Exchange Rate Determination, Movements in Cross Exchange Rates, Expected Exchange</p>	

Rate Movements, **Exchange Rate Determination Movements in Cross Exchange Rates**, Expected Exchange Rate Movements, **International Flow of Funds The J-Curve**, The Impact of Trade Balances, Currency Derivatives Forward market Currency Futures Market, **International Flow of Funds The J-Curve**, Currency Futures Market Currency Options Market, Exchange Rate Systems, **The Impact of Trade Balances Pakistan Trade Balance**, Derivatives Forward market Currency Futures Market Currency Futures Market Currency Options Market , Exchange Rate Systems, Intervention Brexit - What does it mean?, Purchasing Power Parity (PPP), International Fisher Effect (IFE), International Arbitrage Interest Rate Parity, interest Rate Parity (cont.) Variation in Forward Premiums, Currency Swaps, Interest Rate Swaps, Policies for Hedging Transaction Exposure Hedging Exposure to Payables, Hedging Exposure to Receivables Limitations of Hedging Alternative Hedging Techniques, Managing Economic Exposure Case Study: Hedging Economic Exposure, Hedging Exposure to Fixed Assets Managing Translation Exposure, Multinational Capital Budgeting, Direct Foreign Investment Payment Methods for International Trade

### Recommended Books

1. International Financial Management by Jeff Madura. (Cengage Learning, 2021) ISBN 978-0-357- 13054-4 (14th edition) or ISBN 978-1-337-26996-4 (13th edition)
2. International Financial Management 7th Edition by Cheol Eun , Bruce Resnick

<b>Course Name: Contemporary Issues in Finance</b>	<b>Course Code: MSF</b>
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<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
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### Course Introduction

This course deals with major current developments in the field of finance Emerging trends and their relevance with different economies will be discussed. This will enable students evaluate the implications of the discussed issues on the Pakistan’s market. By the end of this course students are expected to search and write about aspects related to the topics discussed during the semester. Each student might select a related aspect, and he or she must present and discuss his/her work with their colleagues in class.

### Course objectives

The main objectives of the course are:

1. To review key concepts relating to contemporary issues in the field of and to examine relevant regulatory frameworks and ethical considerations applicable to contemporary issues in finance.
2. To critically review various industry reports and evaluate the nature and importance of a selected contemporary issue in finance.
3. To critically analyze academic research papers examining the empirical works and theory in the selected contemporary issue.
4. To compose a report to communicate findings from the analysis of industry and academic evidence on the selected contemporary issue.

### Course Learning Outcomes

1. Demonstrate an understanding of financial theory pertaining to contemporary issues in financial management and the use of financial instruments in the contemporary world

2. Develop a frame of reference through which to identify, evaluate and solve financial problems pertaining to the broad area of finance with or without complete information.
3. Develop a critical understanding of contemporary financial issues, factors that influence those issues, and their relevance for international business.

**Course outline**

Contemporary issues in finance- Introduction and Background, Developments in corporate governance- Developments in corporate governance, its cost and possible impact on fraud and misuse of company assets. Private equity-The driving forces behind the use of private equity within financial markets. Hedge funds- A history of hedge funds, and what the future may hold for them. Performance measurement, Marcus Davidson and Graham Honeybourne explore issues of performance measurement. International financial reporting standards-The IFRS, Pension Funds and the impact its introduction has made. Pension scheme deficits-Marcus Davidson and Graham Honeybourne explore the issues. Managing financial risks, The various .financial risks associated with businesses and how they can be managed. The use of derivatives The use of different derivatives within two businesses. A definition of FRA's and Futures and the benefits of using them Is risk being underpriced? Marcus Davidson and Graham Honeybourne explore the issues. Efficient Market Hypotheses An explanation of EMH and how they account for perfectly competitive markets.

**Recommended Book:**

1. Contemporary Issues in Development Finance, 1st Edition **Edited By** Joshua Yindenaba Abor, Charles Komla Delali Adjasi, Robert Lensink **Copyright Year 2021**

<b>Course Name: Financial Theory And Policy</b>	<b>Course Code: MSF</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Introduction</b>	
<p>The course reviews basic finance tools and develops basic finance theory. It defines and demonstrates “asset pricing intelligence” and studies core asset pricing, investment, information, incentives, and corporate finance topics. Topics will include utility theory, portfolio theory, arbitrage pricing, equilibrium pricing, security prices’ informational efficiency, the term structure of interest rates, derivatives, performance measurement and capital structure..</p>	

### **Course objectives**

The goal of the course is to establish perspectives, approaches, tools, and methods of independent thinking, analysis, and problem solving. We will apply these to essential finance theory and applications, most of them conceived by Nobel Laureates.

In addition, the course has two broad and inter-related aims:

1. To explain the essence of finance theory and how various financial aspects fit together; and
2. To provide an intermediate treatment of some issues in corporate financial policy. These help practicing finance executives and scholars to keep up to date with current developments

### **Course learning outcomes**

1. Students be able to identify and apply current knowledge of disciplinary or interdisciplinary theory and professional practice to business in local and global environments.
2. Students will be to identify, research and analyze complex issues and problems in business and/or management, and propose appropriate and well-justified solutions.
3. Students will be able Produce written documents that communicate complex disciplinary ideas and information effectively for the intended audience and purpose, and Produce oral presentations that communicate complex disciplinary ideas and information effectively for the intended audience and purpose.
4. They should be able to participate collaboratively and responsibly in teams, and reflect on their own teamwork, and on the team's processes and ability to achieve outcomes.
5. They should be able to Identify and assess ethical, environmental and/or sustainability considerations in business decision-making and practice, and Consider social and cultural implications of business and /or management practice.

### **Course outline**

Asset Pricing Intelligence; What is Finance? Introduction to Capital Markets; The Two period Model: Consumption, Production, Capital Markets, Investments; Separation-The Two period Mode, Time value of money analytics, mappings; Historical Returns, Security Indices. Expected Utility Theory-Expected Utility Theory, Historical Returns, Security Indices; Expected Utility; Mean Variance Portfolio Theory, Pricing Models, Linear Beta Pricing; CAPM, APT, The Term Structure of Interest Rates, Informational Efficiency; Portfolio Performance; Agency and Information., Simple Construction of the Efficient Frontier; Linear Beta Pricing with Inefficient Benchmarks, Capital Structure; Dividend Policy-Mergers and Acquisitions; Incentives, Design; Simple Construction of the Efficient Frontier; Linear Beta Pricing with Inefficient Benchmarks, Informational Efficiency; Derivatives, Real Options; Portfolio performance; Asymmetric Information, Informational Efficiency; Derivatives, Real Options; Portfolio performance; Asymmetric Information.

**Recommended Book:**

1. Copeland, T. E., J. F. Weston, and K. Shastri, 2005, Financial Theory and Corporate Policy, 4th edition, Pearson Addison Wesley. (CWS)
  2. Copeland, T. E., J. F. Weston, and K. Shastri, 2005, Financial Theory and Corporate Policy, 4th edition, Pearson Addison Wesley.
  3. Benninga, S., 2014, Financial Modeling, 4 th Edition, MIT Press.
- Additional readings will be assigned in class lectures.

**MARKETING SPECIALIZATION**

<b>Course Name: ADVANCE MARKETING RESEARCH</b>	<b>Course Code: MSM</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Introduction</b></p> <p>The fundamental concepts and stages of advanced marketing research provided within an overall structural framework, including: how to integrate stages, carry out research in a scientific manner, read and analyze research reports, apply research skills.</p> <p>This course aims to provide scholars with a background in advanced research methods, issues related to conducting advance marketing research, data analysis, and methods of evaluation related to marketing. Knowledge of these topics will enable students to both implement and evaluate marketing research during their professional careers. It is assumed that students enrolled in this course have a basic understanding of marketing terminology and concepts.</p>	
<p><b>Course Objectives</b></p> <p>This course aims to provide scholars with a background in advanced research methods, issues related to conducting advance marketing research, data analysis, and methods of evaluation related to marketing. Knowledge of these topics will enable scholars to both implement and evaluate marketing research during their professional careers. It is assumed that scholars enrolled in this course have a basic understanding of marketing terminology and concepts.</p> <p>.</p>	
<p><b>Indented Learning Outcomes</b></p> <p>By the end of the course, it is expected that the scholars will be able to:</p> <ol style="list-style-type: none"> <li>1. Display problem analysis skills and an ability to translate a management problem into a feasible</li> </ol>	

research question.

2. Demonstrate a working knowledge of the concepts and methods of marketing research.
3. Recognize with an increased sensitivity the biases and limitations of marketing data.
4. Show an understanding of questionnaire design and sampling theory.
5. Exhibit an understanding of qualitative and quantitative research methods and their application to marketing research

### Course Outline

Marketing Research, The Research Process, The Marketing Research Process, Marketing Research and Marketing Decision Making, The Importance of Defining the Problem, The Management-Decision Problem and the Marketing Research Problem, Research Questions, Hypothesis, Basic Research Design, The Types of Research, Exploratory Research, Secondary vs. Primary Data, How to Use Secondary Data, Sources of Secondary Data, Qualitative Research, Focus Groups, Descriptive Research, Survey Method, How to Choose a Survey Method, Observational Methods, How to Choose Between Surveys and Observation, Scaling-Primary Scales of Measurement, Comparative Scales, Research Papers Discussion, Noncomparative Scales, Noncomparative Scale Decisions, Scale Evaluation, Questionnaire Design Sampling, The Concept of Sampling, The Sampling Design Process, Nonprobability Sampling, Probability Sampling, Internet Sampling, Data Analysis and Reporting, Data Collection & Data Preparation, Communicating the Research Results.

### Recommended Book:

1. Malhotra, N. Basic Marketing Research: Integration of Social Media. 4th ed. Toronto, ON. Pearson Education Ltd, 2012.
2. Malhotra, Naresh K. (2009), Basic Marketing Research: A Decision-Making Approach, 3rd Edition, Prentice-Hall, Upper Saddle River, NJ.

**Course Name: Issues In Consumer Psychology**

**Course Code: MSM**

**Course Structure: Lectures**

**Credit Hours: 3**

### Course Introduction

The main objective of this course is to provide scholars with a strong foundation for critical thinking in the area of consumer decision making. This will entail familiarity with a fairly extensive body of literature pertaining to consumer psychology, their attitude, both psychological and cultural perspective to consumer research. Viewing theory and methods from these two complementary perspectives will allow scholars to develop a broad approach in consumer behavior that will help them orient as well as focus their research in the future.

### Course Objectives

1. To familiarize scholars with research in the field of consumer attitude and their patterns of buying



behavior.

2. To develop a strong foundation for critical thinking in different areas of consumer research
3. To build skills in conceptualizing, operationalizing, and developing research ideas related to consumer behavior
4. To impress the importance of the strong link between consumer research, and marketing strategy.

### **Indented Learning Outcomes**

scholars should be able to:

1. demonstrate familiarity with research in consumer psychology
2. demonstrate a critical appreciation of research in consumer thinking
3. demonstrate skills in identifying, designing, and operationalizing original research in field of consumer psychology
4. apply consumer research in developing marketing strategy

### **Course Outline**

The Cognitive Consumer, Perception and Attention, Learning and Memory, Means-ends chains Attitudes, Intentions, and Persuasion. Motivation and Values, The Self, Personality and Lifestyle, Consumers Decision Making, Reasoning. The Social Consumer, Reference Group and Social Norms, Culture, Subculture, and Social Class, Consumer Behavior and Product Promotion and Consumer Behavior, Price and Consumer Behavior, Segmenting Consumer Markets, Product Positioning and Consumer Behavior, Importance of Segmenting Consumer Markets, Product Strategy and Consumer Behavior. Product strategy: Branding, Product Marketing Strategy and Consumer Behavior, Promotion and Consumer Behavior.

### **Research Articles and Case studies**

- Emotional Marketing, The role of emotions Marketing, Emotional Marketing and Consumer Perceptions, What is consumer Research?, Culture and Consumption
- Culture influence on Consumer Behavior
- Consumption and Gender Marketing and Consumer Attitudes
- Consumption and Globalization Digital Marketing and Consumer Behavior

### **Recommended Book**

1. Peter, J. Paul and Jerry Olson, Consumer Behavior and Marketing Strategy, Richard D. Irwin: Homewood, IL, 6th Edition (2001)

2. Suggested Articles

3. Caterall, Miriam A; Maclaran, Pauline B(2001), Gender Perspectives in Consumer Behaviour: An Overview and Future Directions. The Marketing Review, Volume 2( 4), pp. 405-425(21).
4. Consumer Behavior; eds. Thomas Robertson and Harold Kassarian, Englewood Cliffs, NJ: Prentice Hall, 548-591.
5. Han, Seunghee, Jennifer Lerner, and Dacher Keltner (2007), “Feelings and Consumer Decision Making: The Appraisal-Tendency Framework,” Journal of Consumer Psychology, 17(3), 158-168
6. Griskevicius, Vladas, Michelle N. Shoyka, and Stephen M. Nowlis (2010), “The Many Shades of Rose-Colored Glasses: An Evolutionary Approach to the Influence of Different Positive Emotions,” Journal of Consumer Research, 37(2),
7. Van Osselaer, Stijn M. J. and Janiszewski, Chris (2012), “A Goal Based Model of Product Evaluation and Choice,” Journal of Consumer Research,
8. Jain, Shailendra Pratap and Durairaj Maheswaran (2000), “Motivated Reasoning: A Depth of Processing Perspective,” Journal of Consumer Research, 26 (4), 358-371.

<b>Course Name: Strategic Brand Management</b>	<b>Course Code: MSM</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Course Introduction</b> <p>AMA (American Marketing Association) defines brand as a name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers from those of the competitor. However, scholars and practitioners agree that a brand is much more than that. A brand is a promise to the customer, brand is an overall experience to the customer that encompasses all touch points with the customer. As traditional competitive advantages are fading, the new competitive arena is 'Brand Equity,' which creates long-term profitable brand relationships.</p>	
<b>Course Objectives</b> <p>The course is designed to enable scholars to see through inter-linkages among the brand concepts. In addition, it aims to develop them as independent readers of the discipline so that they can brand in their own unique way. For this reason, the course will not only use the textbook but will also include the sources of upcoming marketing thoughts so that they can independently keep themselves up to date in future (if they wish).</p>	

### **Learning Outcomes**

Successful completion of the course means scholar will be able to:

1. Demonstrate a fundamental understanding of 'Brand Equity'.
2. Detail how to build 'Brand Equity'.
3. Use different methods of measuring 'Brand Equity'.
4. Explain how to sustain and grow 'Brand Equity'.
5. Conduct a Brand Audit.

### **Course Outline**

What are Brands? ,Introduction to Brand Management, Pros and Cons of Branding , Brand Equity, Brand Positioning, Choosing Brand Elements, Designing Marketing Program,(Product, Price, Place), Designing Marketing Program, (Integrated Marketing Communication), Research Session (Reading Articles), Leveraging Secondary Associations, The Brand Value Chain, Brand Tracking Studies, Brand Equity Management System, Research Articles, Measuring Brand Equity Sources, Measuring Brand Equity Sources, Measuring Brand Equity Outcomes, Growing and Sustaining Brand Equity, Brand Architecture, Brand Hierarchy, Growing and Sustaining Brand Equity, Introducing and Managing Brand Extensions, Brand Communities, Research Articles, Brand Reinforcement, Brand Revitalization, Brand Crisis, Retiring a Brand.

### **Recommended Book:**

1. Strategic Brand Management, Kevin Lane Keller, M.G. Parameswaran, Isaac Jacob, 3<sup>rd</sup> Edition, Pearson

<b>Course Name:</b> Marketing For Nonprofit Organizations	<b>Course Code:</b> MSM
<b>Course Structure:</b> Lectures	<b>Credit Hours:</b> 3
<b>Course Introduction</b> 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 scholars the knowledge and understanding of the fundamentals of nonprofit marketing.
- To relate nonprofit marketing and its underlying tenets with traditional marketing concepts and practices and differentiate them from private and public sector marketing concepts and practices
- To help scholars understand and apply principles and 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.

## Indented Learning Outcomes

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

1. Have an improved understanding of fundamental ideas underlying non-profit marketing
2. Have an improved 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. Develop the ability to relate contemporary issues pertaining to non-profit marketing with conventional or for-profit marketing and appreciate similarities and differences
4. Develop a clearer sense of key issues and emerging perspectives available in academic literature relevant to marketing for non-profit organizations  
Relate and apply the concepts of non-profit marketing with a real-world management problem or challenge faced by a non-profit organization.

## Course Outline

Understanding the Marketing Mix (Marketing Mix; concept of four P's and elements of 7P's), Non-Profit Organization & Marketing Mix for NPOS, Achieving Market Orientation in the Non-Profit Context, Understanding Consumer in the Non-Profit Context (*Altruism; socially conscious; social status; non-altruism*), Strategic Marketing Plan & Marketing Strategy for NOP, Segmentation, Targeting & Positioning (Business sector), Segmentation in Non-Profit Sector, (*Bases of Segmentation; Taxonomy of Beneficiaries; Targeting and Positioning*), Product & Understanding Product in Non-Profit Organization, Identifying the Offer in Non-profit Organizations, Promotion: Communicating Customer Value, Communication: Understanding the promotion Mix, Promotion: Marketing Communication in Non-Profit, Price: Understanding Price in Non-Profit Sector, (*Priggs in*

*Non-profit Organizations; Monetary the Brand Value Chain*

**Research Articles**

Art with an impact: NonNon-Profit fundraising

*(Organization reliance on funding and donors to achieve their business goals)*

Fund raising & Advocacy

Political Marketing: Is it about Saving Democracy?

Marketing of Religion

Creating a Fund-raising plan

Social Marketing at NPOs

Health care centre for the homeless: changing with the times

**Recommended Book:**

1. strategic Marketing for Non-Profit Organizations by Alan R. Andreasen and Philip Kotler, Eighth Edition: Prentice Hall
2. Russell, E. (2010). The Fundamentals of Marketing, ISBN: ISBN 978-2-940373-72-7
3. 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
4. The Routledge Companion to Non-profit Marketing by Adrian Sargeant and Walter Wymer (latest edition) by Taylor and Francis, CA USA

## SPECIALIZATION COURSES

### Human Resource Management

<b>Course Name: Change Management</b>	<b>Course Code: MSH</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<p><b>Course Description:</b> This course is designed to enable the students to understand the organizational change and ways to manage this change. This will also help the students to identify different reasons and forces causing failures in transforming organizations. In order to better understand the implications of twenty first century in relation to organizational change would be learned with the help of different processes in this course.</p> <p><b>Course Objectives:</b></p> <p>The primary objectives of this course are...</p> <ul style="list-style-type: none"><li>• To enable students to better understand organizational change and its importance in today's world,</li><li>• To help the students to explore the reasons and forces of failure in transforming organizations;</li><li>• To make them learn and evaluate the Eight-Stage Process;</li><li>• To make then apply and relate the Eight-Stage Process to Twenty First Century with its Implications towards organizational change as a leader.</li></ul> <p><b>Learning Outcomes:</b></p> <p>There is a critical need for the leadership of the organization to make change happen. This course will enable the students to...</p> <ul style="list-style-type: none"><li>• Understand organizational change and its importance in today's world,</li><li>• Identify the reasons and forces of failure in transforming organizations;</li><li>• Learn and evaluate the Eight-Stage Process;</li><li>• Apply the Eight-Stage Process to Twenty First Century with its Implications.</li></ul>	

## Course outline

**Organizational Change Management** Introduction of the concept, Common errors, **Change Management and its Solution:** Transforming organizations; Why firms fail, Eight Common errors. **Successful Change and Force that Drives it:** The Globalization of markets and competition. The eight-stage change process, The importance of sequence, Project within projects, Management Vs. Leadership, The future. **The Eight-Stage Process:** Establishing A Sense of Urgency, Complacency, The role of crises, The role of middle and lower-level managers, How much urgency is enough. **Creating the Guiding Coalition:** Going it alone: The isolated CEO, Running on empty-The low credibility committee, Keeping pace with change,

Putting together the guided coalition, Qualities to avoid, Making change happen. **Developing a Vision and Strategy:** Why vision is essential, The nature of effective vision and its characteristics, Strategic feasibility, Effective and ineffective vision, Creating vision, **Communication the Change Vision:** Two cases failure to communicate, The magnitude of the task, Repeat, repeat and repeat, Listen and be listen to. **Empowering Employees for Broad-Based Action:** Removing structural barriers, Providing needed training, Aligning system to the vision, Dealing with troublesome supervisors, Tapping an enormous source of power, **Generating Short term Wins:** The usefulness of short-term wins, The nature and timing, The role, Planning Vs. praying for results, More pressure isn't all bad, The role of management. Consolidating Gains and Producing More Change: Resistance, The problem of interdependence, The nature of change if highly dependent systems, Organizational transformations, A long road. **Anchoring new Approaches in the Culture:** Why culture is powerful, When new practices are grafted to old culture, When new practices replace the old, Cultural change comes last not first. **Implications for the Twenty-first century:** The organization of the future, A persistent sense of urgency, Teamwork at the top, People who can communicate and create vision, Broad Based empowerment, Delegate management for excellence, No unnecessary interdependence, An adoptive corporate culture, Getting from here to there. **Leadership and lifelong learning:** A prototype of twenty first century executive, The value of competitive capacity, The power of compounded growth, Habits of the life-long learner, Twenty first century careers, The necessary leap into the future.

## Recommended Books:

Kotter, J. P. (2012). Leading change. Harvard business press.

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.

<b>Course Name:</b> Conflict and Negotiation Management	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
Modules	
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 Intervention

Recommended Book:

M. Afzal Ur Rahim. (2017). Managing conflict in organizations . 4<sup>th</sup> edition

<b>Course Name:</b> Managing Human Resources in Public & Nonprofit Sector	<b>Course Code:</b> MSH
<b>Course Structure:</b> Lectures	<b>Credit Hours:</b> 3

**Prerequisites: Introduction to HRM**

**Course Description:**

This course is a designed to enhance the understanding of students about Strategic human resources management (SHRM) approaches towards Public and Nonprofit organizations. Where, SHRM is the integration of human resources management (HRM) with the strategic mission of the organization. It adapts human resources policies and practices to meet the challenges that agencies face today, as well as those they will face in the future. It emphasizes the importance of HRM functions, revealing them as major contributors to the accomplishment of the agency' s mission in the present and as the agency changes. The purpose this course is to provide practitioners, policymakers (such as elected officials), and board members of local, state, federal, and nonprofit organizations with an understanding of the importance of SHRM in managing change. It provides the guidance necessary to implement effective HRM strategies.

**Course Objectives**

The main objectives of this course include....

1. To build the understanding of students related to the Human Resource Management (HRM) in the context of public and non-profit sectors.
2. To make them identify and apply different methods and functions of HRM.
3. To make them learn different methods of performance appraisal and managing compensations.
4. To explain them how to handle training and development in public and Non-Profit sectors.
5. To make them understand the Strategic Human Resource Management and technological perspectives.
6. To make students identify the up-to-date challenges to these organizations.



## Learning Outcomes

The students will be able to...

1. Understand the Human Resource Management (HRM) in the context of public and non-profit sectors.
2. Identify and apply different methods and functions of HRM.
3. Explain methods of performance appraisal and managing compensations.
4. Explain training and development in public and Non-Profit sectors.
5. Understand the Strategic Human Resource Management and technological perspectives.
6. Identify the up-to-date challenges to these organizations.

## Course Outline

### Moduls

#### **HUMAN RESOURCES MANAGEMENT IN CONTEXT**-Introduction to Human Resources

Management in the Public and Nonprofit Sectors, The Public Sector, The Nonprofit Sector, The New Public Service, Today's Context for Human Resources Management. **Strategic Human Resources Management and Planning**-The Changing Role of Human Resources Management, Human Resources Outsourcing, Strategic Human Resources Management, Human Resources Planning, Evaluating the Effectiveness of Strategic Human Resources Management, Problems and Implications of Strategic Human Resources Management, The Legal Environment of Human Resources Management- Federal Equal Employment Opportunity Laws, Proving Employment Discrimination, Affirmative Action: Executive Orders and Other Federal Laws, Affirmative Action, Constitutional Rights, Additional Protections for Employees. Managing a Diverse Workforce-Glass Ceilings, Why Diversity Is Important, Sexual Harassment, Employer Liability, Sexual Orientation, What Does It Mean to Be Transgendered?, Changes in the Nonprofit Landscape, The Difference Between Compliance with Laws and Managing Diversity, Strategic Human Resources Management Implications for Managing Diversity, Volunteers in the Public and Nonprofit Sectors.

#### **METHODS AND FUNCTIONS OF HUMAN RESOURCES MANAGEMENT**- Job Analysis,

Recruitment and Selection in the Public and Nonprofit Sectors. **Performance Management**-Motivation, Developing an Evaluation Program, Rater Training, Who Should Rate?, Executive Evaluation, Documentation, Evaluation Review, Ethical Issues in Performance Appraisal, Performance Appraisal Techniques, Team-Based Performance Techniques, Employee and Management Motivations: Public and Nonprofit Organizations Versus For-Profit Organizations. **Compensation**- Equity, Executive Compensation and Benefits, Federal Laws Governing Compensation, State and Local Government Minimum Wages, Living Wages,

Comparable Worth . **Benefits**- Required Benefits, Discretionary Benefits, Quality-of-Work and Quality-of-

Life Issues. **Training and Development**-The Training Process, Career Development, Managerial and Executive Development. **Labor-Management Relations: Collective Bargaining in the Public and Nonprofit Sectors**-The History of Private Sector Collective Bargaining, Collective Bargaining in Nonprofit Organizations, Collective Bargaining in the Federal Government, Collective Bargaining in State and Local Governments, Concepts and Practices of Collective Bargaining, Public Sector Distinctions, Nonprofit Sector Distinctions, Privatization of Public Services. **Strategic Human Resource Management and Technology**-Information Systems Technology, Organizational Change, Types of Information Systems, Information Systems Design, Information Technology Resource Policies, Human Resource Information Systems, Electronic Human Resources Management, Strategic Human Resources Management. **Challenges for Public and Nonprofit Organizations**- What to Expect, Challenges of Strategic Human Resources Management, Change in Skill Requirements.

**Recommended book**

1. Pynes, J. E. (2008). *Human resources management for public and nonprofit organizations: A strategic approach* (Vol. 30). John Wiley & Sons.

<b>Course Name: Talent Relationship Management</b>	<b>Course Code: MSH</b>
<b>Course Structure:</b> Lectures	<b>Credit Hours: 3</b>
<b>Course Description</b>	
<p>This course is designed to provide guidance on the Talent Relationship Management, which is a massive topic in the world of HR, with many HR professionals and employers wondering how to attract the best candidates for the job and how to pinpoint talented employees when they first walk through the door. Talent management is the full scope of HR processes to align the business goals with its strategic objectives. This course will help the students to identify employee value proposition and candidate retention. The course will also enable the students to identify positive candidate experience and framework conditions.</p>	

## **Course Objectives**

This course provides students a base for more advanced courses in HR, therefore, the main objectives of the course are...

1. To enhance the students' understanding about Talent Relationship Management.
2. To make them identify relevant target groups.
3. To make them understand about the employee value proposition.
4. To help the students to explore and understand active sourcing strategies;
5. To enable them figuring out the candidate retention;
6. To help them in identifying the positive candidate experience & framework conditions.

## **Learning Outcomes:**

This course provides students a base for more advanced courses in HR. On completing this course students should be able to...

1. Understand Talent Relationship Management.
2. Identify Relevant target groups.
3. Explore and identify the employee value proposition.
4. Understand active sourcing strategies;
5. Figure out candidate retention;
6. Identify the positive candidate experience & framework conditions.

## Course outline

**The labor Market of the Future, An Overview of Talent Relationship Management**, Talent Focus, TRM is Strategic and Long-Term, Active Employers Look for Passive Candidates, Target Group Focus & TRM Components **Defining Relevant Target Groups**-Key and Bottleneck Functions, Challenges and Competencies, **Defining Relevant Target Groups**-Acceptable Competence Gaps, Relevant Target Groups on the Labor Market, Strategic Workforce Planning. **The Employee Value Proposition**-The Target Group in Focus, Devising an Employee Value Proposition, **The Employee Value Proposition**-From the EVP to the Target-Group-Specific Message, Conveying the Employee Value Proposition, Social Media & Employer PR. **Active Sourcing Strategies**-Initial Thoughts and Overview, Social Community Recruiting, **Active Sourcing Strategies**- Employee Referral Program &, Competitive Intelligence. **Candidate Retention**-The Candidate Retention Cycle. **Candidate Retention**- Developing a Talent Pool, Retention Measures, Documentation & Talent Communities. **The Positive Candidate Experience**-Speed, Transparency and Appreciation, The Recruiting Process, Consistency & Measuring Success Through Candidate Surveys, **Framework Conditions**- The Management's Obligation, TRM in an International Context & The Monetary Benefits.

## Recommended Books

1. Trost, A. (2014). Talent relationship management: Competitive recruiting strategies in times of talent shortage. Springer Science & Business.
2. Lance A. Berger. (2004). Talent Management Handbook: Creating Organizational Excellence by Identifying, Developing, and Promoting Your Best People. McGraw-Hill Companies.
3. Louis Carter. (2010). Best Practices In Talent Management: How the World's Leading Corporations Manage, Develop, and Retain Top Talent. Pfeiffer A Wiley Imprints.

<b>Course Name: Industrial Relations</b>	<b>Course Code: MSH</b>
<b>Course Structure:</b> Lectures	<b>Credit Hours: 3</b>
<b>Prerequisites:</b>	
<b>Course description</b> Industrial relations relates to the management of work-related obligations and entitlements between employers and their employees. Many HR roles require communication and implementation of the organization's employee and industrial relations policies and procedures, assist others in dealing with employee and industrial relations conflict.	
<b>Learning Objectives</b>	
<ol style="list-style-type: none"> <li>1. 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.</li> <li>2. 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).</li> </ol>	
<b>Learning Outcomes</b>	
At the end of the course unit students should be able to understand:	
<ol style="list-style-type: none"> <li>1. The characteristics of industrial relations</li> <li>2. The process of industrial relations in organizations</li> <li>3. Analyze and critically assess current trends in labor, management and industrial relations</li> <li>4. Integrate analytical frameworks, research findings and managerial choices, policies, and practice</li> <li>5. Provide advice about good industrial relations practice in the workplace</li> <li>6. Work effectively as a group member in analyzing industrial relations problems</li> <li>7. Make a coherent group presentation on a topic related to the Course unit.</li> </ol>	

**Part I Background to Industrial Relations** -Understanding industrial relations

Approaches to industrial relations,**Part II Management of Conflict in Industry**-Conflict resolution, Collective bargaining,Negotiation for Win-win dispute resolution,Management of discipline,Management of strikes and lock outs, **Part III Positive Employee Relations**-Building positive employee relations,Workers ' participation in management,Management of Grievances Working conditions and work behavior,**Part IV Issues in Industrial Relations**-Adjustment process and voluntary retirement schemes,Management of Sexual harassment,**Part V Industrial Relations and Labor Rights in Pakistan**-Industrial Relations and Labor Rights,Industrial Relations Human Rights,Right to Work and Rights at Work,international Labor Organization (ILO) ,The ILO Conventions and Laws,Core Labor Rights,cent Work, Industrial relations system in Pakistan.**Part VI Labor Issues in Pakistan**-Labor Laws and Labor Unions, Labor law in Pakistan.

**Recommended books**

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

<b>Course Name: International Human Resource Management Challenges</b>	<b>Course Code: MSH</b>
<b>Course Structure: Lectures</b>	<b>Credit Hours: 3</b>
<b>Prerequisites: None</b>	
<b>Course description</b>	
<p>The growing global interaction between the organizations is receiving increasing attention and HRM issues are becoming major components for reaching strategic goals of the organizations. Given savage worldwide competition organizations around the globe have reorganized around a philosophy of innovation, renewal, and organizational learning to survive. This philosophy suggests an organization to be flexible and innovative in HRM practices.</p>	
<b>Learning Objectives:</b>	
<ol style="list-style-type: none"> <li>1. The purpose of this course is to provide a greater appreciation and understanding of the International Human Resource Management (IHRM) and associated challenges with international HRM.</li> <li>2. This course is intended to provide the critical element of analytical and intellectual thought, careful examination of the core issues within the field of International HRM. These elements will be achieved through research, developing an appreciation for current events, and participating in analytical discussions.</li> </ol>	
<b>Learning Outcomes.</b>	
<p>The course is designed to achieve the following objectives</p> <ol style="list-style-type: none"> <li>1. To provide an understanding of the role of International HRM in today's organizations.</li> <li>2. To understand the role of IHRM in overall organizational policy and strategy formulation.</li> <li>3. To foster the development of conceptual and practical skills for a more complete understanding of human resources in a global context.</li> <li>4. Express ideas, concepts, and values clearly and easily both in writing and orally.</li> </ol>	
<b>Course outline</b>	
<p><b>Part 1: Setting the Stage-</b> Introduction: Why Study International HRM, Internationalization of HRM: Socio-Cultural Context, Internationalization of HRM: Institutional Context, National Context of HRM, Going International: Managing HR across the World, Foreign Assignment. <b>Part 2: HRM in Developing Countries-</b> Human Resource Management in Pakistan, Human Resource Management in Saudi Arabia, Reading material: Budhwar, P.S &amp; Debrah, Y.A. (2004) Human Resource Management in Developing Countries. New York: Routledge, Human Resource Management in Iran, Human Resource Management in India, Reading material: Budhwar, P.S &amp; Debrah, Y.A. (2004) Human Resource Management in Developing Countries. New York: Routledge, <b>Part 3: International Human Resource Management: A European Perspective-</b> A European perspective on IHRM: an introduction Chris Brewster, Michael Dickmann and Paul Sparrow, Resourcing international assignees: David G. Collings and Hugh Scullion, Expatriate adjustment: a more nuanced view: Arno Haslberger, Modern forms of international working: Wolfgang Mayrhofer, Paul Sparrow, and Angelika Zimmermann, Women on international assignments: Iris Kollinger and Margaret Linehan, HRM and international organizations: Estelle Toomey and Chris Brewster.</p>	

### **Recommended book**

- 1) Tayeb, M.H (2005) International Human Resource Management. New York: Oxford University Press.
- 2) Budhwar, P.S & Debrah, Y.A. (2004) Human Resource Management in Developing Countries. New York: Routledge
- 3) Michael Dickmann, M., Brewster, C. & Sparrow, P. (2004) International Human Resource Management: A European perspective. New York: Routledge
- 4) International Journal of Human Resource Management. (IJHRM)
- 5) Mendenhall, M & Oddou, G (2000) Reading and Cases in International Human Resource Management. Canada: South Western.
- 6) Anthony Fee & Susan McGrath-Champ (2016): The role of human resources in protecting expatriates: insights from the international aid and development sector, The International Journal of Human Resource Management.