



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

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

Date
Feb 2019

Time
10:00 AM

Venue
Committee Room, Main Campus,
Shaheed Benazir Bhutto Women University,
Peshawar

Larama Campus
Landay Sarak Larama

Assistant Registrar Academics
SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR



AGENDA FOR MEETING OF BOARD OF STUDIES
DEPARTMENT OF MANAGEMENT SCIENCE

SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR
MEETING OF BOARD OF STUDIES
DEPARTMENT OF MANAGEMENT SCIENCES
TO BE HELD ON FRIDAY 15th FEB, 2019

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1	Ex Post Facto approval of 4 Years BBA Curriculum for Session (2016-2020 onwards)	
2	Ex Post Facto approval of 3.5 Years MBA Curriculum for Session(2016-2020 onwards)	
3	Ex post facto approval for shuffling the subjects of cost accounting and business finance in the scheme of MBA session 2016-2020	
4	Ex post facto approval for the commencement of classes for the subjects offered to the students of MBA session 2013-2017 instead of research for completion of their degree.	
5	Ex post facto approval for teaching the subject of banking law and practices in Pakistan as specialization subject of finance to MBA session 2013-2017	

6	Ex post facto approval for teaching the subject of banking law and practices in Pakistan as specialization subject of finance to BBA session 2014-2018	
7	Approval of one member of each board of studies; within the faculty to be nominated by board of studies concerned on board of faculties	Annexure A
8	Approval for the standing list of subject experts recommended by the relevant board of studies for selection board	Annexure B
9	A panel recommended by the concerned board of studies for scrutiny and quantification committee	Annexure C
10	One subject expert to be nominated by the Vice Chancellor from the proposed list of experts approved the board of studies of the concerned department	Annexure D



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

ITEM # I: EX-POST FACTO APPROVAL OF 4 YEARS BBA CURRICULUM FOR Session 2016-2020 onwards

STRUCTURE

S.NO	CATEGORIES	NO. OF COURSES MIN- MAX	CREDIT HOURS MIN- MAX
1	Compulsory Requirement (No Choice).	13-13	39-39
2	Foundation Courses	06-06	18-18
3	Discipline Specific Core and Major Courses	19-19	57-57
4	Electives within the Major	06-06	18-18
TOTAL		44- 44	132

Total numbers of Credit Hours	132
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

LAYOUT

S.No	Compulsory Requirements(the student has no choice)	
	13 Courses	
	39Credit Hours	
	Subject	Credit Hours
1.	Freshmen English I	3
2.	Foreign language	3
3.	Introduction to computing	3
4	Business Mathematics	3
5	Micro Economics	3
6	Pakistan studies	3
7	Freshmen English II	3
8	Islamic studies	3
9	Oral Communication	3
10	Business Statistics	3
11	Macro Economics	3
12	Business Communication	3
13	Inferential Statistics	3
Total Credit Hours		39

S.No	General Courses	
	6 Courses	
	18 Credit Hours	
	Subject	Credit Hours
1	Managerial Economics	3
2	Psychology	3
3	Sociology	3
4	Logic	3
5	Business law	3
6	Business Ethics	3

Total Credit Hours	18
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S.No	Discipline Specific Foundation Courses	
	19 Courses	
	57Credit Hours	
	Subject	Credit Hours
1.	Introduction to Business	3
2.	Financial Accounting 1	3
3.	Principles of Marketing	3
4.	Introduction to Management	3
5.	Financial Accounting II	3
6.	Introduction to Human Resource Management	3
7.	Marketing Management	3
8.	Cost Accounting	3
9.	Business Finance	3
10.	Organizational Behavior	3
11.	Financial Management	3
12.	Money & Banking	3
13.	Business Research Methods	3
14.	MIS	3
15.	Operations Management	3
16.	Entrepreneurship	3
17.	Project Management	3
18.	Strategic Management	3
19.	International Business Management	3
Total Credit Hours		57

S.No	Elective Courses within the major	
	6 Courses	
	18 Credit Hours	
	Subject	Credit

		Hours
1.	Elective 1 (HR spec)	3
2.	Elective II (HR spec)	3
3	Elective III (HR spec)	3
4	Elective 1 (FIN spec)	3
5	Elective II (FIN spec)	3
6	Elective III (FIN spec)	3
7	Elective 1 (MKT spec)	3
8	Elective II (MKT spec)	3
9	Elective III (MKT spec)	3
	Total Credit Hours	

SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

Scheme of Study

BBA (Hons) (Session 2016-2020 onwards)

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 st	Freshman English-I	ENG-301	3
2.		Foreign Language	ISL-302	3
3.		Introduction to Computing	CSC-301	(2+1)
4.		Introduction to Business	MS-301	3
5.		Pakistan Studies	PST-323	3
6.		Business Mathematics	MTH-306	3
Total Credit Hours				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
7.	2 nd	Freshman English-II	ENG-302	3
8.		Financial Accounting I	MS-302	3
9.		Principles of Marketing	MS-303	3
10.		Introduction to Management	MS-304	3
11.		Micro-Economics	ECO-301	3
12.		Islamic Studies	ISL-301	3
Total Credit Hours				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
13.	3 rd	Oral Communication	ENG-401	3
14.		Business Statistics	STAT-403	3
15.		Macro-Economics	ECO-402	3
16.		Financial Accounting-II	MS-411	3
17.		Introduction to Human Resource Management	MS-401	3
18.		Marketing Management	MS-412	3
Total Credit Hours				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
19.	4 th	Business Communication	ENG-402	3
20.		Sociology	SOC-402	3
21.		Psychology	PSY-401	3
22.		Cost Accounting	MS-421	3
23.		Inferential Statistics	STAT-411	3
24.		Business Finance	MS-403	3
Total Credit Hours				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
25	5 th	Managerial Economics	ECO-503	3
26		Organizational behavior	MS-511	3
27		Logic	LOG-501	3
28		Financial Management	MS-512	3
29		Business law		3
30		Elective I (HR spec)	Annexure	3
31		Elective I (Fin spec)	-do-	3
32		Elective I (Mkt spec)	-do-	3
Total Credit Hours				18

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
33.	6 th	Business Ethics	ETH-502	3
34.		Money and Banking	MS-521	3
35.		Business Research Methods	MS-503	3

36.		Management Information System	MS-513	3
37.		Elective II (finance)	Annexure	3
38.		Elective II (Marketing)	-do-	3
39.		Elective II (HR)	-do-	3
Total Credit Hours				15

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
	7 th			
40		Operations Management	MS-611	3
41		Entrepreneurship	MS-612	3
42		Project Management	MS-613	3
43		Elective III	Annexure	3
44				
45				
Total Credit Hours				12

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
47	8 th	International Business Management	MS-621	3
48		Strategic Management	MS-622	3
		Elective V	Annexure	3
49		Elective VI(Research Elective)		3
50		Elective VII (Research Elective)		3
Total Credit Hours				15

S.No	List of Elective Courses within the major	
	Subject	
1	HRM Semester 5 th & 6 th	

2	Training and Development	MS-531(H)
3	Recruitment & Selection	MS-532(H)
4	Leadership	MS-533(H)
5	Performance and compensation Management	MS-534(H)
6		
7	Semester 7th & 8th	
8	Organizational Transformation & development	MS-635(H)
9	Reward Management	MS-636(H)
10	Group Dynamics	MS-641(H)
11	Contemporary issues in HR	MS-642(H)
12	Conflict Management	MS-643(H)
13	Labor Law	MS-644(H)
14	International HRM	MS-645(H)
	FINANCE Semester 5th & 6th	
1	Investment Analysis and Portfolio Management	MS-532(F)
2	Islamic Finance	MS-531(F)
3	Corporate Finance	MS-533(F)
4	Financial Statement Analysis	MS-535(F)
5	Banking Law & Practices in Pakistan	MS-534(F)
	Semester 7th & 8th	
6	Financial Risk Management	MS-641(F)
7	Financial Market & Institutes	MS-642(F)
8	Strategic Financial Management	MS-645(F)
9	Auditing	MS-643(F)
10	Taxation	MS-644(F)
	MARKETING Semester 5th & 6th	
1	Consumer Behavior	MS-531(M)
2	Marketing Research	MS-532(M)
3	Integrated Marketing Communication	MS-535(M)
4	Advertising	MS-533(M)

5	Sales Management	MS-534(M)
	Semester 7th & 8th	
6	Brand Management	MS-641(M)
7	International Marketing	MS-642(M)
8	Social Media Marketing	MS-643(M)
9	Services Marketing	MS-645(M)
10	Marketing for non profit organization	MS-646(M)
11	Seminar in Marketing	MS-644(M)

SEMESTER-I

Course Name: Freshman English-I		Course Code: ENG-301
Course Structure: Lectures: 3		Credit Hours: 3
Prerequisites: None		
Course Objectives This course provides the students Language skills for effective communication, organization a communication, the writing process, designing business documents, writing business correspondence, preparing reports, proposals, manuals and presentation, preparing employment and administrative messages, business terminology for marketing and trade, communicating with the customer.		
Indented Learning Outcomes By the end of this course it is expected that the student will be able to: <ul style="list-style-type: none">• To further develop student's skills in reading, writing, speaking and thinking.• To develop students' understanding and appreciation of English language and its use in effective communication and literature.• To develop student understands and appreciation of essay writing, short stories and will develop ability to evaluate and understand written material.• To develop effective business communication skills and enhance presentation skills.		
Course Contents		
WEEK	MODULE	
Week 01	<ul style="list-style-type: none">• Parts of Speech• Parts of Sentences	
Week 02	<ul style="list-style-type: none">• Clauses• Phrases• Capitalization• Punctuation• Usage• Modifiers	
Week 03	<ul style="list-style-type: none">• Conjunctions• Figures of Speech	

	<ul style="list-style-type: none"> • Modifiers • Proofreading
Week 04	<ul style="list-style-type: none"> • Pre-writing Skills • Graphic Organizers • Five Planning steps for effective message
Week 05	<ul style="list-style-type: none"> • Reflective Essays • Persuasive Essays • Compare-Contrast Essays
Week 06	<ul style="list-style-type: none"> • Literary Analysis • Library Skills • Reference Book Skills
Week 07	<ul style="list-style-type: none"> • Creative Writing • Letter Writing • Bad news, Good news.
Week 09	<ul style="list-style-type: none"> • Resume • Emails and applications • Research Papers
Week 10	<ul style="list-style-type: none"> • Short story writing
Week 11	<ul style="list-style-type: none"> • 7Cs of communication
Week 12	<ul style="list-style-type: none"> • Effective reading skills development • Book reading • Research paper reading
Week 13	<ul style="list-style-type: none"> • Case study • News-paper/ article
Week 14	<ul style="list-style-type: none"> • Introduction to communication
Week 15	<ul style="list-style-type: none"> • Effective presentation skills
Week 16	<ul style="list-style-type: none"> • Public Speaking Skills • Persuasive Speeches
Week 17	<ul style="list-style-type: none"> • Presentation week
Recommended Books <ul style="list-style-type: none"> • Murphy, Effective Business Communication, 7th edition • Hand Outs. 	

Course Name: Arabic-I	Course Code: ISL-302
Course Structure: Lectures: 3	Credit Hours: 3

Prerequisites: None

Course Objectives

- ۱۔ طلباء کو عربی زبان کی علوم اسلامیہ میں اہمیت سے آگاہ کرنا
- ۲۔ طلباء کو علم صرف اور نحو کے ایسے بنیادی قواعد سے آگاہ کرنا جس کے بغیر بنیادی اسلامی علوم سے استفادہ نہ کیا جاسکے
- ۳۔ طلباء کو تصریف کے بنیادی اصولوں سے آگاہ کرنا

Course Contents

WEEK	MODULE
Week 01	عربی زبان کا تعارف و اہمیت ۱۔ عربی زبان کا آغاز و ارتقاء ۲۔ عربی زبان کی اہمیت ۳۔ علوم اسلامیہ کے فہم میں عربی زبان کا کردار
Week 02	فعل مضارع ۱۔ فعل مضارع ۲۔ فعل مضارع کی اقسام اور گردانیں ۳۔ فعل مضارع کے قواعد اور اس کے متعلقات
Week 03	فعل امر و نہی ۱۔ فعل امر و نہی کا تعارف ۲۔ فعل امر و نہی کی اقسام اور گردانیں ۳۔ فعل امر و نہی کے قواعد اور متعلقات
Week 04	اسماء۔ 1

	<p>۱۔ اسم فاعل</p> <p>۲۔ اسم مفعول</p>
Week 05	<p>اسماء۔ 2</p> <p>۱۔ اسم تفضیل</p> <p>۲۔ اسم ظرف</p> <p>۳۔ اسم آلہ</p>
Week 06	<p>اسماء۔ 3</p> <p>۱۔ اسم اشارہ</p> <p>۲۔ اسم موصول</p>
Week 07	<p>معرب یونی</p> <p>۱۔ اسم معرب کا تعارف اور اس کی اقسام</p> <p>۳۔ اسماعی کا تعارف اور ان کی اقسام</p>
Week 09	<p>حروف</p> <p>۱۔ حروف ندا</p> <p>۲۔ حروف نواصب مضارع</p> <p>۳۔ حروف جوازم مضارع</p>
Week 10	<p>ثلاثی مجرد</p> <p>۱۔ ثلاثی مجرد کا تعارف</p> <p>۲۔ ثلاثی مجرد کے ابواب</p> <p>۳۔ ثلاثی مجرد کے متعلقات</p>
Week 11	<p>ثلاثی مزید فیہ</p>

	<p>۱۔ ثلاثی مزید فیہ کا تعارف</p> <p>۲۔ ثلاثی مزید فیہ کے ابواب</p> <p>۳۔ ثلاثی مزید فیہ کے متعلقات</p>
Week 12	<p>ثلاثی مزید فیہ II</p> <p>ثلاثی مزید فیہ کے ابواب کا تفصیلی مطالعہ</p>
Week 13	<p>ہفت اقسام (۱)</p> <p>۱۔ صحیح</p> <p>۲۔ مثال</p> <p>۳۔ مضاعف</p> <p>۴۔ لفیف</p>
Week 14	<p>ہفت اقسام (۲)</p> <p>۱۔ ناقص</p> <p>۲۔ مہموز</p> <p>۳۔ اجوف</p>
Week 15	<p>معلم الانشاء سے منتخب مطالعہ</p> <p>استاد تفصیلات خود طے کرے</p>
Week 16	<p>معلم الانشاء سے منتخب مطالعہ</p> <p>استاد تفصیلات خود طے کرے</p>
Week 17	<p>معلم الانشاء سے منتخب مطالعہ</p> <p>استاد تفصیلات خود طے کرے</p>
Text Books:	

نصابی کتب

نمبر شمار	نام مصنف	نام کتاب
1	عبد الستار خان	عربی کا معلم (چاروں حصے)
2	معین اللہ ندوی	تمرین صرف

3	محمد مصطفیٰ ندوی	تمرین النحو
4	مولانا عبد الماجد ندوی	معلم الانشاء

Recommended Books:

حوالہ جاتی کتب

نمبر شمار	نام مصنف	نام کتاب
1	علی جارم	النحو الواضع
2	نعیم الرحمن	اساس عربی
3	رشید الشریطی	مبادئ العربية فی الصرف والنحو
4	عبد الرحمن امرتسری	کتاب النحو
5	محمد مصطفیٰ ندوی	تمرین النحو
6	عبد الرحمن طاہر	قواعد القرآن
7	جامعة الملك السعود، ریاض	اللغة العربية لغير الناطقين بها

Course Name: Introduction to computing	Course Code: CSC-301
Course Structure: Lectures: 2, Labs: 1	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives:</p> <p>This is an introductory course on Information and Communication Technologies. The topics include ICT terminologies, hardware and software components, the internet and world wide web, and ICT based applications.</p> <p>Intended Learning Outcomes:</p> <p>After the completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> - Understand different terms associated with ICT - Identify various components of a computer system - Identify the various categories of software and their usage - Understand different terms associated with the Internet and World Wide Web. - Use various web tools including Web Browsers, E-mail clients and search utilities. - Use text processing, spreadsheets and presentation tools - Understand the enabling/pervasive features of ICT <p>Course Outline:</p> <ul style="list-style-type: none"> - Introducing Computer Systems, Types of computer and history of computer - Basic Definitions & Concepts, Hardware: Computer Systems & Components. Interacting with the Computer, input and output devices - Storage Devices, Number Systems, Software: Operating Systems, Programming and Application Software, Introduction to Programming, Databases and Information Systems, Database, Introduction to RDBMS, Uses of Databases, Management information systems 	

- Computer Programmes, hardware software interaction, compilers and interpreters, Input-Processing-Output charts, algorithms, flowcharts, generations of language
- Networks, uses of networks, Types of networks, network topologies and protocols
- Networks, Data Communication, The Internet, Browsers and Search Engines, The Internet: Email, Collaborative Computing and Social Networking, The Internet: E-Commerce, IT Security and other issues, threats, identity theft, online spying tools, threats to hardware hacking
- Taking protective measures
- Project Week, Review Week

Reference Material:

1. Norton, P.(7th ed.). *Introduction to Computers* .McGraw Hill .
2. Williams, S.(6th ed.). *Using Information Technology: A Practical Introduction to Computer & Communications* .McGraw Hill.
3. Sarah ,E., Hutchinson., Stacey, C., Sawyer.(6th ed.).*Computers, Communications & information: A user's introduction.*
4. Leon,A., Leon.M. *Fundamentals of Information Technology*. Leon press

Course Name: Introduction to Business	Course Code: MS-301
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
<p>Course objectives</p> <p>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 development of business problem-solving skills.</p> <p>Course Outcomes:</p> <p>Upon completion of the course students will be able to:</p> <ol style="list-style-type: none"> 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.

Course Outline

Week	Module
Week 1 & 2	Need & Nature of Business. <ul style="list-style-type: none"> • Meaning and Definition of business • Nature of business • Importance of business • Legal forms Of Business Organization • Sole proprietorship(definition, characteristics, advantages and Disadvantages)
Week 3 & 4	<ul style="list-style-type: none"> • Partnership (definition, characteristics, advantages and disadvantages, kinds of partners, partnership agreement) • Corporation. Business Activity & Economic Structure <ul style="list-style-type: none"> • The Function Of An Economy • Economics Systems • Free market economies • Planned economies • Mixed economies • Multinational Business • Why become a multinational • Potential problems for multinational • Evaluation of the impact on “host” countries of multinational operations.

Week 5 & 6	<ul style="list-style-type: none"> • State Intervention To Assist & Control Business Size & Growth <ul style="list-style-type: none"> • Measuring Business Size • Significance of small business • Government assistance to small businesses • Problems that the small firms frequently experience • Business Growth • Internal growth external growth
Week 7	<ul style="list-style-type: none"> • Types of integration • Horizontal, vertical, conglomerate • Synergy Business finance <ul style="list-style-type: none"> • why business require finance • working capital • managing working capital
Week 8	Mid Term Examinations
Week 9 & 10	<ul style="list-style-type: none"> • sources of finance • internal sources • external sources (short term, intermediate term, long term) • finance for unincorporated businesses
Week 11	Marketing <ul style="list-style-type: none"> • Meaning and definition • Product and market orientation • Channels of distribution • The wholesale trader • characteristics, functions, importance • The retail trader • Characteristics, function, importance.

Week 12	Company form of organization <ul style="list-style-type: none"> • Joint stock company • Features of joint stock company • Advantages and disadvantages of joint stock company
Week 13	Promotion and formation of joint stock company <ul style="list-style-type: none"> • Company promoters and their functions • Formation of a public company • Basic legal documents issued by a company • Memorandum of association • Article of association • Prospectus
Week 14	Company Meetings <ul style="list-style-type: none"> • Kinds of company meetings • Statutory meetings • Annual general meetings • Extra-Ordinary general meeting • Meetings of board of directors
Week 15	Liquidation or winding up of a joint stock company <ul style="list-style-type: none"> • Winding up by court • Voluntary winding up • Members voluntary winding-up • Creditors voluntary winding up • Winding-up under the supervision of the court
Week 16	Business combinations <ul style="list-style-type: none"> • Types of business combinations • Forms of business combinations

	<ul style="list-style-type: none"> Advantages and disadvantages of business combinations
Week 17	Presentations
Week 18	Final Term Examinations
Recommended Books: <ul style="list-style-type: none"> Nisaruddin: “<i>Business Organization</i>”, Lahore (National Publishing Corporation) Barry I Reese & James p o Grady: 1991, “<i>Business</i>”, Boston, HoughtonMifflin Co. Veron a Musselman& Eugene Hughes: ”<i>Introduction to Modern Business</i>”, N.YMcGrawHill 	

Course Name: Pakistan Studies	Course Code: PST-323
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives <p>Develop vision of historical perspective, government, politics, contemporary Pakistan, ideological background of Pakistan.</p> <p>Study the process of governance, national development, issues arising in the modern age and posing challenges to Pakistan.</p>	
Intended Learning Outcomes <p>This curriculum seeks to develop students’ analytical and critical capabilities and broaden their vision.</p> <p>Students will:</p> <ul style="list-style-type: none"> Understand the key events that led to the creation of Pakistan Analyze the current situation in the light of the past Identify various perspectives and develop their own historical understanding Develop the attitudes of objectivity, open mindedness and curiosity. 	

Course Contents	
WEEK	MODULE
Week 01	Historical Perspective <ul style="list-style-type: none"> Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
Week 02	Historical Perspective <ul style="list-style-type: none"> Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
Week 03	Historical Perspective <ul style="list-style-type: none"> Ideological rationale with special reference to Sir Syed Ahmed Khan, Allama Muhammad Iqbal and Quaid-e-Azam Muhammad Ali Jinnah.
Week 04	Historical Perspective <ul style="list-style-type: none"> Factors leading to Muslim separatism People and Land <ol style="list-style-type: none"> Indus Civilization Muslim advent Location and geo-physical features.
Week 05	Historical Perspective <ul style="list-style-type: none"> Factors leading to Muslim separatism People and Land <ol style="list-style-type: none"> Indus Civilization Muslim advent Location and geo-physical features.
Week 06	<ul style="list-style-type: none"> Factors leading to Muslim separatism People and Land <ol style="list-style-type: none"> Indus Civilization

	ii. Muslim advent iii. Location and geo-physical features.
Week 07	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1947-58
Week 09	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1958-71
Week 10	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1971-77
Week 11	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1977-88
Week 12	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1988-99
Week 13	2.Government and Politics in Pakistan Political and constitutional phases: <ul style="list-style-type: none"> 1999 onward
Week 14	3.Contemporary Pakistan a. Economic institutions and issues b. Society and social structure
Week 15	3.Contemporary Pakistan a. Ethnicity
Week 16	3.Contemporary Pakistan a. Foreign policy of Pakistan and challenges e. Futuristic outlook of Pakistan
Week 17	Revision

Recommended Books

1. Burki, ShahidJaved. *State & Society in Pakistan*, The Macmillan Press Ltd 1980.
2. Akbar, S. Zaidi. *Issue in Pakistan's Economy*. Karachi: Oxford University Press, 2000.
3. S.M. Burke and Lawrence Ziring. *Pakistan's Foreign policy: An Historical analysis*. Karachi: Oxford University Press, 1993.
4. Mehmood, Safdar. *Pakistan Political Roots & Development*. Lahore, 1994.
5. Wilcox, Wayne. *The Emergence of Banglades.*, Washington: American Enterprise, Institute of Public Policy Research, 1972.
6. Mehmood, Safdar. *Pakistan KayyunToota*, Lahore: Idara-e-Saqafat-e-Islamia, Club Road, nd.
7. Amin, Tahir. *Ethno - National Movement in Pakistan*, Islamabad: Institute of Policy Studies, Islamabad.
8. Ziring, Lawrence. *Enigma of Political Development*. Kent England: WmDawson& sons Ltd, 1980.
9. Zahid, Ansar. *History & Culture of Sindh*. Karachi: Royal Book Company, 1980.
10. Afzal, M. Rafique. *Political Parties in Pakistan*, Vol. I, II & III. Islamabad: National Institute of Historical and cultural Research, 1998.
11. Sayeed, Khalid Bin. *The Political System of Pakistan*. Boston: Houghton Mifflin, 1967.
12. Aziz, K.K. *Party, Politics in Pakistan*, Islamabad: National Commission on Historical and Cultural Research, 1976.
13. Muhammad Waseem, *Pakistan Under Martial Law*, Lahore: Vanguard, 1987.
14. Haq, Noorul. *Making of Pakistan: The Military Perspective*. Islamabad: National Commission on Historical and Cultural Research, 1993.

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.	
Indented Learning Outcomes Upon the successful completion of this course, students will be able to:	

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

Course Contents:

Mathematical Notations

Quadratic Equations

Linear Equations

Systems of Linear Equations and Their Applications

Nonlinear Functions and Their Applications

Matrices

Determinants

Recommended Books

- Cheryl Cleaves, Business Maths, Pearson(LatestEdition)
- Burton, Shelton, Business Maths using Excel, South-Western Cengage Learning
- Budnick, Mathematics for Business Economics and Social Science

SEMESTER-II

Course Name: Freshman English-II	Course Code: ENG302
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Introduction This course aims at helping students develop a positive, constructive and practical approach to effective written and oral communication in business and professional settings. Audience awareness, developing a design, handling questions and answers, personal presence, style and body language are some other aspects that will be discussed.	
Indented Learning Outcomes By the end of this course it is expected that the student will be able to: <ol style="list-style-type: none">1. Communicate in clear, concise correspondence to meet the diverse needs and multiple purposes of business and social communication situations. Presentations, interviews, meetings and conferences are an integral part of any professional environment. Well-prepared and well-executed presentations leave an indelible impression on superiors, peers and subordinates alike.2. Students will learn to use graphics, audio-visual aids and audience handouts in an effective manner.	
Course Content	

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

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

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

RECOMMENDED TEXTBOOKS

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

Course Name: Financial Accounting-I	Course Code: MS-302
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives <p>The primary aim of Financial Accounting is to provide students with an introduction to the process and function of financial reporting. Whilst a large proportion of the course is aimed at understanding accounting as a process, taking a preparers' perspective, we will also seek to develop an understanding of the importance of the role of accounting in today's society.</p>	

Indented Learning Outcomes

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

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

Course Contents

WEEK	CONTENTS
1	Accounting Information for decision making <ul style="list-style-type: none">• Accounting Definition• Accounting information: A means to an end• Types of accounting information.
2	Basic Financial Statements <ul style="list-style-type: none">• Introduction to Financial Statements• Concepts of Assets, Liabilities and Owner's Equity.• The Accounting Equation• Exercises and Problems
3	Basic Financial Statements (Generally accepted accounting principles) <ul style="list-style-type: none">• Basic Equity Principle• Going Concern Principle• Historical Cost Principle• Stable Dollar Principle• Adequate Disclosure Principle• Time Period Principle
4 & 5	Basic Financial Statements <ul style="list-style-type: none">• Statement of Financial Position• Income Statement• Cash-Flow Statement• Exercise and Problems
6	Basic Financial Statements (Forms of Business Organizations) <ul style="list-style-type: none">• Sole proprietorship• Partnership• Corporation
7 & 8	The Accounting Cycle (Capturing Economic Event) <ul style="list-style-type: none">• The Journal

	<ul style="list-style-type: none"> • Debits and Credits • Posting • The Ledger • The use of Account • Net income, Revenue and Expense • Exercise and Problems
9	The Accounting Cycle (Capturing Economic Event) <ul style="list-style-type: none"> • The Trial Balance • Uses and limitations of Trial Balance • Exercise and Problems
10 & 11	Adjusting Entries (The next step in the Accounting Cycle) <ul style="list-style-type: none"> • Adjusting Entries • Types of adjusting entries • Characteristics of adjusting entries • Exercise and Problems
12	<ul style="list-style-type: none"> • The adjusted trial balance • Preparing Financial Statements • Exercises and Problems
13 & 14	<ul style="list-style-type: none"> • Closing entries • After closing Trial Balance • Exercise and Problems
15 & 16	<ul style="list-style-type: none"> • The Worksheet • Exercise and Problems • Presentations
Text/Recommended Books <ol style="list-style-type: none"> 1. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall 2. Meigs and Meigs, Accounting for Business Decision, 9th Edition/Latest Edition 	

Course Name: Principles of Marketing		Course Code: MS-303
Course Structure: Lectures: 3, Labs: 0		Credit Hours: 3
Prerequisites: None		
Course Objectives <p>This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts.</p> <p>The objective of this course, specifically is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process, organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.</p>		
Indented Learning Outcomes <p>By the end of this course it is expected that the student will be able:</p> <ol style="list-style-type: none"> 1. Understand the marketplace and the consumers. 2. Understand the elements in marketing mix and their application in marketing decisions. 3. Outline the functions of marketing communication. 4. Understand how to incorporate social responsibility and ethics in marketing. 5. Understand the importance of customer relationship and the creation of customer value. 		
Course Contents		
WEEK	MODULE	
Week 01	Introduction to Marketing <ul style="list-style-type: none"> • An Overview of market and marketing • Definitions • Marketing and the Society • Importance and Scope 	
Week 02	Marketing Environments	

	<ul style="list-style-type: none"> • Macro environment • Micro Environment
Week 03	Introduction to Products and Services <ul style="list-style-type: none"> • Distinguishing Characteristics • Classification of products <ol style="list-style-type: none"> a. Classification of consumer goods b. Classification of business goods
Week 04	Marketing Mix of <ul style="list-style-type: none"> • Products • Services
Week 05	Brands <ul style="list-style-type: none"> • Brand and its elements • Brand Sponsorship • Brand Development
Week 06	Introduction to Market Segmentation <ul style="list-style-type: none"> • Basis of market segmentation • Targeting and Positioning rules of marketing
Week 07	Product Development <ul style="list-style-type: none"> • Product Development Cycle • Product Development stages • Implications
Week 08	Consumer Behavior <ul style="list-style-type: none"> • Types of Consumer Buying • Roles involved in buying • Types of buying behavior • Consumer Buying Behavior/ Decision Process Internal Assessment
Week 09	Mid Term Examination
Week 10	Pricing

	<ul style="list-style-type: none"> • What is price • Factors effecting pricing decisions • Pricing Strategies
Week 11 and 12	Distribution <ul style="list-style-type: none"> • Introduction and importance of distribution channels • Retail Functions in Distribution • Wholesale Functions in Distribution
Week 13 and 14	Promotion <ul style="list-style-type: none"> • Overview and importance • Promotion Approaches • Objectives and Tools • Promotional Mix • Promotion Budget Allocation Techniques • Point of Purchase Promotion • Trade Promotion
Week 15	<ul style="list-style-type: none"> • Consumer Sales Promotion • Sponsorship • Event Marketing
Week 16	Marketing Plan <ul style="list-style-type: none"> • Importance • How to Write a Marketing Plan
Week 17	<ul style="list-style-type: none"> • Case Study • Internal Assessment
Week 18	Final Examinations
Recommended Books <ol style="list-style-type: none"> 1. Principles of Marketing by Philip Kotler and Gary Armstrong- 11th Edition 	

Course Name: Introduction to Management		Course Code: MS-304
Course Structure:		Credit Hours: 3 (3,0)
Prerequisites:		
Course Objectives The main objective of this course is to understand students the role of the successful managers in the 21st century and what style will help them achieve their organizational goals. Intended learning outcomes of course (ILOs) 1. Students may learn the theoretical aspects of management with the help of practical examples, which may help them, handle situations in the future. 2. Students will also learn how to manage various resources of the organization efficiently and effectively. 3. Students will be able to understand the concept of planning and decision-making, organizing, leading and controlling.		
Course Outline		
Week	Module	
Week 1	* Introduction to Management * What is an Organization * The Management Process	
Week 2 & 3	* History and Evolution of Management	
Week 4	* The Organization Culture * The Organization Environment a. Internal Environment b. External Environment	
Week 5	* Planning * Goals and their kinds * Organizational Goals and their types a. Strategic Plans b. Tactical Plans	

	c. Operational Plans
Week 6	<ul style="list-style-type: none"> * Decision Making * Rational Decision Making Process
Week 7	<ul style="list-style-type: none"> * Strategic Management * Components of Strategy * Types of Strategic Alternatives * Strategic Management Process
Week 8	<ul style="list-style-type: none"> * Organizing * Organization Structure <ul style="list-style-type: none"> a. Tall Vs Flat b. Narrow Vs Wide c. Centralized Vs Decentralized * Strategy and Organization Design <ul style="list-style-type: none"> a. Corporate Level Strategy b. Business Level Strategy c. Organizational Functions
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> * Motivation and its theories <ul style="list-style-type: none"> a. Content Perspective of Motivation (Maslow Hierarchy, ERG, 2 Factor Theory) b. Process Perspective of Motivation (Expectancy Theory, Equity Theory) c. Reinforcement Perspective (Types of Reinforcement, Reinforcement Theory)
Week 12	<ul style="list-style-type: none"> * Groups and Teams in Organization * Types of Groups and Teams * Group and Team Development Process
Week 13	<ul style="list-style-type: none"> * Leadership and Power * Leadership Styles <ul style="list-style-type: none"> a. Charismatic b. Transformational c. Strategic d. Cross Cultural e. Ethical
Week 14 &	* Control

15	<ul style="list-style-type: none"> * Types of Control * Levels of Control * The Control Process
Week 16	<ul style="list-style-type: none"> * Internal Assessment * Concluding Session
Week 17	Presentationweek
Week 18	Final Term Examinations
Recommended Books: Introduction to Management by Ricky W. Griffin	

Course Name: Microeconomics	Course Code: ECO-301
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
Course objectives <p>This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business. The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.</p>	
Indented Learning Outcomes <p>After studying this course the student will be able to understand:</p>	

- a. The Economic problem of allocation and distribution of resources.
- b. The factors that determine demand and supply
- c. The concept of elasticity of demand and supply
- d. Analyze the effect of market structure on firm behavior
- e. Analyze efficiency and the role of government in promoting and deterring efficiency
- f. The concept of derived demand for labor and capital
- g. The existence of impact of externalities Income distribution and “fairness

Course Outline

BASIC ECONOMIC CONCEPTS

- Economics: Basic Themes and Nature
- Micro versus Macro Economics
- Positive versus Normative economics
- Economic problem of resource allocation
- Economics relevance to business organizations
-

DEMAND AND SUPPLY ANALYSIS

- The demand function.
- Changes in demand.
- The supply function.
- Changes in supply.
- Equilibrium of Supply & Demand
- Elasticity of demand/supply and its measurement

APPROACHES TO UTILITY ANALYSIS

- Cardinal approach and consumer equilibrium.
- Ordinal approach and consumer equilibrium.
- Price, Income and Substitution effects on consumer equilibrium

PRODUCTION ANALYSIS

- Basic production concepts.
- Total, Average and Marginal Product
- Returns to scale.

- Short-run and long-run production.
- Optimum factor combination.

COST AND REVENUE ANALYSIS

- Various cost concepts.
- The cost of production: Short-run cost, long-run cost.
- Revenue and revenue curves: Total, average and marginal revenues.

MARKET STRUCTURES AND PRICING

- Market and its forms.
- Price and out-put under perfect competition.
- Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition

RESOURCE ALLOCATION

- Role of the government in market efficiency.
- The theory of Marginal Productivity.
- Market demand for resources.
- Existence of impact of externalities
- Income distribution and fairness

Recommended Reading

- Hardwick, Philip. et al (1986). “*An Introduction to Modern Economics*”. 2nd edition. Longman Group Limited.
- Koutsoyiannis, A. (1988). “*Modern Microeconomics*”. 2nd edition. Macmillan Education Limited.

Course Name: Islamic Studies	Course Code: ISL-301
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives	
<ol style="list-style-type: none"> 1. To provide Basic information about Islamic Studies 2. To enhance understanding of the students regarding Islamic Civilization 3. To improve Students skill to perform prayers and other worships 4. To enhance the skill of the students for understanding of issues related to faith and 	

religious life.

Course Contents:

Week 1

Introduction to Quranic Studies

- Basic Concepts of Quran
- History of Quran
- Uloom-ul -Quran

Week 2

Study of Selected Text of Holy Quran

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

Week 3

Study of Selected Text of Holy Quran

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

Week 4

Seerat of Holy Prophet (S.A.W) I

- Life of Muhammad Bin Abdullah (Before Prophet Hood)
- Life of Holy Prophet (S.A.W) in Makkah
- Important Lessons Derived from the life of Holy Prophet in Makkah

Week 5

Seerat of Holy Prophet (S.A.W) II

- Life of Holy Prophet (S.A.W) in Madina
- Important Events of Life Holy Prophet in Madina

- Important Lessons Derived from the life of Holy Prophet in Madina

Week 6

Introduction to Sunnah

- Basic Concepts of Hadith
- History of Hadith
- Kinds of Hadith
- Uloom-ul-Hadith
- Sunnah & Hadith
- Legal Position of Sunnah

Week 7

Introduction to Islamic Law & Jurisprudence

- Basic Concepts of Islamic Law & Jurisprudence
- History & Importance of Islamic Law & Jurisprudence
- Sources of Islamic Law & Jurisprudence
- Nature of Differences in Islamic Law
- Islam and Sectarianism

Week 8

Islamic Culture & Civilization

- Basic Concepts of Islamic Culture & Civilization
- Historical Development of Islamic Culture & Civilization
- Characteristics of Islamic Culture & Civilization
- Islamic Culture & Civilization and Contemporary Issues

Week 9

Midterm Exams

Week 10 and 11

Islam & Science

- Basic Concepts of Islam & Science

- Contributions of Muslims in the Development of Science
- Quranic & Science

Week 12 and 13

Islamic Economic System

- Basic Concepts of Islamic Economic System
- Means of Distribution of wealth in Islamic Economics
- Islamic Concept of Riba
- Islamic Ways of Trade & Commerce

Week 14 and 15

Political System of Islam

- Basic Concepts of Islamic Political System
- Islamic Concept of Sovereignty
- Basic Institutions of Govt. in Islam

Week 16

Islamic History

- Period of khlaft-e-rashida
- Period of Umayyads
- Period of Abbasids

Social System of Islam

- Basic concepts of social system of Islam
- Elements of family
- Ethical values of Islam

Week 17

Final exams

Recommended Book

1. Hameed ullah Muhammad, “**Emergence of Islam**” , IRI, Islamabad
2. Hameed ullah Muhammad, “**Muslim Conduct of State**”
3. Hameed ullah Muhammad, „**Introduction to Islam**
4. Mulana Muhammad YousafIslahi,”
5. Hussain Hamid Hassan, “**An Introduction to the Study of Islamic Law**” leaf Publication Islamabad, Pakistan.

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

SEMESTER-III

Course Name: Oral Communication	Course Code: ENG-401
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives:</p> <p>The Course is designed to introduce to the students of the Essentials of Speech Communication. Hence this course focuses on the topic of Public Speaking. The aim of this course is to develop effective oral communication skills.</p> <p>INTENDED LEARNING OUTCOMES:</p> <p>The students will be able to:</p> <ul style="list-style-type: none"> - Speak objectively - Develop oral presentation - Listen with a purpose - Speak persuasively - Decipher verbal and non-verbal messages - Develop and maintain the sense of confidence and self-worth - Objective participation in meetings - Develop skills to face media <p>Course Contents</p>	

Week 01	<ul style="list-style-type: none"> • Introduction to oral communication • Forms of oral communication
Week 02	<ul style="list-style-type: none"> • Importance of oral communication • Analyze your organization and Environment
Week 03	<ul style="list-style-type: none"> • Oral and written communication : a comparison • Planning steps of a Message / Speech
Week 04	Barriers in oral communication <ul style="list-style-type: none"> • Oral communication in business
Week 05	<ul style="list-style-type: none"> • Oral communication in practice • Persuasive Speaking
Week 06	<ul style="list-style-type: none"> • Visual Aids • Line graphs-Bar graphs • Pie charts etc
Week 07	<ul style="list-style-type: none"> • Transparencies • Usage of over-head Projectors and VCR etc. • Planning and Conducting an Interview
Week 08	<ul style="list-style-type: none"> • Dictating, Importance of dictation • Importance and procedure of note – making <ul style="list-style-type: none"> • Oral Communication in committee
Week 09	<ul style="list-style-type: none"> • Meetings, symposia/workshops • Oral communication in e-mail and on internet • Group discussion /panel discussion /role of moderator

Week 10	<ul style="list-style-type: none"> • Facing media • Communication in personal selling • Report writing and presentation
Week 11	<ul style="list-style-type: none"> • How to make presentation/ control of stage fright, general guidance and allocation of topics to students • Knowing and analyzing audience • Motivating your audience
Week 12	<ul style="list-style-type: none"> • Character and Personality traits of audience • Internal and External audience • Scripted Speech
Week 13	<ul style="list-style-type: none"> • Planning your Speech • Choosing the right language
Week 14	Body Posture, Body Language, Proximity to audience <ul style="list-style-type: none"> • Panel discussion and Role Play
Week 15 and 16	Picture Talk <ul style="list-style-type: none"> • Discussion on a TV/Film Scene • Debate/Presentation

Textbooks

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

Additional Readings

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

Course Name: Business Statistics		Course Code: STAT-03
Course Structure: Lectures: 3		Credit Hours: 3
Prerequisites: None		
Course Objectives The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.		
Indented Learning Outcomes At the conclusion of this course, the student will be: <ul 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 e. Basic probability concepts and probability distributions as an aid to business decision making. 		
Course Contents		
WEEK	CONTENTS	
1	INTRODUCTION <ul style="list-style-type: none"> • Definition • Descriptive Statistics & Inferential Statistics • Statistics Applications in Business 	
2	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none"> • Data • The Data Array and Frequency Distribution • Relative Frequency Distribution • Cumulative frequency distribution • Graphical Representation 	
3	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none"> • Graphical Representation • Pie Chart • Frequency Bar Chart • Frequency Histogram • Frequency Polygon 	

	<ul style="list-style-type: none"> • Ogive
4 & 5	MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none"> • Means: (Arithmetic, Geometric, Harmonic) • The Median • The Mode • Quartiles
5 & 6	MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none"> • Range • Mean absolute deviation • Variance • Standard Deviation • Relative Dispersion
7 & 8	INDEX NUMBERS <ul style="list-style-type: none"> • Defining an Index Number • Un-weighted Aggregates Index • Weighted Aggregates Index • Average of Relative Methods • • Quantity and Value Indices
9	SETS <ul style="list-style-type: none"> • Basic Sets and Subsets • Operations on sets • • Venn Diagram
10 & 11	PERMUTATION AND COMBINATION <ul style="list-style-type: none"> • Successive event principle • Permutations for all or part of elements of a set • Permutation of the objects ranged in circle • Combination
12 & 13	PROBABILITY AND LAWS OF PROBABILITY <ul style="list-style-type: none"> • Basic concepts • Addition rules of probability • Conditional Probabilities • Multiplication rule of probability
14	MATHEMATICAL EXPECTATION <ul style="list-style-type: none"> • Expected value. • Expected monetary value. • Decision criterion utility & Expected Utility.

15 & 16	PROBABILITY DISTRIBUTION <ul style="list-style-type: none"> • Basic concept • Types of Probability Distribution. • Random variables • The Binomial distribution • The Poisson Distribution • The Normal Distribution • Distribution of continues Random variable. • Sample regression and correlation
Text/ Recommended Books <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. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987. 4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WHFreeman 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: Macroeconomics	Course Code: ECO-02
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
Course objectives This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economic problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.	
Indented Learning Outcomes	

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

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

Course Outline

KEY CONCEPTS OF MACROECONOMICS

- Objectives and instruments of macroeconomics.
- Tools of macroeconomics policy.
- Aggregate demand and supply.

MEASURING ECONOMIC ACTIVITY.

- Concepts of National Income.
- Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income
- GDP Deflator and a real GDP
- National Income as a measure of economic welfare

CONSUMPTION AND INVESTMENT.

- Consumption, Income and saving.
- Consumption Function.
- Saving Function.
- The Marginal Propensity to Consume and Average Propensity to consume
- The Marginal Propensity to Save and Average Propensity to save
- Determinants of Consumption
- Determinants of Investment (Rate of interest, MEC)

INCOME AND EMPLOYMENT DETERMINATION

- Classical approach.
- Modern approach (Keynesian)

MULTIPLIER AND ACCELERATOR

- Investment Multiplier
- Tax multiplier, foreign trade multiplier and super multiplier

FISCAL AND MONETARY POLICIES

- Fiscal Policy
- Tools and objectives
- Monetary Policy: tools & objectives

INFLATION

- Nature and kinds.
- Inflationary and deflationary gaps.
- Inflation and unemployment

TEXT BOOK:

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

Course Name: Financial Accounting II	Course Code: MS-411
Course Structure:	Credit Hours: 3
Prerequisites:	
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

Week 1

Accounting for merchandising activities

- What is meant by a Merchandising company?
- Difference between merchandising and manufacturing company.
- The Operating Cycle of a Merchandising Company.
- Income Statement of a Merchandising Company.
- General Ledger Accounts.
- Subsidiary Ledgers

Week 2

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.

Week 3

- Transactions relating to purchase and sales
- Evaluating the performance of a merchandising company
- Net sales.
- Gross profit margins.
- Using information about profit margins

Week 4

Financial Assets

- Meanings of cash
- Cash management
- Internal control over cash
- Cash disbursements
- Bank statements
- Bank reconciliation statement
- Petty cash

Week 5 and 6

Accounts receivable & notes receivable

- Uncollectible accounts
- Allowance for doubtful accounts & write off
- Recovery of previously written off accounts
- Direct write off methods
- Accounting for notes receivable & interest

Accounting for Marketable Securities

Week 7

Inventory and the cost of goods sold

- Specific identification
- Cost flow assumptions
- Average-cost method

Week 8

Midterm exam

Week 9 and 10

- First-In, first-out method
- Last-In, first-out method
- Evaluation of the methods
- The principle of consistency

- JIT system
- Recording shrinkage losses
- LCM & other write-down of inventory

Week 11 ,12 and 13

Plant, assets and depreciation

- Plant and Equipment
- Major categories of P&E
- Determining the cost of P&E
- Capital and Revenue expenditures

Week 14, and 15

- Causes and Methods of Depreciation
- Intangible assets
- Amortization
- Goodwill, copyright, patents, and R&D costs

Week 16

Final exam

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, Belverd E. Needles, Marian Powers **Financial Accounting** Cengage Learning, 2010 (11edition)
- Larson, Kermit D, Pyle William W, **Financial Accounting**, Homewood, Illinois, Irwin

Course Name: Introduction to Human Resource

Course Code:MS-401

Management	
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
<p>Course Description</p> <p>This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.</p> <p>Intended Learning Outcomes (ILOs)</p> <p>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. 6. Identify and discuss ethical implications of situations and decisions, and develop appropriate professional stances. 	

7. Participate in selection of personnel using psychometric assessment techniques.
8. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.
9. Understand the difference between HRM theories, their relevance and application from indigenous context.

Course Outline

Week	Module
Week 1	Introduction Meeting present human resource requirements What is HRM Why HRM is important
Week 2 & 3	Conducting Job analysis: HR Planning Job Description Job Specification
Week 4 & 5	Recruiting employees Recruitment techniques Sources of recruitment
Week 6 & 7	Selection tests and Interviewing techniques
Week 8	Employee development Performance appraisals Performance management
Week 9	Mid Term Examinations
Week 10 and 11	Training and development

	Training the employees Types of training Techniques of training
Week 12	Developing careers Career growth
Week 13	Compensations Managing compensation Types of compensation
Week 14	Rewarding performance Pay for Performance
Week 15	Designing and administering benefits Types of benefits
Week 16	Employee relations
Week 17	Internal assessment
Week 18	Final Term Examinations
Recommended Books: 1. <i>By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy</i> Managing Human Resources. (Fourth ed.)	

Course Name: Marketing Management	Course Code: MS-412
Course Structure: Lectures: 3	Credit Hours: 3

Course Contents	
Week	Module
Week 1	Marketing: An Overview <ul style="list-style-type: none"> * Evolution of Marketing * The Marketing concept and Social Responsibility * The Importance and Scope of Marketing * The basic functions of marketing
Week 2 & 3	Marketing Information Systems <ul style="list-style-type: none"> * The concept * The Components of Marketing Information System <ul style="list-style-type: none"> (a) Internal Records (b) Marketing Intelligence System (c) Marketing Research System (d) Marketing Decision Support System
Week 4 & 5	Consumer Markets and Consumer Behavior Analysis <ul style="list-style-type: none"> * Introduction * Buying Roles and Buying Behavior * The Buying Decision Process * Dimensions of Consumer Market: <ul style="list-style-type: none"> (a) Cultural Dimensions (b) Social Dimensions (c) Personal Dimensions (d) Psychological Dimensions
Week 6	Types of Markets <ul style="list-style-type: none"> * The Industrial Market * The Reseller Market * The Government Market
Week 7 & 8	STP Marketing <ul style="list-style-type: none"> * An Introduction * Market Segmentation * Levels of Market Segmentation * Patterns of Market Segmentation Internal Assessment

Week 9	Mid Term Examination
Week 10	<ul style="list-style-type: none"> * Market Segmentation Procedure * Segmenting Consumer Markets and its Bases * Segmenting Business Markets
Week 11	<ul style="list-style-type: none"> * Market Targeting and its types * Market Positioning and its Bases
Week 12 & 13	The Product Strategies <ul style="list-style-type: none"> * The product life cycle: Stages and Strategies * New product Planning and Development * Product Mix * Branding a product: Elements of Brands
Week 14 & 15	Pricing Strategies and Policies <ul style="list-style-type: none"> * Procedure for setting prices * Adapting the Price * Initiating and Responding to Price Changes
Week 16	The Marketing Channel Decisions <ul style="list-style-type: none"> * Retailing and Wholesaling
Week 17	<ul style="list-style-type: none"> * Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Kotler, P. (2000). <i>Marketing Management - The Millenium Edition</i> (10th ed.): Prentice-Hall, Inc.	

SEMESTER-IV

Course Name: Business Communication I	Course Code: ENG-402
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Description</p> <p>We all communicate. Communication plays a major role in all human activity. It is part of our culture. Within the business community, public and private organizations, and the professions communication is associated with the more specific activities of interacting, informing, instructing and persuading. People who possess demonstrable skills in these activities are employed, prized and promoted. If businesses are to survive in an increasingly competitive and information-oriented environment they will need trained. Communicators, who can speak, write and interact with others efficiently, effectively and professionally. This course is intended to provide participants with advanced understanding of the concepts and principles of professional business communication and to support the development of their skills in interpersonal, spoken and business related communications through practice and feedback. Course participants will be encouraged to participate actively in the course through their group presentations, reflections and academic writing.</p> <p>Course Goals</p> <p>Upon satisfactory completion of the course, students will be able to:</p> <ul style="list-style-type: none"> • Describe the process of communication within business organizations • Demonstrate effective listening behaviour • Use language and nonverbal communication to communicate effectively • Analyzes realistic business situations and selects the communication strategy or strategies Appropriate to bring about the desired outcome • Anticipates misunderstandings in business communication and apply effective techniques in An effort to avoid these misunderstandings • Apply correct English grammar, spelling, punctuation, mechanics and usage to write clear, Concise and complete letters and memorandums of a minimum of 500 words • Compares and contrasts various forms of business correspondence, including positive, Negative, informative and persuasive messages • Demonstrate the ability to organize and compose various forms of business correspondence, Including positive, negative, informative and persuasive messages • Demonstrate the process of researching, organizing, and composing written reports of a minimum of 750 words • Translate the content of written reports into an oral format 	

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

Indented Learning Outcomes

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

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

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

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

RECOMMENDED BOOKS

1. Court Bovee, John Thill, Business Communications Essentials, Prentice Hall, Latest Edition
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Course Name: Sociology	Course Code: SOC-402
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course Objectives <p>Sociology is the systematic and scientific study of human behavior in social setup. Sociology studies culture, government institutions, economic system and how these systems affect the human behavior. Business management students cannot efficiently handle the various managerial problems unless they have some background in sociology. The scope of sociology is an ever expanding phenomenon and a basic course in this field will help us improve the quality of our lives and establishes a society based upon justice and equity.</p>	
Indented Learning Outcomes <p>To improve academic standard in this region through the generation, assimilation, and dissemination of knowledge.</p> <ul style="list-style-type: none">• To make the students aware of recent trends in sociological thought.• To prepare people of this area to serve as intellectual resource base in this region• To enable the students to apply sociological knowledge for the economic and social betterment of Pakistan• To develop high quality professionals and social scientists that the committed to pursuit of excellence, and are endowed with vision, courage, and dedication.	
Course Contents	
WEEK	CONTENTS
1	<ul style="list-style-type: none">• Introduction: Sociological perspective• The development of sociology• The role of values in social research

2	<ul style="list-style-type: none"> • Sexism in Early Sociology • Theoretical perspective in sociology.
3	Culture <ul style="list-style-type: none"> • Components of symbolic culture • Subcultures and counter cultures • Cultural universals
4	<ul style="list-style-type: none"> • Animals and culture • Technology and global village • Sociology and new technology
5	Socialization <ul style="list-style-type: none"> • Social development of self • Social development of mind • Social development of emotions
6	<ul style="list-style-type: none"> • Socialization into gender • Social structure and interaction • Social institutions
7	Research in Sociology <ul style="list-style-type: none"> • Research model • Research methods
8	<ul style="list-style-type: none"> • Experiments • Ethics • Bureaucracy and formal organizations
9	<ul style="list-style-type: none"> • Rationalization of society • Formal organizations and bureaucracy
10 & 11	<ul style="list-style-type: none"> • Voluntary associations • Social classes • Economy
12 & 13	Politics <ul style="list-style-type: none"> • Power and Authority • Family
14 & 15	Medicine <ul style="list-style-type: none"> • Health and Illness • Population and urbanization • Social movements
Text Books <ul style="list-style-type: none"> • Kendall, Diana: Sociology in our Times. Wadsworth • Henslin, James M. Sociology. Allyn & Bacon 	

- Brgjar, George J. & Soroka, Michael P. Sociology. Allyn & Bacon

Course Name: Psychology	Course Code: PSY-301
Course Structure: Lectures: 3.	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives</p> <ul style="list-style-type: none"> • To describe psychology with major areas in the field, • To identify the parameters of this discipline. Distinguish between the major perspectives on human thought and behavior. Appreciate the variety of ways psychological data are gathered and evaluated. • To gain insight into human behavior and into one's own personality or personal relationships. Explore the ways that psychological theories are used to describe, understand, predict, and control or modify behavior. <p>Intended Learning Outcomes</p> <p>Students will have the basic knowledge of Psychology, human behavior, methods used in testing of human behavior.</p> <p>Course Outline</p> <ol style="list-style-type: none"> 1. Introduction to Psychology: <ol style="list-style-type: none"> a. Nature and Application of Psychology with special reference to Pakistan. b. Historical Background and Schools of Psychology (A Brief Survey) 2. Methods of Psychology <ol style="list-style-type: none"> a. Observation b. Case History Method Experimental Method c. Survey Method d. Interviewing Techniques 3. Biological Basis of Behavior <ol style="list-style-type: none"> a. Neuron: Structure and Functions b. Central Nervous System and Peripheral Nervous System 	

c. Endocrine Glands

4. Sensation, Perception and Attention

a. Sensation

- i. Characteristics and Major Functions of Different Sensations
- ii. Vision: Structure and function of the Eye.
- iii. Audition: Structure and functions of the Ear.

b. Perception

- i. Nature of Perception
- ii. Factors of Perception: Subjective, Objective and Social
- iii. Kinds of Perception
- iv. Spatial Perception
- v. Temporal Perception; Auditory Perception

c. Attention

- i. Factors, Subjective and Objective
- ii. Span of Attention
- iii. Fluctuation of Attention
- iv. Distraction of Attention (Causes and Control)

5. Motives

- a. Definition and Nature
- b. Classification

Primary (Biogenic) Motives: Hunger, Thirst, Defecation and Urination, Fatigue, Sleep, Pain, Temperature, Regulation, Maternal Behavior, Sex

Secondary (Sociogenic) Motives: Play and Manipulation, Exploration and Curiosity, Affiliation, Achievement and Power, Competition, Cooperation, Social Approval and Self Actualization.

6. Emotions

- a. Definition and Nature
- b. Physiological changes during Emotions (Neural, Cardiac, Visceral, Glandular), Galvanic Skin Response; Pupillometry
- c. Theories of Emotion

- d. James Lange Theory; Canon-Brad Theory
- e. Schechter-Singer Theory

7. Learning

- a. Definition of Learning
- b. Types of Learning: Classical Operant Conditioning, Methods of Learning: Trial and Error; Learning by Insight; Observational Learning

8. Memory

- a. Definition and Nature
- b. Memory Processes: Retention, Recall and Recognition
- c. Forgetting: Nature and Causes

9. Thinking

- a. Definition and Nature
- b. Tools of Thinking: Imagery, Language, Concepts
- c. Kinds of Thinking
- d. Problem Solving, Decision Making, Reasoning

10. Individual Differences

- a. Definition concepts
- b. Intelligence, Personality, aptitude, achievement

Recommended Books

- Atkinson R. C., & Smith E. E. (2000). *Introduction to psychology* (13th ed.). Harcourt Brace College Publishers.
- Fernald, L. D., & Fernald, P. S. (2005). *Introduction to psychology*. USA: WMC Brown Publishers.
- Glassman, W. E. (2000). *Approaches to psychology*. Open University Press. Hayes, N. (2000). *Foundation of psychology* (3rd ed.). Thomson Learning. Lahey, B. B. (2004). *Psychology: An introduction* (8th ed.). McGraw-Hill Companies, Inc.
- Leahey, T. H. (1992). *A history of psychology: Main currents in psychological thought*. New Jersey: Prentice-Hall International, Inc.
- Myers, D. G. (1992). *Psychology*. (3rd ed.). New York: Wadsworth Publishers.

Ormord, J. E. (1995). <i>Educational psychology: Developing learners</i> . Prentice- Hall, Inc
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Course Name: Cost Accounting	Course Code: MS-421
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
Course objectives <p>The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making.</p> Learning outcomes <p>After studying this course student will be able to understand:</p> <ol style="list-style-type: none"> 1. The importance of Cost Accounting as a first step in the Manufacturing process. 2. Cost Accounting and explain its purpose within an organization. 3. The steps involved in the Accumulation of Total Cost in different departments. 4. Financial accounting and Cost Accounting. 5. Cost data for the decision making of the higher management. 6. Product costing preparation and process costing analysis. 7. Cost of production and cost of goods sold statements for onward reporting to financial statements. 	

COURSE DESCRIPTION/OBJECTIVE

COURSE CONTEN T Week01	Cost Accounting Concepts and Objectives.
Week02	Financial Statements :The bases for planning and control
Week03-04	Problems and exercises
Week05	Cost concepts, uses and classification
Week06-07	Exercises and Problems
08	Mid term
Week9 &10	Cost accounting system, design and operations.
Week11-12	Exercises and problems
Week13	Job order costing
Week14	Exercises and problems
Week 15	Process costing(Introduction)
Week16	Assignment/ Presentations

TEXT BOOKS:

1. MatzUsrylatestEdition, Cost Accounting: Planning and Control
2. Matz, HammerUsry(1985) 9th edition Cost Accounting *South-western Publishing Co*
3. GarrisonH.Ray, NoreenW.Eric (2004) 10th edition Managerial Accounting, *Irwin*

Course Name: Inferential statistics		Course Code: STAT-311
Course Structure: Lectures 3		Credit Hours: 3
prerequisites: None		
Objectives <ul style="list-style-type: none"> • To enable the students about practical applications of the course in different fields of life. • Have well understanding to utilize this course in this program. • Make students to polish their estimation and forecasting skills. Intended Learning Outcomes (ILOs) <p>This course will enable the students to understand the concept of inferential statistics, sampling techniques and testing of hypothesis . They will be able to apply different probability techniques in problem solving and to forecast and predict about future happening , keeping in mind the previous evidence.</p>		
Course Outline		
Week	Module	
Week 1	Introduction to statistical inference <ul style="list-style-type: none"> a. Estimation b. Estimates and estimators c. Point estimation 	
Week 2	<ul style="list-style-type: none"> a. Criteria for good point estimator b. Estimation by confidence interval 	
Week 3	Probability distribution <ul style="list-style-type: none"> a. Introduction of Discrete and continuous distribution b. Poisson distribution c. Binomial distribution d. Normal distribution e. Exercises 	

Week 4	Sampling techniques and sampling distribution <ul style="list-style-type: none"> a. Introduction b. Sample and sampling frame c. Bias d. Sampling and non -sampling errors e. Sampling with and without replacement
Week 5	<ul style="list-style-type: none"> a. Probability and non- Probability errors b. Sampling distribution for single mean and proportion c. Difference of means and proportions d. Exercises
Week 6	Regression and correlation <ul style="list-style-type: none"> a. deterministic model b. probabilistic model c. estimation of parameters in least square regression model
Week 7&8	<ul style="list-style-type: none"> a. coefficient of determination b. cause and effect relation c. standard deviation of regression
Week 9	Mid Term Examinations
Week 10	Testing of hypothesis <ul style="list-style-type: none"> a. Introduction b. Statistical problem c. Null and alternative hypothesis d. Type-I and type-II errors e. Level of significance f. Test statistic
Week 11	<ul style="list-style-type: none"> a. Acceptance and rejection region b. General procedures for testing of hypothesis c. The power of the test d. The significance level

	<ul style="list-style-type: none"> e. Test of significance f. One tailed and two tailed test <p>General procedure for testing of hypothesis</p>
Week 12	<p>Test based on normal distribution</p> <ul style="list-style-type: none"> a. Testing hypothesis about mean of a normal population b. Testing hypothesis about difference between two population means c. Testing hypothesis about a population proportion d. Exercise
Week 13	<p>F distribution</p> <ul style="list-style-type: none"> a. introduction b. properties of f distribution c. tests based on F distribution d. testing hypothesis about the equality of two variances e. exercise
Week 14	<p>Analysis Of variance (ANOVA)</p> <ul style="list-style-type: none"> a. One way Analysis if variance b. Two way analysis if variance
Week 15	<p>Chi square distribution</p> <ul style="list-style-type: none"> a. Introduction b. Contingency table
Week 16	<ul style="list-style-type: none"> a. Testing of hypothesis about the independence of attributes b. Testing hypothesis about equality of several proportions
Week 17	<ul style="list-style-type: none"> a. The chi square test as test of homogeneity b. Exercises <p>Students presentation+ grand test</p>
Week 18	Final Term Examinations
<p>Recommended Books</p> <p>Walpole R.E 1982 “introduction to statistics” And “INTRODUCTION TO STATISTICAL THEORY” (part 1 and 2) by Sher Muhammad Chaudary.</p>	

Course Name: Business Finance	Course Code: MS-403
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
Course Description Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.	
LEARNING OUTCOMES On completion of the course, students will be able to understand: 1. Functions of business finance and finance manager. 2. The basics of finance theory and its applications to corporate financial decisions. 3. Analysis of financial statements. 4. Tools and techniques of time value of money for investing decisions. 5. Concepts of risk and return for portfolio management. 6. The principles of capital structure. 7. The concept of cost of capital.	
Course Contents	
WEEK	MODULE
Week 01&2	An Overview of Business Finance • Finance a quick look. • What is financial management • Business finance and financial manager. • Forms of business organization. (Sole proprietorship, partnership,

	corporation) <ul style="list-style-type: none"> • Goals of the firm. • Agency problem.
Week 03&4	Time Value of Money The Interest Rate Simple Interest Compound Interest Single amount, annuities and mixed flows
Week 05	Compounding more than once a year Semiannual and other compounding periods Continuous compounding Effective Annual interest rate Amortizing loan
Week 06 ,07	Bond and Their Valuation Definition, types and features of bonds Bond Valuation Common and Preferred stock: Main concept and characteristics Common stock Valuation --- different dividend discount models Preferred stock valuation
Week 8	Midterm exam

Week 9&10	Risk and Return <ul style="list-style-type: none"> • Expected returns and risk defined • Calculating expected return • Calculating risk (Variance and Standard deviation) • Portfolio expected returns • Portfolio variance and standard deviation • Systematic and unsystematic risk • Diversification and portfolio risk
Week 11&12	<ul style="list-style-type: none"> • Measuring systematic risk • Portfolio beta • Beta and the risk premium • Capital asset pricing model
Week 13 and 14	Understanding Financial Statements and Analysis <ul style="list-style-type: none"> • Financial statements <ul style="list-style-type: none"> ---The Balance Sheet --- The income statement. • Ratio Analysis <ul style="list-style-type: none"> --- liquidity ratios --- debt ratios --- coverage ratios --- activity ratios ---profitability ratios

Week 15	Trend analysis Common size analysis Index analysis
Week 16 &17 Week 18	Practice numerical Presentations/Viva Final exams
Recommended Books <ol style="list-style-type: none"> 1. Ross, Westerfield, Jordan: Corporate Finance Essentials. 2. James C. Vanhorne: Fundamentals of Financial Management 3. Eugene F. Brigham: Fundamentals of Financial Management 4. Brealey, R. A. & Myers, Principles of corporate finance 	

SEMESTER-V

Course Name: Managerial economics	Course Code: ECO-503
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
Course objectives <p>Managerial Economics is a key branch of economics at graduate level. This is Basically applied micro economics though it uses macro economic variables also. The subject matter deals with the economic theory and its application in business management. The course provides a unifying theme of managerial decision making around the theory of the firm. It examines the process where by a firm can reach optimal managerial decisions in the face of constraints in today's dynamic market. It covers a variety of topics such as demand Analysis, Estimation and forecasting, market structure, production and cost analysis, pricing practices, economic optimization and risk analysis. A strong grasp of the principles that govern the behavior of economic agents (firms, individuals and government) is a vital managerial talent.</p> <p>The course provides practical guidelines to students to analyze in depth the managerial decisions in the market. It enables students to comprehend the complexity, risk element, and key success in business.</p> <p>A sound background of mathematical and statistical tools makes the understanding of the subject matter more interesting and easier.</p> Indented Learning Outcomes <p>After studying this course the student will be able to understand:</p> <ol style="list-style-type: none">Understand the key role of managers in decision makingAnalyze firm's decision making processExamine how a firm achieves its aims and objectives most efficientlyUnderstand functioning of different marketsMeet the challenges of the risky businessesFormulate price strategies in different marketsBecome confident in making managerial decisions	

Course Outline

The nature and scope of Managerial Economics.

- Management Problem
- Effective Management
- Theory of firm
- The objective of the Firm
- Constrains faced by a firm
- Business vs. Economic profit

Advanced Demand Analysis

- The Market Demand Function
- Total and Marginal Revenue
- Sensitivity analysis
- Computation of Price, Income and Cross price Elasticity of Demand by two Methods
- Uses and Application of Price, Income and Cross-Price Elasticity of demand
- Some other Demand Elasticity
- Price elasticity, Marginal Revenue and Total Revenue
- Optimal Pricing Policy under given price elasticity

Demand estimation by Regression Analysis

- Simple Linear and Multiple Linear Regression Models
- Significance of estimated coefficients and model

Demand Forecasting

- Quantitative Methods for Forecasting
- Best Forecasts
- Forecasting power of a Regression Model

Production Analysis

- Production Function
- Total, Marginal and average Products in case of single and two variable inputs
- Marginal Revenue Product and Optimal Employment of Inputs

Cost Analysis

- Explicit and Implicit Costs
- Incremental and Sunk Costs
- Short-Run vs. Long-Run Costs
- Economies of Scale
- Breakeven Analysis
- Degree of Operating Leverage

Pricing Practices

- Markup Pricing and profit maximization
- Mark up on costs and price
- Optimal markup on price and cost
- Price discrimination

Risk Analysis

- Economics Risk vs. Uncertainty
- Various types of risk
- Expected Profit of a Project
- Absolute vs. Relative Risk
- Beta as Measure of Risk
- Managerial Applications

TEXT BOOK:

Dominick Salvatore (latest edition), “Managerial Economics in a Global Economy”, McGrawHill.

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

ADDITIONAL READINGS:

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

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>	
INDENTED LEARNING OUTCOMES <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. 4. Analyze the impact of individuals and team behaviour on organizational productivity 	

Week01	What is Organizational Behaviour Fields Of Organizational Behavior Focal points of OB Challenges and opportunities for OB Managing workforce diversity
Week02	Foundations of Individual Behaviour Ability And Dimensions of intellectual ability Biographical Characteristics Learning Theories of learning
Week03	Classical conditioning theory Operant theory Social learning theory Shaping: A managerial tool Global Implications Managerial Implications
Week04	Attitudes and Job Satisfaction Consistency of Attitudes Self-perception theory Predicting behavior from attitude Major causes and outcomes of job satisfaction
Week05	Perception and Individual Decision Making Why perception is important Factors that influence perception Shortcuts used in judging others Selective perception, Halo effect, Contrast effect Projection, stereotyping
Week06	Assumptions of rationale decision making model Steps in rationale decision making model How are decisions actually made in organizations Common error and biases

Week07	Motivation: from concept to application Hierarchy of needs theory Theory X and Theory Y Two Factors Theory
Week08	MID-TERM EXAMINATION
Week09	David McClelland's Theory of Needs ERG theory. Cognitive Evaluation Theory Goal-Setting Theory Reinforcement Theory Job design Theory
Week10	Social Information Processing Model (SIP) Equity Theory Expectancy Theory Behavioral theories
Week11	Personality and Emotions Why Emotions Were Ignored in OB What are emotions? Felt Vs Displayed emotions Emotion dimensions Gender and Emotions Affective Event Theory
Week12	OB Applications of Understanding Emotions Ability and selection Case Study
Week13	Personality and Values Measuring Personalities Personality Determinants Measuring Personality Traits: Myers-Briggs Type Indicator The Big-Five Model

Week14	Major Personality Attributes Influencing OB Values Value systems Person-Organization Fit Global Implications
Week15	Foundation of Group Behavior Formal and Informal Groups Four types of groups The Five-Stage Model of Group Development
Week16	Key Points & Critique of Five-Stage Model Group Properties Group Decision Making Effectiveness & Efficiency Group Decision-Making Techniques Global Implications
RECOMMENDED BOOK <i>1. Robbins, P.S., & Judge, T. A. (2009). Organizational Behaviour. 13th ed.</i>	

Course :Logic

Course Code : LOG-501

Topic	Subtopics
1.Basic Logical Concepts	<ul style="list-style-type: none"> ▪ What is logic? ▪ Propositions and Sentences ▪ Arguments, Premises and Conclusions ▪ Conclusions and Premises Indicators ▪ Deductive and Inductive arguments ▪ Truth and validity

2. Problem solving using Logic	<ul style="list-style-type: none"> ▪ Exercise
3. Basic functions of Languages	<ul style="list-style-type: none"> ▪ Three Basic Functions of Language ▪ Discourse Serving Multiple Functions
4. Informal Fallacies	<ul style="list-style-type: none"> ▪ Fallacies of Relevance ▪ Fallacies of Ambiguity
5. Categorical Propositions	<ul style="list-style-type: none"> ▪ Categorical Propositions and Classes ▪ Quality, Quantity, and Distribution ▪ The Traditional Square of Opposition ▪ Further Immediate Inferences ▪ Existential Import ▪ Venn diagram and symbolic forms of categorical propositions
6. Categorical Syllogisms	<ul style="list-style-type: none"> ▪ Standard Form Categorical Syllogisms ▪ Figure and mood of categorical syllogism ▪ Venn Diagram Technique for Testing Syllogisms ▪ Syllogistic Rules and Syllogistic Fallacies
7. Analogy and Probable Inference	<ul style="list-style-type: none"> ▪ Argument by Analogy ▪ Appraising Analogical Argument
8. Causal Reasoning	<ul style="list-style-type: none"> ▪ Meaning of Cause ▪ Mill's methods
9. Science and Hypothesis	<ul style="list-style-type: none"> ▪ Explanation: Scientific and Unscientific explanations ▪ Scientific Inquiry: Hypothesis and Confirmation ▪ Evaluating Scientific Hypothesis

Recommended Book

Irving.M, Copi. Introduction to Logic. Prentice Hall, 13th edition.

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 alongwiththebroadorientationofmacroeconomicfactorsaffectingthebusiness. Theemphasiswillremainondevelopingtheskillsforplanning,appraising and evaluating the investment ,financing and operating decisions.</p>	
Course Goals	
<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>	
LEARNING OUTCOMES	
<p>On completion of the course, students are expected to:</p>	
<ol style="list-style-type: none">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	

<p>decisions.</p> <p>5. Understand and apply the concepts of risk and return for portfolio management.</p> <p>6. Be able to apply the principles of capital structure in the determination of the appropriate level of debt for a company.</p> <p>7. Understand the factors influencing the determination of corporate dividend policy.</p> <p>8. Be conversant with the incentives for and mechanics of issuing and retiring securities.</p> <p>9. Be able to apply the weighted average cost of capital method to value real assets.</p> <p>10. Understand the concepts and techniques of risk management</p>

Course Contents	
WEEK	MODULE
Week 01&2	Working Capital Management <ul style="list-style-type: none"> ▪ Introduction ▪ Working capital issues ▪ Financial Current assets: Short term and long term mix ▪ Combining liability structure and Current assets decision
Week 03&4	Cash and Marketable Securities Management <ul style="list-style-type: none"> ▪ Motives for holding cash ▪ Speeding up cash receipts ▪ Slowing Down Cash payouts ▪ Electronic Commerce • Investment in marketable securities
Week 05 & 06	Accounts Receivable and Inventory Management <ul style="list-style-type: none"> • Credit evaluation criteria • Five C's of credit

	<ul style="list-style-type: none"> • Credit policies
Week 07 & 08	<ul style="list-style-type: none"> • Collection policies • Analyzing the credit applicant • Inventory management and control
Week 09	Midterm exam
Week 10&11	Short-term Financing <ul style="list-style-type: none"> • Spontaneous financing • Negotiated Financing • Factoring Accounts Receivable • Composition of short term financing
Week 12&13	Capital Budgeting <ul style="list-style-type: none"> • Importance of Capital Budgeting • Capital budgeting Techniques • The payback period. • The internal rate of return. • Net present value • Capital Rational • Independent, Dependent and Mutually Exclusive Projects.
Week 14	Cost of Capital
Week 15&16	Capital structure determination <ul style="list-style-type: none"> • A conceptual look • The total value principal • Market imperfections and incentives issues • The effect of taxes • Taxes and market imperfections combines • Financial Signaling • Timing and financial flexibility

	Revision /conclusion session Presentations/Viva
Week 18	Presentation and Viva
Week 18	Final Exams

Recommended Books

1. JemesC.Vanhorne:Fundamentals ofFinancial Management
2. Ross,Westerfield,Jordan:CorporateFinance Essentials.

Course Name: **Business Law**

Course Code:

Course Structure: Lectures 3

Credit Hours:3

prerequisites: None

COURSE OBJECTIVES

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

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

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 BusinessLaw
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

Week01	Definition and classification of Laws, over view of general and commercial terms, Business Entities such as sole
Week02	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
Week03	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
Week04	Definition and Essential Elements of a partnership, partnership deeds, rights and duties of partners, partnership
Week05	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
Week06	Concept of limited liability and Juristic person Requirement and process of incorporation, Effects of Incorporation, types

	Joint stock companies by nature and formation, Ownership and management of the companies
Week07	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
Week09	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
Week09	Mid –term exam
Week10	Definition, Nature of the contract of sale, conditions and warranties, Definition ,Nature of the contract of sale condition and warranties

Week11	Transfer of property, performance of the contract of sale, Delivery of the goods, Unpaid seller and auction sale, Consignment basis, Delivery against advance payment, supply against letter of credit, types of letter of credit
Week12	Laws relating to indemnity, guarantees, bailment, hypothecation, pledge and Mortgage, agency agreement
Week13	Evolution of Banks, types of banks, major functions of banks, Negotiable Instruments Act, Definition, characteristics of Negotiable Instruments,
Week14	Bill of Exchange and promissory Notes, parties to instrument, negotiation and endorsement, liabilities of the parties, payment and discharge of liabilities
Week15	Revision
Week16	Final exam
	Recommended books 1. Dr. Khwaja Amjad Saeed, Mercantile and Industrial Laws in Pakistan Latest Edition, Institute of Business Management. 2. Nazir Ahmad Shaheen, Practical approach to the Companies Ordinance, Latest Edition, PLD.

SEMESTER-VI

Course Name: Business Ethics	Course Code: ETH-502
Course Structure: Lectures:3	Credit Hours: 3
Prerequisites: None	
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. Course Objectives: At the completion of the course requirements, the student will be able to: a. Define business ethics. b. Describe the evolution of business ethics. c. Describe major ethical perspectives. d. Understand and apply an ethical decision-making framework. e. Understand social responsibility from several dimensions. f. Understand how the organization influences ethical decision-making. g. Examine how significant others influence ethical decision-making. h. Examine opportunity and conflict. i. Develop an effective ethics program. j. Understand international business ethics. Intended Learning Outcomes: At the completion of the course requirements, the student will be able to: a. Define business ethics. b. Describe the evolution of business ethics. c. Describe major ethical perspectives. d. Understand and apply an ethical decision-making framework. e. Understand social responsibility from several dimensions.	

- f. Understand how the organization influences ethical decision-making.
- g. Examine how significant others influence ethical decision-making.
- h. Examine opportunity and conflict.
- i. Develop an effective ethics program.
- j. Understand international business ethics.

Course Outline

Week	Module
Week 1	<ul style="list-style-type: none"> • Definition and Introduction to Ethics • Historical background • Brief outline of ethical theories
Week 2	<ul style="list-style-type: none"> • Values ,Ethics and Reasoning • Business and organizational ethics
Week 3	<ul style="list-style-type: none"> • Moral versus Non-moral standard • Morality and Etiquettes • Morality and Law
Week 4	<ul style="list-style-type: none"> • Values and its sources • Experience • Culture • Science • Religion
Week 5	<ul style="list-style-type: none"> • Principles: Self interest, Utility, Duty • Consequential and Non consequential Principles
Week 6	<ul style="list-style-type: none"> • Self interest (Egoism) • Misconception about egoism • Psychological egoism • Egoism in organizational context • Critical Inquires
Week 7	<ul style="list-style-type: none"> • Utility(Utilitarianism) • Act Utilitarianism • Rule Utilitarianism • Utilitarianism in organizational context • Critical Inquires
Week 8	Mid Term Examinations

Week 9	<ul style="list-style-type: none"> • 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
Week 10	Personnel Management: Basic Issues and New Challenges
Week 11	Hiring <ul style="list-style-type: none"> • Screening • Tests • Interviews
Week 12	Promotions Wages
Week 13	Working Conditions <ul style="list-style-type: none"> • Health and Safety • Management Styles
Week 14	Obligations to the firm and Conflicts of Interest <ul style="list-style-type: none"> • Financial Investments • Gifts and Entertainment
Week 15	Obligations to Third <ul style="list-style-type: none"> • Whistle blowing
Week 16	Needs and Function Of Work Employee Responsibilities
Week 17	Parties The Question Of Self Interest
Week 18	Final Term Examinations
Recommended Books: Moral Issues In Business (3 rd Edition) by Vincent Barry BOOKS FOR FURTHER REFERNCE: <ol style="list-style-type: none"> 1) Business Ethics & Managerial Values, by S.K. Bhattia 2) The essence of Business Ethics by Peter Pratney 3) Business Ethics: The State of Art by R.Edward Freeman 	

Money and Banking

Course Name: Money and Banking

Course Code: MS-521

Course Structure: Lectures

Credit Hours:3

COURSE DESCRIPTION/OBJECTIVES

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

LEARNING OUTCOMES

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

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

Weeks	<i>Topics to be covered</i>
1&2	Money and its functions <ul style="list-style-type: none"> * Definition of Money * Stages in development of Money * Function of Money * Characteristics of Good Money Material * Role of Money

<p>3&4</p>	<p>Forms of Money</p> <ul style="list-style-type: none"> * forms of Money * coinage of Money coinage in Pakistan * decimal coinage in Pakistan * paper money, its merits and demerits
<p>5&6</p>	<p>Monetary Standards</p> <ul style="list-style-type: none"> * monetary standard * classes of monetary standard a bi-metallic standard * mono-metallism * silver standard * gold standard * the mechanism of free gold standard * special drawing rights * qualities of good monetary system
<p>7&8</p>	<p>Commercial Bank credit</p> <ul style="list-style-type: none"> * What is credit? * Functions of credit * Cash reserve of bank * Do banks create credit?
<p>9</p>	<p>Mid term</p>

10	Financial markets and their functions <ul style="list-style-type: none"> * Financial markets * Money market * Capital market * Mutual funds
11&12	Instruments of credit <ul style="list-style-type: none"> * Instruments of credit * Negotiable instrument * Promissory notes and bill of exchange * Endorsement * Modes of inland remittances by commercial banks
13	Methods of granting advances <ul style="list-style-type: none"> * Overdraft * Securities * Distinction between bank overdraft and bank loan
14	Central banking <ul style="list-style-type: none"> * Central banking system * Functions of central bank
15	State bank of Pakistan <ul style="list-style-type: none"> * State bank of Pakistan * Functions of state bank of Pakistan * Role of state bank in economic development

16 &17	Commercial banking in Pakistan <ul style="list-style-type: none"> * 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) * Micro finance
18	Tests, assignments, presentations Final exams

Course Name: Business Research Methods		Course Code: MS-503
Course Structure: Lectures: 3		Credit Hours: 3
Course Contents		
Week	Module	
Week 1	<ul style="list-style-type: none"> * What is Research? * What is Business Research? * Types of Business Research <ul style="list-style-type: none"> a. Applied b. Basic * Distinction Between Types of Business Research 	
Week 2	<ul style="list-style-type: none"> * What is scientific Research? * Hallmarks of Scientific Research * An Overview to Business Research Process 	

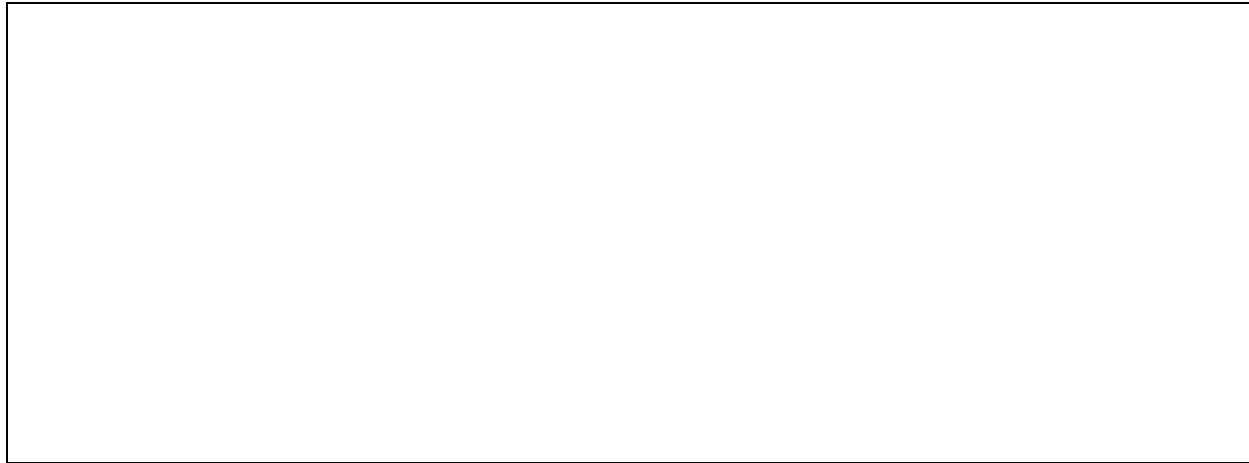
Week 3	<ul style="list-style-type: none"> * Step 1: Observation- Identifying Broad Problem Area <ul style="list-style-type: none"> a. Currently existing b. Requiring Improvement c. Conceptual Issues that Need to be Tightened d. Finding Answers Empirically * Step 2: Preliminary Data Gathering <ul style="list-style-type: none"> a. <u>Nature of the data to be collected</u> <ul style="list-style-type: none"> i. Background information of organization ii. Information on structural factors and management philosophy iii. Perceptions, Attitudes and Behavioral Responses
Week 4	<ul style="list-style-type: none"> b. <u>Literature Review</u> <ul style="list-style-type: none"> i. Reasons for Literature Survey ii. Conducting Literature Survey iii. Identifying Relevant Resources iv. Extracting Relevant Information v. Writing up Literature
Week 5	<ul style="list-style-type: none"> * Step 3: Problem Definition <ul style="list-style-type: none"> a. Definition b. Defining the Real Problem c. Writing the Problem Statement
Week 6	<ul style="list-style-type: none"> * Step 4: Theoretical Framework <ul style="list-style-type: none"> a. Definition b. Why Theoretical Framework c. Variables and their types d. Relationship between Literature Review and Theoretical Framework e. Components and Features of Theoretical Framework
Week 7	<ul style="list-style-type: none"> * Step 5: Generation of Hypotheses <ul style="list-style-type: none"> a. Definition b. What is Null and Alternative Hypotheses c. Writing Hypotheses * Step 6: Scientific Research Design <ul style="list-style-type: none"> a. <u>Purpose of Study</u> <ul style="list-style-type: none"> i. Exploratory

	<ul style="list-style-type: none"> ii. Descriptive iii. Explanatory (Hypotheses Testing)
Week 8	<ul style="list-style-type: none"> b. <u>Types of Investigation</u> <ul style="list-style-type: none"> i. Causal <ul style="list-style-type: none"> ii. Correlation iii. Group Differences c. <u>Extent of Researcher Interference</u> <ul style="list-style-type: none"> i. Minimal <ul style="list-style-type: none"> ii. Manipulation d. <u>Study Setting</u> <ul style="list-style-type: none"> i. Contrived <ul style="list-style-type: none"> ii. Non- Contrived <p>* Internal Assessment</p>
Week 9	Mid Term Examination
Week 10	<ul style="list-style-type: none"> e. <u>Measurement</u> <ul style="list-style-type: none"> i. How variables are Measured <ul style="list-style-type: none"> ii. Operational Definitions (General Idea not detailed as in book) iii. Scales of Measurement <ul style="list-style-type: none"> a. Nominal b. Ordinal c. Interval d. Ratio
Week 11& 12	<ul style="list-style-type: none"> f. <u>Data Collection Methods</u> <ul style="list-style-type: none"> i. Interviews: Structured, Semi Structured, Unstructured, Face to Face, Telephonic Interviews ii. Questionnaire and Its Design <ul style="list-style-type: none"> a. Definition b. Design Guidelines c. Principles of Measurement d. Pilot Testing iii. Observation : Participant, Non Participant, Structured, Non Structured g. <u>Time Horizon</u> (General Concept no detailed as in book) <ul style="list-style-type: none"> i. Cross sectional

	ii. Longitudinal
Week 13	<h3>h. <u>Sampling Plan</u></h3> <ul style="list-style-type: none"> i. Definition of Target Population <ul style="list-style-type: none"> ii. Definition of Element iii. Definition of Population Frame iv. Definition of Sample and Subject v. Sampling <ul style="list-style-type: none"> a. Probability: Simple Random, Systematic, Cluster, Stratified Random (Don't go for proportionate and disproportionate)
Week 14	<ul style="list-style-type: none"> b. Non-Probability: Purposive, Judgmental, Quota c. Determining the Sample Size vi. Unit of Analysis <ul style="list-style-type: none"> a. Individuals, Groups, Organizations i. <u>Editing, Coding and Data Entry(in SPSS)</u> <ul style="list-style-type: none"> a. Editing Data b. Coding c. Categorizing d. Entering
Week 15	<p>* Step 7: Data Analysis</p> <p>Quantitative</p> <ul style="list-style-type: none"> a. Descriptive Statistics: Frequencies b. Correlation c. ANOVA d. Regression e. Cross Tabulation
Week 16	<p>Qualitative</p> <ul style="list-style-type: none"> a. Coding b. Mapping <p>Step 8: Conclusion</p> <p>Step 9: Report Writing and Its Integral Parts (General- Not from book)</p>
Week 17	* Presentations

Week 18	Final Term Examinations
Textbooks: 1. <i>Business Research Methods</i> by Uma Sekaran	

Course Name: Management Information System	Course Code: MS- 513
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None CourseDescription/Objective: This is afundamental course for the students of businessadministration.The courseisdesignedtogiveconceptofinformationsystemsandtheirimportancefor business success. Different informationtechnology applications in business to managebetterandhowitwill providesupporttodecisionmakersforstrategic businessdecisionswillbediscussed.Differentapplicationslikehospitalinformation systems,corporateinformationsystems,cityinformationsystems,crimeinformation andcontrol systems,Transaction process system etc.will be discussed. LearningOutcomes Uponcompletingthis course,studentswill beableto: <ol style="list-style-type: none"> 1. Describe how data is captured, organized and managed using a data management systemanddesignasimpledatabaseusingdatamodeling techniques; 2. Discussthestrategicconsiderationsininformationssystemdevelopmentand theirimpactsontheorganization; 3. Design effective user interfaces and explain the importance of internal controlsfor informationsystems; 4. Describe the different technologies, techniques and infrastructure of 5. Explainthee-commercetechologyarchitectureand discussthestrategies for successful E-commerce; 6. Identifyandanalyzeriskfactors,discussmeasurestomitigaterisksandthe importance of business continuityplanning; and 7. Explain how variousinformation systems are designed to support the decisionmakingprocess for businessmanagers. 	



Week01	Introduction to Information Systems in Business Why study information systems Why business needs information technology
Week02	Fundamentals of Information System
Week03	Solving Business Problems with Information Systems <ul style="list-style-type: none">▪ Systems approach to problem solving▪ Developing information systems solutions
Week04	General Systems Model of the Firm
Week05	Computer Software, Hardware (Overview from Managerial Perspective)
Week06	DBMS
Week07	MS Access (A comprehensive workshop)
Week08	IS for Business Operations <ul style="list-style-type: none">▪ Business information systems▪ Transaction processing system
Week11	Accounting Information System/Financial Information System
Week10	Decision Support System/Financial Support System
Week12	Marketing Information System

Week09	TransactionProcessingSystem
Week13	ISforStrategic Advantage <ul style="list-style-type: none"> ▪ Fundamentalsofstrategic advantage ▪ Strategic applicationsandissues inIT
Week14	IS&ArtificialIntelligence
Week15	Enterprise& Global Management ManagingIT (Planning&ImplementingChange)
Week16	Final Project(Report Submission&Presentations) <p>RECOMMENDEDTEXTBOOKS</p> <ol style="list-style-type: none"> 1. KennethC.Laudon,ManagementInformation System- Managingthe digital firms,PrenticeHall ofIndia,(LatestEdition) 2. JamesO"Brien,ManagementInformation Systems,(LatestEdition) 3. RaymondMcleod,Jr, ManagementInformation Systems,PrenticeHall (Latest Edition)

SEMESTER 7TH

Course Name: Operations Management	Course Code: MS-611
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	
Introduction: <p>Introduces students to problems and analysis related to the design, planning, control, and improvement of manufacturing and service operations. Includes process analysis, project analysis, materials management, production planning and scheduling, quality management, supply chain management, reengineering, design for manufacturing, capacity and facilities planning, and operations strategy.</p> Course Objectives: <ol style="list-style-type: none">1. The student should understand the tradeoffs among different types of goods and services operations systems in terms of key characteristics, management tasks, organization and control, and impact on the strategy and direction of the firm.2. The student should understand the strategic and tactical operations management issues and their relationship to the other functional areas of the firm.3. The student will gain experience employing and should be able to demonstrate a basic competence with the tools and techniques used by real-life operations professionals in managing operations and setting operations policy. Intended Learning Outcomes: <ol style="list-style-type: none">1. Knowledge of manufacturing resources planning concepts and mathematical techniques2. Comprehension of lean manufacturing principles3. Understanding of project management techniques4. Ability to apply manufacturing resource planning principles and techniques5. Understanding of industrial applications of operations management principles6. Development of team management skills7. Development of oral and written communication skills8. Computer software and technology for operations management Course contents Week 1	

Introduction (Production And Operations Management)

- What is operations management?
- Why study operations management?
- Today's factors affecting operations management
- Studying operations management---Operations as a system

Week 2

- Functions within business organizations.
- Differentiating features of production systems
 - Degree of standardization
 - Type of operation
 - production of goods v/s service operations

Week 3

Forecasting

- What is forecasting?
- Features common to all forecasts
- Elements of a good forecast
- Steps in the forecasting process
- Approaches to forecasting

Week 4

- Approaches to forecasting (continued)
- Forecasts based on judgment and opinion
 - Executive opinions
 - Direct customer contact composites
 - Customer surveys
 - Delphi method

Week 5 and 6

- Forecasts based on time series data
 - What is meant by time series data?
 - What is trend, seasonality, cycle, irregular variation, random variation?
 - Naive forecasts

- moving average
- Exponential smoothing
- Trend equation
- Trend adjusted exponential smoothing
- Associative forecasting techniques
- Simple linear regression

Week 7

Design of Production Systems---- “Product and Service Design”

- Introduction
- Reasons for product or service design
- Trends in product and service design
- Product design
 - Product life cycles
 - manufacturing design
 - remanufacturing

Week 8

Midterm exams

Week 9

- robust design
- concurrent engineering
- CAD
- modular design
- Service design
- Differences between service design and product design

Week 10 and 11

Process Selection and Capacity Planning

- What is process selection?
 - make or buy
 - type of operation
 - automation

- Operations strategy
- Capacity planning
 - importance of capacity decisions
 - defining and measuring capacity
 - determinants of effective capacity
 - determining capacity requirements
 - developing capacity alternatives
 - evaluating alternatives

Week 12 and 13

Facilities Layout

- Introduction
- The need for layout decisions
- Basic layout types
 - product layouts
 - process layouts
 - fixed position layouts
 - combination layouts
- Cellular layouts
 - cellular manufacturing
 - group technology
 - flexible manufacturing systems
- Other service layouts
 - warehouse and storage layouts
 - retail layouts
 - office layouts

Week 14 and 15

Location Planning and Analysis

- The need for location decisions
- The nature of location decisions
 - importance of location decisions
 - objectives of location decisions
 - location options
- General procedure for making location decisions

- Factors that affect location decisions
 - regional factors
 - community considerations
 - site-related factors
 - multiple plant manufacturing strategies
 - service and retail locations
- Evaluating location alternatives

Week 16

Final exams

Recommended book:

William J.Stevenson (*Production/operations Management*) latest Edition

Reference books:

JayHeizer&BarryRender,OperationsManagement,LatestEditionPrenticeHall

Operations ManagementbyJackR.MeredithandScottM.Shafer

Operations Management (10thEdition)(Pearson Custom Business Resources)byJayHeizer andBarryRender

OperationsManagement:CreatingValueAlongtheSupplyChainbyRobertaS.Russell andBernardW.Taylor

Course Name: Entrepreneurship	Course Code: MS-612
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	

COURSE DESCRIPTION/OBJECTIVES

With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying.

This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses.

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

LEARNING OBJECTIVES

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

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

Session	Topic
WEEK01	ENTREPRENEURSHIP: AN EVOLVING CONCEPT <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship—A perspective <input type="checkbox"/> Emerging Trends: The Internet and E-Commerce <input type="checkbox"/> ENTREPRENEURIAL OPPORTUNITIES <input type="checkbox"/> The evolution of Entrepreneurship

WEEK02	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> Comparative analysis entrepreneurship in other countries
	<ul style="list-style-type: none"> <input type="checkbox"/> Competitor Analysis
WEEK03	<p>UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT</p> <ul style="list-style-type: none"> <input type="checkbox"/> STP Strategies
WEEK04	<p>UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS</p> <ul style="list-style-type: none"> <input type="checkbox"/> TheEntrepreneurial Perspective <input type="checkbox"/> The Dark side of Entrepreneurship <input type="checkbox"/> Entrepreneurial Motivation <p>ENTREPRENEURIAL PERSPECTIVE IN ORGANIZATIONS– CORPORATE ENTREPRENEURSHIP</p>
WEEK05	<p>INNOVATION:THE CREATIVE PURSUIT OF IDEAS</p> <ul style="list-style-type: none"> <input type="checkbox"/> OpportunityIdentification:Thesearchfor NewIdeas <input type="checkbox"/> Entrepreneurial ImaginationandCreativity <input type="checkbox"/> Therole ofCreativeThinking <input type="checkbox"/> Arenas inWhichPeopleAre Creative <input type="checkbox"/> InnovationandtheEntrepreneur
WEEK06	<p>PATHWAYS TO ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <input type="checkbox"/> ThePathways to New Ventures for Entrepreneurs <input type="checkbox"/> CreatingNewVentures <input type="checkbox"/> Acquiring an Established Entrepreneurial Venture <input type="checkbox"/> Franchising: TheHybrid
WEEK07	<p>LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES</p> <ul style="list-style-type: none"> <input type="checkbox"/> Legal Challengesfor theEntrepreneurial Venture <input type="checkbox"/> Intellectual PropertyProtection:Patents,Copyrights, and Trademarks <input type="checkbox"/> IdentifyingLegal Structuresfor Entrepreneurial Ventures <input type="checkbox"/> SoleProprietorships <input type="checkbox"/> Partnerships <input type="checkbox"/> Corporations <input type="checkbox"/> Specific Forms ofPartnershipsandCorporations <input type="checkbox"/> UnderstandingBankruptcy

WEEK08	SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> TheEntrepreneur“sSearchfor Capital <input type="checkbox"/> DebtVersusEquity <input type="checkbox"/> TheVenture Capital Market <input type="checkbox"/> Informal Risk Capital: “Angel”Financing
WEEK09	ASSESSMENT OF ENTREPRENEURIAL PLAN <ul style="list-style-type: none"> <input type="checkbox"/> TheChallengeofNew-Venture Start-Ups <input type="checkbox"/> Pitfalls inSelectingNewVentures <input type="checkbox"/> Critical Factorsfor New-Venture Development <input type="checkbox"/> WhyNewVenturesFail <input type="checkbox"/> The Evaluation Process
	MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> TheMarketingConceptforEntrepreneurs <input type="checkbox"/> MarketingResearch

WEEK10	<ul style="list-style-type: none"> <input type="checkbox"/> Inhibitors toMarketingResearch <input type="checkbox"/> InternetMarketing <input type="checkbox"/> DevelopingtheMarketingConcept <input type="checkbox"/> DevelopingaMarketingPlan <input type="checkbox"/> PricingStrategies
WEEK11	FINANCIALPREPARATIONFOR ENTREPRENEURIALVENTURES <ul style="list-style-type: none"> <input type="checkbox"/> TheImportanceofFinancial InformationforEntrepreneurs <input type="checkbox"/> UnderstandingtheKeyFinancial Statements <input type="checkbox"/> PreparingFinancial Budgets <input type="checkbox"/> Pro Forma Statements <input type="checkbox"/> Capital Budgeting <input type="checkbox"/> Break-Even Analysis

WEEK12	DEVELOPING AN EFFECTIVE BUSINESS PLAN <ul style="list-style-type: none"> <input type="checkbox"/> What is a Business Plan? <input type="checkbox"/> Pitfalls to Avoid in Planning <input type="checkbox"/> Benefits of a Business Plan <input type="checkbox"/> Developing a Well- Conceived Business Plan <input type="checkbox"/> Elements of a Business Plan <input type="checkbox"/> Updating the Business Plan <input type="checkbox"/> Presentation of the Business Plan: The “Pitch”
WEEK13	STRATEGIC ENTREPRENEURIAL GROWTH <ul style="list-style-type: none"> <input type="checkbox"/> The Nature of Strategic Planning in Emerging Firms <input type="checkbox"/> Strategic Planning <input type="checkbox"/> The Lack of Strategic Planning <input type="checkbox"/> The Value of Strategic Planning <input type="checkbox"/> Managing Entrepreneurial Growth <input type="checkbox"/> Venture Development Stages <input type="checkbox"/> The Entrepreneurial Company in the Twenty-First Century <input type="checkbox"/> Building the Adaptive Firm <input type="checkbox"/> The Transition from an Entrepreneurial Style to a Managerial Approach <input type="checkbox"/> Understanding the Growth Stage <input type="checkbox"/> Unique Managerial Concerns of Growing Ventures <input type="checkbox"/> The International Environment: Global Opportunities
WEEK14	VALUATION OF ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> The Importance of Business Valuation <input type="checkbox"/> Underlying Issues When Acquiring a Venture <input type="checkbox"/> Due Diligence <input type="checkbox"/> Analyzing the Business <input type="checkbox"/> Establishing a Firm’s Value <input type="checkbox"/> Term Sheets in Venture Valuation
WEEK15	HARVESTING THE ENTREPRENEURIAL VENTURE <ul style="list-style-type: none"> <input type="checkbox"/> Harvesting the Venture: A Focus on the Future <input type="checkbox"/> The Management Succession Strategy <input type="checkbox"/> Key Factors in Succession
RECOMMENDED TEXTBOOK <ol style="list-style-type: none"> 1. Entrepreneurship–Theory Process Practice, Donald F. Koratko 8th Edition (South Western- Cengage Learning) 	

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>Intended Learning Outcomes (ILOs)</p> <p>Upon successful completion of this course the students will develop:</p> <ol style="list-style-type: none"> 1. Understanding of issues in each phase of project lifecycle. 2. Necessary analytical skills to successfully select, design , implement, control, and terminate projects of varying complexities. 3. Appreciation of complex human issues in project management. 	
<p>Course Outline</p> <p>Project Management course is split into three parts:</p> <ul style="list-style-type: none"> - Project Initiation - Project Implementation and - Project Termination preceded by Project Management Introduction 	
Week	Module

Week 1	Introduction to Project management, Importance of Project Management, Success factors, Triple constraint.
Week 2	Project Life Cycle
Week 3	Types of Projects
Week 4	Project Feasibility study
Week 5	Project Initiation and Selection
Week 6	Project Manager
Week 7	Project Planning
Week 8	Mid Term Examinations
Week 9	Project Implementation
Week 10	Budgeting and Cost Estimation
Week 11	Scheduling
Week 12	Resource Allocation
Week 13	Project Control
Week 14	Project Termination
Week 15 & 16	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
Week 17	Project Audit
Week 18	Final Term Examinations
Recommended Books: <ul style="list-style-type: none"> - Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach - Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling 	

SEMESTER-VIII

Course Name: International Business Management	Course Code:MS-621
Course Structure: Lectures: 3	Credit Hours: 3
Course Contents	

Week	Module
Week 1	International Business - Introduction - World Business: A Brief Overview (a) Import and Export (b) FDI - Reasons to International Business (Why firms become multinational enterprises)
Week 2	The Internationalization Process (Ways to enter international business) International Trade - Introduction - Theories of International Trade (a) International Trade Theory (b) Theory of Absolute advantage
Week 3	(c) Theory of Comparative Advantage (d) What is PLC? International PLC Theory
Week 4	- Barriers to Trade (a) Reasons for trade barriers (b) Trade barriers i. Price based ii. Quantity Limits iii. International Price fixing iv. Non Tariff Trade Barriers (Quotas, Buy international Restrictions, Technical barriers, Anti dumping legislations, Subsidiaries and Countervailing duties)
Week 5	International Organizations - UNO - EU - IMF - World Bank
Week 6	International Culture - Introduction - Elements of Culture (Language, Religion, Education, Material

	Goods, Aesthetics, Values and Attitudes, Customs and Manners) - Culture and Strategic Management
Week 7 & 8	International Politics - Introduction - Political Ideologies and economies (a) Political systems (b) Economic Systems (c) Government control of assets Internal Assessment
Week 9	Mid Term Examination
Week 10	Economic Development - Economic Integration : Introduction - Trade Creation and Trade Diversion - Levels of Economic Integration (Free Trade Area, Custom Unions, Common Market, Economic Union, Political Union)
Week 11	- An overall Perspective of Economic Integration (a) External Economic of Scale (b) Internal Economies of Scale (c) NGOs
Week 12 & 13	Multinational Strategy - Strategic Planning: An Introduction - Strategic Orientations - Strategy Formulation (a) External Environment Analysis (b) Internal Environment Analysis - Strategy Implementation (a) Location (b) Ownership (c) International Joint Ventures (d) Strategic Alliances
Week 14	International Finance - Introduction - Balance of Payment - Broad Categories of BOP (a) Current Account

	(b) Capital Account (c) Reserves
Week 15	International HRM - Introduction - Selection and Repatriation - Training and Development - Compensation
Week 16	International Marketing - Introduction - International Market Assessment - The Marketing Mix (a) Product Strategies (b) Promotion Strategies (c) Place Strategies (d) Pricing Strategies
Week 17	* Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Rugman, A. M., & Hodgetts, R. M. (2005). <i>International Business</i> (3rd ed.).	

Course Name: Strategic Management	Course Code: MS-622
Course Structure: Lectures: 3	Credit Hours: 3
<p>Course Description</p> <p>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 different organizations</p> <p>Course Objectives</p> <p>The overall goals are:</p> <ol style="list-style-type: none"> 1. 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 2. To develop conceptual skills so that students are able to integrate previously Learned aspects of corporations. 3. To develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions. 4. 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. 5. To develop a better understanding of the present and future environment in which corporations must function. 6. To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner 7. To bridge the gap between theory and practice by 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. 8. To develop a better understanding of the present and future environment in which 	

corporations must function.

9. To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner.

Course Contents

Week	Module
Week 1	Strategic Management: An Overview <ul style="list-style-type: none"> * Introduction * Strategic Management Process * Key Terms in Strategic Management
Week 2	<ul style="list-style-type: none"> * A Comprehensive Strategic Management Model * Benefits of Strategic Management Step 1: Strategy Formulation Vision and Mission Statement <ul style="list-style-type: none"> * Introduction * What is a Vision Statement? * What is a Mission Statement? * Components of Mission Statement * Importance of Vision and Mission Statements
Week 3	Internal and External Assessment The External Audit <ul style="list-style-type: none"> * Introduction * The Nature of External Audit * Key External Forces
Week 4 & 5	<ul style="list-style-type: none"> * Competitive Analysis: Porter's Five Forces Model * Industry Analysis: The External Factor Evaluation (EFE) Matrix The Internal Audit <ul style="list-style-type: none"> * The Nature of Internal Audit * Key Internal Forces

Week 6& 7	<ul style="list-style-type: none"> * Value Chain Analysis (VCA) * The Internal Factor Evaluation (IFE) Matrix
Week 8	The I/O View The RBView Internal Assessment
Week 9	Mid Term Examination
Week 10&11	Strategies in Action <ul style="list-style-type: none"> * Types of Strategies * Levels of Strategies <ul style="list-style-type: none"> (a) Integration Strategies (b) Intensive Strategies (c) Diversification Strategies (d) Defensive Strategies
Week 12 & 13	Strategy Analysis and Choice <ul style="list-style-type: none"> * The Nature * A Comprehensive Strategy Formulation Framework <ul style="list-style-type: none"> (a) The Input Stage (b) The Matching Stage <ul style="list-style-type: none"> * SWOT Matrix * SPACE Matrix
Week 14 & 15	<ul style="list-style-type: none"> * BCG Matrix <ul style="list-style-type: none"> * The Grand Strategy Matrix (c)The Decision Stage <ul style="list-style-type: none"> * QSPM Matrix Step 2: Strategy Implementation <ul style="list-style-type: none"> * Nature * Creating Strategy Supportive Culture * Production/ Operation Concerns While Implementing Strategies
Week 16	<ul style="list-style-type: none"> * Human Resource Concerns While Implementing Strategies * Marketing/ Finance/ R&D Issues Step 3: Strategy Evaluation <ul style="list-style-type: none"> * Nature * Strategy Evaluation Framework

Week 17	* Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Fred. R. David, Strategic Management, Prentice Hall	

List of electives outlines

Course Name: Advertising (Marketing Spec)	Course Code:
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.	
Indented Learning Outcomes By the end of this course it is expected that the student will be able: <ol style="list-style-type: none"> 1. To explain the structure of advertising and promotion industry and the roles of its separate players, have assets to analyze promotion programs and identify main objectives distinguishing their singularities from marketing goals as well as to recognize, organize, and measure effectiveness of separate elements of advertising plan and its outcomes. 2. To compare and generalize different promotion programs is also one of the main tasks of the course. As a result of the above, students are expected to be able to criticize 	

selected promotion programs, outline their strengths and weaknesses and point out the measurable improvement possibilities (e.g. rearrangement of selected communication elements and explanation of their possible effects).

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

Week	Topics to Study	
1	Introduction to Advertising What is advertising? Roles and Functions of advertising The key players Types of Advertising	
2.	What makes an ad effective? The evolution of advertising The Current Advertising Scene Role of Advertising in Marketing What is marketing The key players and markets	
3.	The marketing process How agencies work? International Marketing The dynamics of modern marketing	
4 & 5	Major Types of Advertising Institutional Advertising Corporate Advertising <ul style="list-style-type: none"> • Image Advertising • Event Sponsorship • Advocacy Advertising • Cause related advertising Product Advertising <ul style="list-style-type: none"> • Pioneer 	

	<ul style="list-style-type: none"> • Competitive • Comparative Classification of Advertising Communication Phases in Advertising <ul style="list-style-type: none"> • Awareness • Knowledge • Acceptance • Reference • Ownership • Reinforcement 	
6 & 7	Media Planning Staging in media plan <ul style="list-style-type: none"> • Background and Situation Analysis • Media Objectives & opening Opportunities Strategy: <ul style="list-style-type: none"> • Selection of Media • Flow Chart Scheduling & Budgeting Media Strategy Major Advertising Medias <ul style="list-style-type: none"> • Television • Radio • Magazines • Newspapers • Outdoor • Yellow Pages • Internet Alternative Media	
8	<p style="text-align: center;">Discussion session Test</p>	
	<p style="text-align: center;">Mid Term Examination</p>	

9 &10	Social, Ethical, and Regulatory Aspects of Advertising and Promotion Social aspects of advertising <ul style="list-style-type: none"> • Advertising Educates Consumers • Advertising improves living standards • Advertising Affects Happiness and Well-Being • Advertising: Demeaning and deceitful, or liberating and artful? • Advertising has a Powerful Effect on the Mass Media 	
11 & 12	Ethical aspects of advertising <ul style="list-style-type: none"> • Truth in advertising • Advertising to children • Advertising controversial products Regulatory Aspects of Advertising Areas of advertising regulation: Key Regulatory Agents <ul style="list-style-type: none"> • Government Regulation • Government: FTC Programs and Remedies • Government: State Regulation 	
13	<ul style="list-style-type: none"> • Industry Self-Regulation • Internet Self-Regulation • Consumers as Regulatory agents 	
14 &15	Regulation of Other Promotional Tools <ul style="list-style-type: none"> • Direct marketing • Sales promotion • Public Relation 	
16 & 17.	Test Research Articles Discussion Major Presentation	
18	Final Exams	

Course Name: Consumer Behavior	Course Code: MS-531(M)
Course Structure: Lectures:3,lab:0	Credit Hours: 3
Prerequisites: None	
<p>COURSE DESCRIPTION/OBJECTIVE</p> <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 an integrated framework around which major areas of consumer behaviour can be understood and applied.</p> <p>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> <p>LEARNING OUTCOMES</p> <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. 4. Appreciate the importance of consumer-oriented strategies to the organizations and to enable the development of appropriate marketing strategies. 	

Week 01	INTRODUCTION <ul style="list-style-type: none"> <input type="checkbox"/> Concept of consumer behavior, its definition, its practical evolution and the consumer decision making process <input type="checkbox"/> Consumer-Customer; Pyramid Framework and differentiating between consumer and the customer
Week 02	CONSUMERS AND MARKET SEGMENT <ul style="list-style-type: none"> <input type="checkbox"/> Determinants of market segments and their characteristics
Week 03 & 04	CONSUMER RESEARCH PROCESS
Week 05 & 06	CONSUMER DECISION PROCESS
Week 07 – 10	INFLUENCES ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> <input type="checkbox"/> Cultural influence on CB <input type="checkbox"/> Social class influence on CB <input type="checkbox"/> Family life cycle and their influence on CB <input type="checkbox"/> Demographics and their influence on CB
Week 11 & 12	PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> <input type="checkbox"/> Personality and self concept <input type="checkbox"/> Motivation <input type="checkbox"/> Attitude and change <input type="checkbox"/> Information processing and learning
Week 13	CONSUMER INNOVATION AND ADAPTATION PROCESS
Week 14	Case Study
Week 15	Conclusion and Revision
Week 16	FINAL EXAM
RECOMMENDED TEXTBOOKS <ol style="list-style-type: none"> 1. Hawkins, Mothersbaugh and Best, Consumer Behavior, Latest Edition 2. Shiffman and Kanuk, Consumer Behavior, Latest Edition 3. Loudon and Bitta, Consumer Behavior 	

Course Name: Investment Analysis and Portfolio Management.		Course Code:
Course Structure: Lectures:3		Credit Hours: 3
Prerequisites: None		
Course Outline		
Week	Module	
Week 1	Introduction to investment Structure of investment markets	
Week 2	Money Market and Instruments of Money Market <ul style="list-style-type: none"> • T-Bills • Commercial Paper • Repurchase Agreement(Repos) • Certificate of Deposit • Banker's Acceptance • Federal funds 	
Week 3&4	Stock Market <ul style="list-style-type: none"> • Investing in stock • Equity and its characteristics (common stock and preferred stock characteristics) • How stocks are sold (Organized Stock Exchange and OTC) • How markets sets Security Prices • Derivative securities • Futures and Options, features of both derivatives. 	

Week 5	Indirect Investing <ul style="list-style-type: none"> ▪ Investment company ▪ Types of investment companies ▪ Major types of mutual funds
Week 6	Bond Market <ul style="list-style-type: none"> • 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)
uWeek 7	Introduction to Portfolio Management <ul style="list-style-type: none"> ○ Phases of Portfolio Management ○ Meaning of Risk and Return ○ Systematic risk ,Unsystematic risk
Week 8	Mid Term Examinations
Week 9&10	Security analysis Fundamental analysis <ul style="list-style-type: none"> • Economic analysis, industrial and company analysis Risk and Return of Individual Security
Week 11	Portfolio Analysis Risk and Return of portfolio
Week 12	Portfolio Selection
Week 13	Portfolio Revision & Portfolio Evaluation
Week 14	Capital Asset Pricing Model
Week	Technical Analysis

15	
Week 16	Efficient Market Hypothesis
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations
Recommended Books: Portfolio Management by S.Kevin Financial markets and institutions 5th edition by Frederic S.Mishkin& Stanly G.Eakins	

Course Name: Training and Development	Course Code:
Course Structure:	Credit Hours:
Course Outline	
Week	Module
Week 1	Introduction & Organization <ul style="list-style-type: none"> • What is training • Training design process
Week 2 & 3	What is learning <ul style="list-style-type: none"> • Learning outcomes • Learning theories • Learning process • Learning style
Week	The Needs Analysis Process <ul style="list-style-type: none"> • Why is it necessary

4&5	<ul style="list-style-type: none"> • Causes and outcomes • Who will participate • Methods used in need analysis; its advantages and disadvantages • Need assessment process • Competency model
Week 6&7	<p>Transfer of Training</p> <ul style="list-style-type: none"> • Model of transfer process • Theories of transfer of training • Work environment characteristics which influence the transfer • Four models of knowledge sharing
Week 8	<p>Traditional methods</p> <ul style="list-style-type: none"> • Presentation methods • Hands on methods
Week 9	Mid Term Examinations
Week 10	<p>Traditional methods</p> <ul style="list-style-type: none"> • Group building methods • Action learning • Choosing training methods
Week 11&12	<p>Other methods of training</p> <ul style="list-style-type: none"> • 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
Week 13&14	<p>Training Evaluation</p> <ul style="list-style-type: none"> • Evaluation process • Outcomes used in evaluation training programs • Evaluation designs
Week 15&6	<p>Training Trends</p> <p>Training and Development From a Change Model Perspective</p> <p>Key issues in implementing change</p> <p>Managers' misconceptions about training</p>

Week 17	Presentations
Week 18	Final examinations
Recommended Books: <ol style="list-style-type: none"> 1. Employee Training & Development (5th edition) by Raymond. A Noe 2. Training & Development (N. Ramaswami) 1992 3. Management training in organizations (Ishwar Dayas) 1989 4. Training strategy (Martyn Sloman) 1996 5. Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition) 6. Creative Training Techniques Handbook by Robert W. Pike, CSP 	

Course Name: Integrated Marketing Communication	Course Code:
Course Structure: Lectures	Credit Hours : 3
<p>Introduction</p> <p>This course focuses on the concepts, and applications of integrated marketing communications, covering the elements of advertising, sales promotion, public relations, publicity, personal selling, direct marketing, and interactive marketing. The goal is to understand how marketing communications reaches and serves customers, and how it helps to shape consumer behavior..</p> <p>Intended Learning Outcomes (ILOs)</p> <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 	

	<p>practical application</p> <ul style="list-style-type: none"> • Have a sound understanding of marketing communication tools and their application • Critique integrated marketing communication campaigns • Produce an integrated marketing communication plan • Develop analytical, problem solving, planning, communication, interpersonal and creative skills
Weeks	Topics
1	<p>Introduction</p> <ul style="list-style-type: none"> • Promotion • Integrated Marketing Communication • Traditional Vs Integrated Marketing Communication • Reasons for Growing Importance
2	<p>Evolution of IMC Role of IMC in Branding</p>
3	<p>The Communication Process Steps in Developing Effective Communication</p>
4	<p>The IMC Planning Process * Step 1: Review of the Marketing Plan * Step 2: Promotional Program Situation Analysis (a) Internal Analysis (b) External Analysis</p>
5&6	<p>* Step 3: Analysis of Communications Process * Step 4: Budget Determination * Step 5: Developing the Integrated Marketing Communications Program * Step 6: Monitoring, Evaluation, and Control</p>
7&8	<p>The Promotional Mix: The Tools for IMC An Overview of strategies * Advertising Strategy and Implementation</p>
9	Mid Term Examination

10 & 11	* The Broadcast Media Strategies
12	*Direct Marketing Strategies
13	*Sales Promotion Strategies
14	* Personal Selling Strategies
15	* Marketing public relations and sponsorship marketing
16& 17	* Technology-based marketing communications Strategies
18	Final Presentations Concluding Session
Course Books William Chitty, Nigel Barker and Terence Shimp, (2008) “Integrated Marketing Communications”, Pacific Rim 3rd Edition, Thomson Publications David Pickton and Amanda Broderick (2005) ‘Integrated Marketing Communications’, 2nd Edition, Pearson Education Ltd	

Course Name: Brand Management		Course Code:
Course Structure:		Credit Hours: 3
Prerequisites: None		
Course Contents		
WEEK	MODULE	

Week 01	Introduction <ul style="list-style-type: none"> • Difference between a product and a brand • Product Development Process • Levels of product
Week 02	Branding : An Overview <ul style="list-style-type: none"> • Why Brands Matter? <ul style="list-style-type: none"> a. For customers b. For Company
Week 03 & 4	Brand Elements <ul style="list-style-type: none"> • Introduction and significance • Criteria for development of brand elements • Brand Name <ul style="list-style-type: none"> a. Procedure b. Process of setting brand name • Brand Logo/ Symbol
Week 05 & 6	<ul style="list-style-type: none"> • Brand slogan • Brand Jingle • Brand Character • Brand color and Packaging Brand Equity <ul style="list-style-type: none"> • Introduction • Perspectives of Brand Equity
Week 07 & 08	<ul style="list-style-type: none"> • Developing Brand Equity • Effects of brand equity Internal Assessment
Week 09	Mid Term Examination

Week 10 & 11	<ul style="list-style-type: none"> • Designing Marketing Program to build Brand Equity <ol style="list-style-type: none"> a. Product Strategy b. Pricing Strategy c. Channel Strategy d. Promotion strategy
Week 12 & 13	Brand Knowledge <ul style="list-style-type: none"> • Brand Awareness <ol style="list-style-type: none"> a. Introduction b. Creating Brand Awareness c. Consequences d. Desired Brand Knowledge Structure • Brand Image
Week 14 & 15	Brand Association <ul style="list-style-type: none"> • Introduction • Why association? • Types of Brand Association • Strength of brand association • Brand Association Process • Recall of brand association
Week 15	Brand Attitude <ul style="list-style-type: none"> • Introduction • Functions of brand attitude • Why association is created through attitude
Week 16	Fighter Brand and Brand Cannibalization
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations

Recommended Books

2. Brand Management by Kevin Keller

Course Name: Leadership	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
Objectives <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> <p>Learning Outcomes. 1. After studying this course the students should be able to:</p> <ol style="list-style-type: none">1. Explain the underlying theories and current research findings for effective leadership behaviors in the workplace.2. Apply different leadership styles to lead effectively in their personal and professional settings.3. Explore, articulate and synthesis leadership choices in making	

	Topics	Expected learning outcomes
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Week 1 & 2	Introduction to leadership	Define Leadership. Leadership Managerial Roles Leadership theories Explore how they can relate themselves towards leadership capabilities and organization's needs.
Week 3 & 4	Leaders as an individuals: A <i>personal side of Leadership</i>	Explore the relationship personality and traits Traits of Effective Leaders Leadership Attitudes
Week 5 & 6	Leadership behavior and styles	Explore different leadership styles
Week 7 & 8	Motivation	The student will be able... <input type="checkbox"/> Theories of motivation through leadership lens.
Week 9	Mid term	
Week 10 & 11	Leading Through Vision (Transformational and charismatic leadership)	<input type="checkbox"/> Explain the role of vision in leader's effectiveness and Organizational excellence. <input type="checkbox"/> Develop their personal leadership vision.
Week 12	Followership	<ul style="list-style-type: none"> Define the role of followers in leaders' effectiveness. Explain that how leaders can develop followers by identifying their styles to be effective leaders.
Week 13	Leader follower relationships	<ul style="list-style-type: none"> Leader member exchange
Week 14 & 15	Leading through Power & Politics	<input type="checkbox"/> Define the dynamics of leaders' power bases, and the relationship among power, politics and leadership effectiveness.
16 & 17	Group Quiz Round & Final Presentation	Students will work in groups. Demonstrating acquired knowledge using their presentation skills.

Course Name: Financial Risk management	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
<p>Course Objective</p> <p>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, relearn 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.</p> <p>Learning Outcomes</p> <p>By the end of this course it is expected that the student will be able to:</p> <ol style="list-style-type: none"> 1. Get a comprehensive perspective on risk management and insurance concepts, tools, and techniques. 2. Develop analytical and integrative thinking in understanding and implementing the risk management practices. 3. Arouse the sense of business through an experiential approach, especially in the completion of assignments. 4. Practice communication skills intertwined with risk management topics. <p>Week 1</p> <p>Introduction</p> <ul style="list-style-type: none"> • What is Risk? • What is Finance? • What is financial risk management? 	

- Advantages of FRM
- Ways to conduct FRM

Week 2

Risk and return

- Sources of risk
 - interest risk
 - business risk
 - currency risk
 - market risk
 - inflation risk
 - country risk
- Value creation
- Calculation of risk and return

Week 3

Derivatives

- What are derivatives?
- Types of derivatives (Brief introduction)
 - Forward Contracts
 - Future Contracts
 - Options
 - Swaps
- What is a derivatives exchange?
- What is Over the Counter market?

Week 4

FORWARD CONTRACTS

- What is meant by a forward contract?
- Examples (problem questions)

- How derivatives are priced??
--- forward prices and spot prices

Week 5

- Calculation of forward price in case of:
--- dividend/interest paying securities
--- non-dividend/non-interest paying securities
--- assets with storage costs

FUTURE CONTRACTS

- What is meant by future contract?
- Terms and conditions mentioned for future contracts
- Examples (problem questions)

Week 6

OPTIONS

- What is meant by option?
- Examples (problem questions)
- Types of options
 - Regular and exotic options
 - Put and call options
 - Chooser, Barrier and Asian options
 - Determinants of option prices
 - Some jargons related to options

Week 7

SWAPS

- What is meant by swaps?
- Types of swap agreement
 - Interest rate swaps
 - Currency swaps

Week 8

Midterm exams

Week 9

HEDGING

- What is meant by hedge?
- Short and long hedge
- Examples of hedging with future/forward contracts
- Basis Risk
 - Strengthening and weakening of the basis

Week 10

Volatility

- What is meant by volatility?
- Why we study volatility?
- How to measure current volatility??
 - implied and historical volatility
 - conditional and unconditional volatility
 - weighted and un-weighted volatility

Week 11 and 12

Methods of calculating historical volatility

- simple variance method
- EWMA
- GARCH

Week 13 and 14

VALUE AT RISK (VaR)

- What is VaR?
- VaR Parameters
- methods of calculating VaR
 - Historical simulation
 - Monte Carlo simulation
 - Stress testing
 - Back testing

Week 15

Credit Risk

- What is credit risk?
- Credit ratings assigned by Standard & Poor's and Moody's
- Merton model (for measuring credit risk)

Week 16

Final Exam

RECOMMENDED BOOKS

1. Saunders,A.andM.Cornett.2008.*Financialinstitutions management:Arisk management approach*,6thed.Boston:McGraw-Hill.
2. Harrington,S.andG.Niehaus.2004.*Risk managementandinsurance*,2nd ed.Boston:McGraw-Hill.
3. Hull, John: Risk management and financial institutions
4. Rivai, V., A.Veithzal, andF.Idroes.2007.*Bank and financial institutions management:Conventional andShariaSystem*.Jakarta:RajawaliPers.

Course Name: Islamic Finance (FIN spec)	Course Code:
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	
Course Objective The main objectives of the Islamic Banking and Finance course are to: <ul style="list-style-type: none"> • 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

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.

Week 1

Introduction

- Belief in Divine Guidance
- Difference between Capitalist and Islamic Economy
- Asset Backed Financing
- Capital and Entrepreneur
- Present practices of Islamic Banks

Week 2

Musharakah

- Introduction
- The concept of Musharakah

- The Basic Rules of Musharakah
- Distribution of profits
- Sharing of loss
- The Nature of the Capital

Week 3

Management Of Musharakah

- Termination of Musharakah
- Termination without Closing Business

Week 4

Mudarabah

- Business of the Mudarabah
- Distribution of the Profit
- Termination of the Mudarabah
- Combination of Musharakah and Mudarabah

Week 5

Diminishing Musharakah

- Introduction
- House Financing on the basis of diminishing Musharakah
- Diminishing Musharakah for Carrying Business of Services
- Diminishing Musharakah in Trade

Week 6

Murabahah

- Murabahah
- Some Basic Rules of Sale
- Bai' Mu' ajjal (sale on deferred payment)

Week 7

Ijarah

- Ijarah
- Basic Rules of Leasing
- Determination of Rental
- Lease as a mode of Financing

Week 8

- The Commencement of Lease
- Different Relations of the Parties
- Expenses consequent to ownership

Week 9

Salam and Istisna

- Salam and Istisna
- Meaning of Salam

Midterm exams

Week 10

- Conditions of Salam
- Salam as a Mode of Financing

Week 11

Istisna

- Istisna
- Difference between Istisna and Salam

Week 12

- Difference between Istisna and Ijarah
- Time of delivery
- Istisna as a Mode of Financing

Week 13

The Principle of Limited Liability

- The Principle of limited liability
- Waqf

Week 14

- Baitul-Mal
- Joint Stock

Week 15

Performance of Islamic Banks

- The performance of Islamic Banks
- Evaluation

Week 16

- * Viva / Presentations

Recommended Book

An Introduction to Islamic Finance by Muhammad TaqiUsmani, latest edition

7. Recruitment and Selection Course Name: Recruitment and Selection	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
COURSE DESCRIPTION: This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.	

LEARNING OUTCOMES

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

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

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

Week 01, 02	Introduction to Recruitment and Selection <ul style="list-style-type: none">• Recruitment• Selection and placement• Recruitment and Selection process• Succession Planning• Steps in Selection process• Hiring Process• HR planning• Difference between Recruitment and selection• Types of Recruitment
Week 03	Measurement, Reliability and Validity <ul style="list-style-type: none">• Role of Measurement: Criteria and Predictors• Considerations in the choice of selection techniques• Reliability• Validity and its types

	<ul style="list-style-type: none"> • Validation process • Biasness and fairness
Week 04, 05	Legal Issues <ul style="list-style-type: none"> • 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
Week 06	Job Analysis and Competency Models <ul style="list-style-type: none"> • Steps in Job Analysis • Job description • Job specification • Methods to collect job analysis information • Great eight Competencies
Week 07,08	Recruitment & Selection and Job Performance <ul style="list-style-type: none"> • Job performance • Job performance domain and dimensions • Multi –dimensional model of job performance • Measuring performance: effective performance measures • Objective performance measures • Subjective performance measures
Week 09	Midterm Exam

Week 10, 11	Recruitment <ul style="list-style-type: none"> • 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
Week 12	Applicant Screening <ul style="list-style-type: none"> • Screening • Selection ratio • Screening methods • Resume, and cover letter • Steps to write effective resume • Reference check
Week 13&14	Ability Tests and Personality Assessment <ul style="list-style-type: none"> • Test of emotional intelligence, • Cognitive ability test, • Aptitude test, • Psychomotor tests, • Physical ability test, • Personality test- big five personality test
Week 15	Performance Tests, Assessment Centers, Integrity Testing, and Drug Testing <ul style="list-style-type: none"> • Work samples and simulation tests, • Situation exercises, • Assessment centres • Honesty test • Drug and alcohol tests,
Week 16	The Selection Interview <ul style="list-style-type: none"> • Types of interview • Interview formats • Interview content: types of questions • Individual interviews and computerized interviews • Factors affecting interviews • Designing and conducting interviews

	<ul style="list-style-type: none"> • How to conduct an effective interview
Week 17	Strategies for Selection Decision Making <ul style="list-style-type: none"> • False positives • False negatives
Week 18	Final Examinations

RECOMMENDED TEXT BOOK

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

Course Name: Financial Markets and Institutes		Course Code:
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.		
Week	Topic	
1 & 2	Objectives Provide an overview of the major financial markets and financial institutions. Develop an understanding of the basic concepts in banking and finance and their applications. Prepare for the next level of finance course. Outcomes. 1. To understand the basic functions and structures of the major financial markets and financial institutions. Understand the simple models for determining the pricing and behavior of interest rate, change, securities, derivatives. Understand the key role of central bank plays in the financial systems and how does it conduct monetary policy. Overview of Financial System Function of Financial Markets Structure of Financial Markets	
3&4	Understand the regulatory and risk management issues of financial institutions Analyze and evaluate the current financial market news and issues and their implications. <ul style="list-style-type: none"> • Debt and equity markets • Primary and secondary markets • Exchanges and over-the-counter markets 	

	<ul style="list-style-type: none"> • Money and capital markets <p>Financial Intermediaries</p> <p>Financial Intermediaries functions</p> <ul style="list-style-type: none"> • Indirect finance • Transaction costs • Risk sharing • Solve information problems (asymmetric information: adverse selection and moral hazard)
5 & 6	<p>Money market instruments</p> <ul style="list-style-type: none"> • Treasury bills • Federal funds • Repurchase agreements • Negotiable certificate of deposits • Commercial paper • Banker's acceptance
7 & 8	<p>The Bond market</p> <ul style="list-style-type: none"> ➤ Purpose of capital market ➤ Capital market participants ➤ Capital market trading ➤ Types of bonds <ul style="list-style-type: none"> • Foreign bonds • Euro bonds • Treasury bonds • Treasury inflation protected securities (TIPS) • Treasury STRIPS • Agency bonds • Municipal bonds • Corporate bonds
9	<p>Mid term</p>

10&11	<p>The stock market</p> <p>Investing in stocks</p> <ul style="list-style-type: none"> • Common stocks v/s preferred stocks • How stocks are sold • Organized securities exchanges • Over the counter markets • Electronic communications network • Exchange traded funds • What is stock market index • Securities and exchange commission
12 & 13	<p>The Mortgage Market</p> <ul style="list-style-type: none"> • What are mortgages? • Characteristics of the residential mortgage • Mortgage interest rates • Loan terms <ol style="list-style-type: none"> 1) Collateral 2) Down payments 3) Private mortgage insurance 4) Borrower qualification • Mortgage loan amortization • Types of mortgage loans <ol style="list-style-type: none"> 1) Insured and Conventional Mortgages 2) Fixed and Adjustable-rate Mortgages 3) Graduated-payment Mortgages 4) Growing-equity Mortgages 5) Shared-appreciation Mortgages 6) Equity Participation Mortgages 7) Second Mortgages 8) Reverse Annuity Mortgages

14 & 15	<p>The foreign exchange market</p> <ul style="list-style-type: none"> • What is a foreign exchange market • What are foreign exchange rates? • Why exchange rates are important? • How is foreign exchange traded? • • Exchange rate regimes <ul style="list-style-type: none"> ➤ Fixed exchange rate regime ➤ Floating exchange rate regime ➤ Managed float regime
16	<p>Understanding interest rates</p> <p>What are interest rates</p> <p>Distinction between real and nominal interest rates</p> <p>Interest rates and returns</p>
17	Presentations
18	Final exams
<p>Recommended book</p> <p>Frederic S. Mishkin and Stanley G. Eakins – Financial Markets + Institutions Sixth Edition</p>	

Course Name: International Marketing (Mark Spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	

Course Objectives:

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.

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

COURSE CONTENTS:

WEEK 1: The definition, Scope & Challenge of International Marketing,

WEEK 2: Dynamic Environment of International Marketing

WEEK 3: The Emergence and importance of GATT, WTO and World Bank

WEEK 4: Cultural Dynamics in Accessing Global Markets,

WEEK 5: The Political Environment

WEEK 6 AND 7: Developing Global Marketing Strategies,

WEEK 8: Global Marketing Management: Planning & Organization,

WEEK 9: MIDTERM EXAMS

WEEK 10: Creating Products for Consumers in Global Markets,
WEEK 11: Exporting & Logistics,
WEEK 12: The Global Advertising & Promotion Effort: Global Advertising & World Brands,
WEEK 13: Global Market Segmentation & Promotion Strategy,
WEEK 14: Media Mix Alternative,
WEEK 15: Global Industrial Marketing,
WEEK 16: Pricing for International Markets. WEEK 17: FINAL EXAMS Recommended Books: Cateora R Phillip, 1998, International Marketing, International Edition, New York, Mc Graw Hill International

Course Name: Banking Law and Practice in Pakistan	Course Code:
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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		
LEARNING OUTCOMES By the end of this course it is expected that the student will be able to understand: <ol style="list-style-type: none"> 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 		
Course Outline		
Week	Module	
Week 1 & 2	Introduction Evolution of Banking. Early Growth Modern banking, Development of Modern banking. Types of banking Banking in Pakistan	
Week 3(done)	Laws of Banking in Pakistan Banking companies ordinance ,1962 State Bank of Pakistan Act,1956	

	<p>Negotiable Instruments Act,1881</p> <p>Banker's Books Evidence act,1891</p>
Week 4	<p>Commercial Banks</p> <ul style="list-style-type: none"> • Nationalization of banks • Privatization of banks
Week 5	<p>Specialized credit institutions –National</p> <ul style="list-style-type: none"> ▪ Industrial development bank of Pakistan (IDBP) ▪ Zarai Traqiati Bank Ltd (ZTBL) ▪ Small and medium enterprise development Authority (SMEDA) ▪ National investment trust (NIT)
Week 6	<p>Specialized credit institutions – International</p> <ul style="list-style-type: none"> • International monetary fund (IMF) • International Bank for reconstruction and development (IBRD) • The Islamic Development bank (IDB) • Asian Development Bank (ADB)
Week 7(done april)	<p>The Banker's Funds</p> <ul style="list-style-type: none"> • Banker's own paid up capital ,the reserve fund ,and liquid asset • Types of deposits <ul style="list-style-type: none"> ○ Current deposits ○ Fixed or term deposits ○ Saving deposits
Week 8	<p>Banker- Customer Relationship</p> <ul style="list-style-type: none"> • Banker definition, customer definition • Qualification of a customer • Rights and duties of a customer towards a banker • General relationship. • other relationship <ul style="list-style-type: none"> ○ Bailor and Bailee ○ Principal and Agent • Pawner/Pawnee, Mortgagor and Mortgagee

Week 9	Mid Term Examinations
Week 10	Banker- Customer Relationship <ul style="list-style-type: none"> • The banker's Duty of secrecy • Termination of relationship • Notice by a banker
Week 11	Cheques And Their Payment <ul style="list-style-type: none"> • Definition of a cheque • The requisites of a cheque • Parties to a cheque • Payments of cheques
Week 12	Crossed cheques and their collection <ul style="list-style-type: none"> • General crossing • Special crossing • Advantages of crossing • Collection of crossed cheques • Protection to collecting banker
Week 13	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
Week 14 &15	Principles and Forms of Lending Principles of lending Safety, liquidity, dispersal, security, profitability Forms of lending

	Running finance, overdraft , Loans
Week 16	Advances against immovable property Definition of mortgage Kinds of mortgage
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations
Recommended Books: Practice and law of banking in Pakistan by Dr. Asrar H. Siddiqi	

Course Name: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
COURSE DESCRIPTION <p>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</p> INTENDED LEARNING OUTCOMES <p>Students will be able to</p> <ol style="list-style-type: none"> 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.

Week01 &2

Chapter 1:Introduction to Group dynamic

➤ **Nature of groups**

- Types of groups
- Characteristics of groups

➤ **Nature of group dynamics**

- Are Group Real?
- Are Group Dynamic?
- The multi level perspective

The Practicality of Group dynamics

<p>Week03, 04</p>	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics <ul style="list-style-type: none"> • Observation • Self-report measures ➤ Research Methods in Group Dynamic <ul style="list-style-type: none"> • Case Studies • Experimental Studies • Correlation Studies • Selecting a research methods ➤ Theoretical Perspectives in Group Dynamics <ul style="list-style-type: none"> • Motivational & Emotional Perspective • Behavioral perspective • System Theory perspective • Biological perspective
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Week05&06	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups <ul style="list-style-type: none"> • Personality • Men,Women and group • Self Motivation ➤ Affiliation <ul style="list-style-type: none"> • Social Comparison • Downward Social Comparison ○ Companionship
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Week07,08	<p>Chapter 4: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion <ul style="list-style-type: none"> • Components of cohesion • Antecedent of cohesion • Indicators of cohesion ➤ Cohesion And Commitment over time <ul style="list-style-type: none"> • Stages of group development • Cycles of group development ➤ Consequences of cohesion <ul style="list-style-type: none"> • Member satisfaction • Group Productivity
Week 09	Mid Term Examinations

Week10&11**Chapter 5: Structure****➤ Norms**

- Development of norms
- The transmission of norms

➤ Role

- Role Differentiation
- Group Socialization
- Role Stress

➤ Inter member relations

- Social networks analysis

<p>Week12, 13</p>	<p>Chapter 6: Power</p> <ul style="list-style-type: none"> ➤ Obedience to Authority <ul style="list-style-type: none"> • The Milgram's Experiment • Milgram's finding • The power of Milgram's Situation ➤ Sources of power <ul style="list-style-type: none"> Basis of power Basis and obedience Power tactics ➤ Power processes <ul style="list-style-type: none"> ○ Who seek power ○ Hierarchies of dominance ○ The power of Commitment
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Week14, 15

Chapter 7: Decision Making

- **The functional Perspective**
 - Orientation
 - Discussion
 - Decision
 - Implementation
 - Who Decides group or Individual
- **Groups as Imperfect Decision Makers**
 - Group Discussion Pitfalls
 - The Shared Information Bias
 - Cognitive Limitations
- **Victims of Group thinking**
 - Symptoms of group thinking
 - Defective decision making
 - Causes of Group thinking

Week 16 17

Chapter 8: Teams

- **Working together In teams**
 - Definition of team
 - Types of team
 - When team should be there?
- **Building the team**
 - The team player
 - Knowledge, skill, Ability
 - Diversity
- **Working Teams**
 - Team Work
 - Team cognition
 - Main ting cohesion
- **Team performance**
 - Defining team effectiveness
 - The success of team
 - Suggestion for using team

Chapter 9: Conflict

- **The roots of conflicts**
- **Confrontation and Escalation**
- **Conflict resolution**

Week18	Final Examinations
RECOMMENDED BOOKS 1. Group Dynamics by Donelson R. Forsyth	

Course Name: Corporate Finance	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
Course Introduction <p>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.</p> <p>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.</p> <p>LEARNING OUTCOMES</p> <p>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</p>	

modelling extensively to facilitate our analysis in each topic for the purpose of being efficient. After studying this course the participants should be able:

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

Course Contents

Session/Week	Topic	Topics for discussion
1	LONG-TERM FINANCIAL PLANNING & GROWTH	<input type="checkbox"/> Financial planning models <input type="checkbox"/> External financing and growth <input type="checkbox"/> Internal growth and sustainable growth
2,3	PROJECT CASH FLOWS FOR INVESTMENT DECISIONS	<input type="checkbox"/> Projected Cash Flows <input type="checkbox"/> Investment Cash Flows <input type="checkbox"/> Pro Forma financial Statements <input type="checkbox"/> Estimating NPV Estimates
4, 5,6	PROJECT ANALYSIS AND EVALUATION	<input type="checkbox"/> Scenario and other what-if analysis <input type="checkbox"/> Operating leverage <input type="checkbox"/> Capital rationing <input type="checkbox"/> Accounting vs. Financial Break-Even
7	RAISING CAPITAL	<input type="checkbox"/> Early stage financing & venture capital, Underwriters <input type="checkbox"/> IPO "sand" Under pricing <input type="checkbox"/> Costs of issuing securities <input type="checkbox"/> Rights, Dilution <input type="checkbox"/> Issuing Long Term Debt <input type="checkbox"/> Securitization (bundling-unbundling)

		<input type="checkbox"/> Mutual funds management
8		Mi
9,10	FINANCIAL LEVERAGE AND CAPITAL STRUCTURE POLICY	<input type="checkbox"/> Capital structure & Cost of Capital <input type="checkbox"/> The effect of financial leverage <input type="checkbox"/> Optimal capital structure
11	DIVIDENDS AND DIVIDEND POLICY	<input type="checkbox"/> Cash dividend and dividend payment <input type="checkbox"/> Low payout and high payout factors <input type="checkbox"/> Establishing a dividend policy <input type="checkbox"/> Stock repurchase, Stock splits
12,13	SHORT TERM FINANCE AND PLANNING	<input type="checkbox"/> Operating and Cash Cycle <input type="checkbox"/> Alternative Financing Policies for current assets <input type="checkbox"/> Short Term Borrowing <input type="checkbox"/> Cash and Liquidity Management <input type="checkbox"/> Float Management <input type="checkbox"/> Cash Collection and Disbursements <input type="checkbox"/> Target Cash Balance <input type="checkbox"/> Credit and Inventory <input type="checkbox"/> Credit and Receivables <input type="checkbox"/> Factorization
14,15	HYBRID FINANCING: LEASING	<input type="checkbox"/> What is Lease, Why Lease? <input type="checkbox"/> Financial & Operating Lease <input type="checkbox"/> Valuing Financial Lease <input type="checkbox"/> Leasing Versus Purchasing Decision

RECOMMENDED TEXT BOOKS

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

REFERENCE BOOKS AND OTHER READING MATERIALS.

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

Course Name Contemporary Issues in HR (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	

COURSE OBJECTIVES

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.

INTENDED LEARNING OUTCOMES:

To be able to identify contemporary issues in the field of human resource management (HRM) and determine the implications for organizations

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.

To evaluate the nature of contemporary organisations and key aspects of the management of people within organisations.

COURSE CONTENT

Week01	Conflict Management
Week02	

Week03 Week04	Knowledge Management and Innovation
Week05	Diversity
Week06 Week07	Employee's contemporary benefits Work life balance
Week08	Mid-Term
Week09	Talent management
Week10 Week11	Workplace bullying
Week12	Psychological capital and well being
Week13 Week14	Leadership styles for HR manager The changing context of work and managing organisational change including downsizing and outsourcing
Week15	Emotions at work and links with impression management for individuals and organisations
Week16	Careerism – moral and economic implications for both employers and individuals
Week17	Presentations & Tests
<p>Recommended Book:</p> <p>Armstrong, M. (2012). A handbook of human resource practice (12th edition). London: Kogan Page Limited</p>	

Course Name: Strategic Financial Management		Course Code:
Course Structure:		Credit Hours:3
Prerequisites: None		
<p>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;</p> <p>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</p> <p>be able to analyse and account for risk in the decision making process.</p>		
Course Outline		
Week	Module	
Week 1	Introduction to Strategic Financial Management	
Week 2	Capital Structure Decision and Value Creation Determinants of Capital Structure	
Week 3	Estimating the Optimal Capital Structure	
Week 4 &5	Cash flow estimation and risk analysis	
Week 7	Economic Value Added(characteristic ,steps, how to increase)	
Week 8	Market value Added	
Week 9	Mid Term Examinations	
Week 10	Dividend policy Distributions to Shareholders	

	Dividends and Repurchases
Week 11	Factors influencing Dividend policy
Week 12	Mergers Types of merger, Why do companies Merger Diversification can create value, Target valuation
Week 13	Business valuation
Week 14	Leverage buyouts
Week 15&16	Bankruptcy and Restructuring
Week 17	Final Presentations
Week 18	Final Term Examinations
Recommended Books: “Strategic Corporate Finance Application in Valuation and Capital Structure” by Justin Pettit, John Wiley and Sons Co. (2007) “Fundamentals of Corporate Finance” Latest Edition, by Ross, Westerfield and Jordon, McGraw-Hill Co	

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None Course objectives: 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. INTENDED LEARNING OUTCOMES: This course supports the following learning outcomes of the HRM stream: Adhere to relevant ethical and legal principles when making human resource decisions or recommendations <ul style="list-style-type: none"> • 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. On completion of this course, students are expected to be able to: <ul style="list-style-type: none"> • 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

- Work cooperatively and productively in group projects

Week01	Wage concepts and theories
Week02	Methods of wage payments
Week03	Wage differentials
Week04	Wage-fixation machinery
Week05	Wage structure
Week06	Wage policy (With reference to Pakistan)
Week07	Wage legislation a. Minimum wages act 1948
Week08	a. The payments of bonus act 1965
Week09	Mid-Term
Week10	Compensation and Security
Week11	Managing Employee Compensation
Week12	Incentive Compensation
Week13 and 14	Employee Benefits
Week15 & 16	Safety & Health
Week17	Final exam

Recommended Books:

- Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration
- Managing Human Resources, Chrudden/Sherman, Seventh Ed: 1987

Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.

Course Name: Seminars in Marketing		Course Code:
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>Intended Learning Outcomes (ILOs) At the end of the course the students should be able to:</p> <ol style="list-style-type: none"> 1. Ability to integrate various Marketing concepts 2. Ability to develop a Marketing plan 3. Ability to think strategically 4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization 		
Weeks		Topics
1	<p>Introduction Emergence of new Concepts</p> <ul style="list-style-type: none"> • Societal marketing concept • Cause related marketing • Social marketing 	
2	<ul style="list-style-type: none"> • Social media marketing • Buzz marketing • Viral marketing • Brand evangelist 	
3	<ul style="list-style-type: none"> • Co creation of brands • Brand community • Green Marketing • Guerilla marketing 	
4&5	<p>Political Marketing : Concepts and Models What is Political Marketing? What PM is NOT What actually PM is? Political Marketing Mix</p>	

	<ul style="list-style-type: none"> • Product • Place • Price • Promotion
6	Brand Evangelist The Secret to Evangelism Marketing Building Brand Evangelists Pros and Cons Brand Evangelism and Social Media
7&8	Co-Creation What Co-creation IS NOT Steps in Co-creation Limitations
9	Mid Term Exams
10 & 11	Guerrilla Marketing : Contemporary Perspective Traditional promotion concepts The need for Guerrilla Marketing Guerrilla Strategies
12 & 13	Ambush marketing Two Ways of Ambush Marketing Direct Ambush Marketing In Direct Ambush Marketing Ambush Marketing Strategies
14	Digital Age Marketing
15	Experiential marketing
16	Search Engine Marketing
17	Social media marketing <ul style="list-style-type: none"> • Buzz marketing • Viral marketing Presentations

18	Final Exams
<u>Reference Sources</u> Contemporary issues in marketing & consumer behavior by Elizabeth Parsons, Pauline Maclaran Internet sources Research Articles/Paperz Marketing Magazines	

Course Name: Reward Management	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines: 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>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 <p>Insight of theoretical perspective related to reward systems</p>	
Week	Module
Week 1, 2 & 3	Part I Essentials of Reward Management <ul style="list-style-type: none"> An Overview of Reward Management

	<ul style="list-style-type: none"> • The Reward System • Total Rewards • International Reward
Week 4, 5 & 6	Part II Performance and Reward <ul style="list-style-type: none"> • Performance Management and Reward • Financial Rewards
Week 7 & 8	<ul style="list-style-type: none"> • Bonus Schemes • Team Pay
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Rewarding for Business Performance • Recognition Schemes
Week 12, 13, 14	Part III Rewarding Special Groups <ul style="list-style-type: none"> • Rewarding Directors and Senior Executives • Rewarding Sales and Customer Service Staff • Rewarding Manual Workers
Week 15, 16 & 17	Part IV Employee Benefit and Pension Schemes <ul style="list-style-type: none"> • Employee Benefits • Pension
Week 18	Final examination
Recommended Books: Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice. Improving Performance through Reward, Third Edition International Journal of Human Resource Management. (IJHRM)	

Course Name: Marketing Research	Course Code:)
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 GOALS

The goals of the course include:

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

INDENTED LEARNING OUTCOMES

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

Week 01	A Decision-Making Perspective on Marketing Research
Week 02	Marketing Research in Practice
Week 03	The Marketing Research Process
Week 04	Research Design and Implementation
Week 05	Secondary Sources of Marketing Data
Week 06	Standardized Sources of Marketing Data
Week 07	Marketing Research on the Internet
Week 08	Information Collection: Qualitative and Observational Methods
Week 09	Mid-Term
Week 10	Information from Respondents: Issues in Data Collection
Week 11	Information from Respondents: Survey Methods

Week 12	Attitude Measurement in Marketing Research
Week 13	Designing the Questionnaire
Week 14	Experimental Research
Week 15	Correlation Analysis and Regression Analysis Discriminant and Canonical Analysis
Week 16	Emerging Applications of Marketing Research: Database Marketing and Relationship Marketing
Week17	Project Submission & Final Exam

RECOMMENDED TEXT BOOK

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

RECOMMENDED REFERENCE BOOK

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

Course Name: Strategic Marketing	Course Code:
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION <p>Strategic Marketing Management is an advance level Marketing course. The aim of the course is to develop a strategic thinking approach to marketing. It aims to help students understand how companies compete using marketing strategy and its correlates focusing on achieving a competitive advantage for the firm by creating customer value and leveraging the firm's marketing resources in the most efficient and effective manners. It builds upon the basic concepts of Marketing, which the students have learned in their previous marketing courses and to prepare students to grasp the complex issues of specialized courses like Business policy, etc.</p> <p>In this course students are exposed to a dynamic world of marketing activities using a number of approaches and to enable the students to understand the practical issues that are critical to develop performance orientation. Principles, concepts and analytical tools are taught employing real life examples from both Pakistan's and international corporate world. This will enable the students to develop skills and competency to apply analytical tools and develop appropriate strategic marketing plans and manage its implementations.</p> <p>After taking this course students are better equipped, both mentally and academically; they understand various terms and concepts and understand how and when to apply them. It prepares</p>	

them to take on the real life challenges and to add value to the organization for which they will work.

LEARNING OUTCOMES

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

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

Week 01, 02	Introduction <ul style="list-style-type: none"> <input type="checkbox"/> The contribution of strategic Marketing within the context of business strategies of the firm <input type="checkbox"/> Customer value and the theory of sustainable Competitive Advantages (SCA)
Week 03, 04	Environmental Analysis <ul style="list-style-type: none"> <input type="checkbox"/> Trend and PEST analysis and their dynamic nature <input type="checkbox"/> Competitive forces analysis of the industry and how the trend impact the forces and their dynamism <input type="checkbox"/> Develop the Key Success Factors and understand how they may changed <input type="checkbox"/> To identify the opportunities and threats
Week 05, 06	Internal Analysis <ul style="list-style-type: none"> <input type="checkbox"/> Resource Based View of the firm <input type="checkbox"/> Strategic Marketing resources leading to strength and weakness in relation to the KSF <input type="checkbox"/> The value chain analysis leading to identifying the core competency and sources of SCA

Week 07 & 08	Competitors Analysis <ul style="list-style-type: none"> <input type="checkbox"/> The Nature of Competition in the market/industry <input type="checkbox"/> Strategies adapted by the competitions and how they may change <input type="checkbox"/> Develop the competitors profile matrix and establish strategic group maps. 						
	MID-TERM						
Week 09 & 10	Marketing Strategies <ul style="list-style-type: none"> <input type="checkbox"/> Leaders, Followers and Challenger Strategies <input type="checkbox"/> First mover advantages and disadvantages <input type="checkbox"/> Innovation and entrepreneurial marketing strategies 						
Week 11,12	Customer Analysis Segmentation targeting and Positioning <ul style="list-style-type: none"> <input type="checkbox"/> Process of segmentation and targeting <input type="checkbox"/> Perceptual and positioning maps <input type="checkbox"/> Developing effective positioning strategies 						
Week 13,14	Strategies of the Marketing Mix <ul style="list-style-type: none"> <input type="checkbox"/> Product and Growth Strategies <input type="checkbox"/> Pricing Strategies <input type="checkbox"/> Promotion and Integrated Marketing Communication <input type="checkbox"/> Distribution strategies 						
Week 15	Conclusion Session Terminal Exam						
RECOMMENDED BOOKS <ol style="list-style-type: none"> 1. <i>Strategic Marketing By Cravens & Piercy (Latest edition)</i> 2. <i>Marketing Strategy and Competitive Advantage By Hooley, Piercy & Nicoulaud, (Latest edition)</i> 3. <i>Marketing Strategy Folder,</i> 4. <i>Marketing: Best Practices by Czinkota et. al. (Latest edition)</i> 							
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%; padding: 5px;">Course Name: Organizational Transformation and Development</td><td style="width: 50%; padding: 5px;">Course Code:</td></tr> <tr> <td style="padding: 5px;">Course Structure: Lectures</td><td style="padding: 5px;">Credit Hours:</td></tr> <tr> <td colspan="2" style="padding: 5px;"> Learning outlines: This course focuses on developing students' organizational diagnosis and transformation skills. This </td></tr> </table>		Course Name: Organizational Transformation and Development	Course Code:	Course Structure: Lectures	Credit Hours:	Learning outlines: This course focuses on developing students' organizational diagnosis and transformation skills. This	
Course Name: Organizational Transformation and Development	Course Code:						
Course Structure: Lectures	Credit Hours:						
Learning outlines: This course focuses on developing students' organizational diagnosis and transformation skills. This							

course will improve students' ability to explicitly generate and manage conflict, diagnose negotiation situations, 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.

Week	Module
Week 1 & 2 Week 3 & 4	<u>DIAGNOSING ORGANIZATIONS</u>
Week 5 & 6 Week 7 & 8	<u>ORGANIZATIONAL CHANGE</u>
Week 9	Mid Term Examinations
Week 10 & 11 Week 12 & 13	<u>TRANSFORMATION THEORIES</u>
Week 14 & 15 Week 16 & 17	THE "TRANSFORMATION" AND THE "TRANSITION" STRATEGIES
Week 18	Final examination

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: Social Media Marketing	Course Code:
Course Structure:	Credit Hours: 3
Prerequisites: None	
Course Description 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. Intended Learning Outcomes After studying this course, the student should be able to: <ul style="list-style-type: none">▪ 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. Contents	
WEEK	MODULE
Week 01	Introduction <ul style="list-style-type: none">• What is Marketing?• What is Social Media Marketing?• How Social Media Marketing Differs from Traditional Marketing• Myths and facts about social media
Week 02 & 3	Planning for Social Media Marketing

	<ul style="list-style-type: none"> • The Social Media Marketing Planning Cycle
Week 04& 05	The Social Media Marketing Plan <ul style="list-style-type: none"> • Introduction • Steps : <ol style="list-style-type: none"> 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
Week 06 & 07	Blogs <ul style="list-style-type: none"> • Introduction to Blogs • Creation of Blogs • Marketing through Blogs
Week 08	Podcasts and Webinars <ul style="list-style-type: none"> • Podcasts • Creation of Podcasts
Week 09	Mid Term Examinations
Week 10	<ul style="list-style-type: none"> • Webinars • Marketing through Podcasts and Webinars
Week 11	Videos and Photos <ul style="list-style-type: none"> • Introduction to Video and Photo Sharing • Channels for Video and Photo Sharing
Week 12	Social Media Platforms: Twitter <ul style="list-style-type: none"> • Introduction to Twitter • Twitter Basics & Terminology • Why Twitter matters?
Week 13	Social Media Platforms: Facebook
Week 14	Social Media Platforms: You Tube
Week 15 & 16	Social Media Platforms: Instagram
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session

Week 18	Final Examinations



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

ITEM#2. EX-POST FACTO APPROVAL FOR 3.5 YEARS MBA CURRICULUM FOR Session 2016-2020 onwards

STRUCTURE

S.NO	CATEGORIES	NO. OF COURSES MIN- MAX	CREDIT HOURS MIN- MAX
1	Compulsory Requirement (No Choice).	09-09	27-27
2	Discipline Specific Core /Foundation & Major Courses	18-18	54-54
3	Electives within the Major	06-06	18-18
TOTAL		32-32	96-96

Total numbers of Credit Hours 96

Duration 3.5 YEARS

Semester Duration 16-18 WEEKS

Semesters 7

Course Load Per Semester 12-18 CREDIT HOURS

Number of Courses Per Semester 5-6

LAYOUT

S.No	Compulsory Requirements(the student has no choice)	
	9 Courses	
	27Credit Hours	
	Subject	Credit Hours
1.	Principles of Micro Economics	3
2.	Business Communication I	3
3.	Applications of Computer to Business	3
4.	Principles of Macro Economics	3
5.	Mathematics for Business	3
6.	Business Communication II	3
7.	Statistics for Business	3
8.	Managerial Economics	3
9.	Business & Corporate Law	
Total Credit Hours		27

S.No	Discipline Specific Foundation Core & Major Courses	
	18 Courses	
	57Credit Hours	
	Subject	Credit Hours
1.	Introduction to Business	3
2.	Financial Accounting 1	3
3.	Principles of Marketing	3
4.	Introduction to Management	3
5.	Financial Accounting II	3
6.	Introduction to Human Resource Management	3
7.	Marketing Management	3
8.	Cost Accounting	3
9.	Business Finance	3
10.	Organizational Behavior	3
11.	Financial Management	3
12.	Corporate Governance	3
13.	Business Research Methods	3
14.	Operations Management	3
15.	Entrepreneurship	3

16.	Project Management	3
17.	Strategic Management	3
18.	International Business Management	3
Total Credit Hours		57

S.No	Elective Courses within the major	
	6 Courses	
	18 Credit Hours	
	Subject	Credit Hours
1.	Elective 1 (HR spec)	3
2.	Elective II (HR spec)	3
3	Elective III (HR spec)	3
4	Elective 1 (FIN spec)	3
5	Elective II (FIN spec)	3
6	Elective III (FIN spec)	3
7	Elective 1 (MKT spec)	3
8	Elective II (MKT spec)	3
9	Elective III (MKT spec)	3
	Total Credit Hours	



SHAHEED BENAZIR BHUTTO WOMEN UNIVERSITY PESHAWAR

DEPARTMENT OF MANAGEMENT SCIENCE

MBA (3.5-YEAR PROGRAM)

MBA SCHEME OF STUDIES

(SESSION- 2016-2020 Onwards)

S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
1.	1 st	Principles of Micro-economics	EC-301	3
2.		Introduction to Management	MS-501	3
3.		Business Communication I	ENG-501	3
4.		Principles of Marketing	MS-502	3
5.		Application of Computers to Business	CSC-501	2+1
6.		Introduction to business	MS-503	3
Total Credit Hours				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
7.	2 nd	Principles of Macro-economics	ECO-502	3
8.		Financial Accounting I	MS-504	3
9.		Introduction to Human Resource Management	MS-505	3
10.		Marketing Management	MS-511	3
11.		Mathematics for Business	MTH-06	3
12.		Business Communication II	ENG-502	3
Total Credit Hours				18
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
13.	3 rd	Business and Corporate Law		3
14.		Financial Accounting II	MS-611	3
15.		Business Finance	MS-601	3
16.		Organizational Behavior	MS-612	3
17.		Statistics for business	STAT-603	3

Total Credit Hours				15
S.NO	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
18.	4 th	Cost Accounting	MS-621	3
19.		Corporate Governance	MS-631	3
20.		Entrepreneurship	MS-613	3
21.		Managerial Economics	EC-603	3
Total Credit Hours				12

S.N O	SEMESTER	COURSE TITLE	COURS E CODE	CREDIT HOURS
23.	5th	Project Management	MS-711	3
24.		Strategic Management	MS-712	3
25.		Financial management	MS-713	3
26.		Operations Management	MS-714	3
		Elective I		3
Total Credit Hours				15

S.N O	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
27.	6 th	Business Research Methods	MS-701	3
28.		International Business Management	MS-721	3
29.		Elective II	Annexure	3
30.		Elective III	-do-	3
Total Credit Hours				12

S.N O	SEMESTER	COURSE TITLE	COURSE CODE	CREDIT HOURS
33.	7 th	Elective IV	Annexure	3
34.		Elective V	-do-	3
35.		Research thesis /Optional Electives		6
Total Credit Hours				12

<u>Levels of Specialization Subjects</u>		
HRM Semester 5th & 6th		
• Training and Development	MS-741(H)	
• Recruitment & Selection	MS-742(H)	
• Leadership	MS-743(H)	
• Performance and compensation Management	MS-744(H)	
• Group Dynamics	MS-745(H)	
Semester 7th		
• Contemporary issues in HR	MS-841(H)	
• Conflict Management	MS-842(H)	
• Labor Law	MS-843(H)	
• International HRM	MS-844(H)	
• Organizational Transformation & Development	MS-845(H)	
• Reward Management	MS-846(H)	
FINANCE Semester 5th & 6th		
• Investment Analysis and Portfolio Management	MS-741(F)	
• Islamic Finance	MS-742(F)	
• Corporate Finance	MS-743(F)	
• Financial Statement Analysis	MS-744(F)	

	• Banking Law & Practices in Pakistan	MS-745(F)
	Semester 7th	
	• Financial Risk Management	MS-841(F)
	• Financial Reporting and Analysis	MS-842(F)
	• Strategic Financial Management	MS-843(F)
	• Auditing	MS-844(F)
	• Taxation	MS-845(F)
	• Financial Markets & Institutes	MS-846(F)
	• Seminar in Finance	MS-841(F)
	•	
	MARKETING Semester 5th & 6th	
	• Advertising	MS-746(M)
	• Brand Management	MS-745(M)
	• Marketing Research	MS-742(M)
	• Consumer Behavior	MS-741(M)
	• Sales Management	MS-743(M)
	Semester 7th	
	• Seminar in Marketing	MS-846(M)
	• International Marketing	MS-842(M)
	• Social Media Marketing	MS-845(M)
	• Services Marketing	MS-843(M)
	• Marketing for non profit organization	MS-844(M)
	• Integrated Marketing Communication	MS-841(M)

SEMESTER-I

Course Name: Principles of Microeconomics	Course Code: ECO-301
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
<p>Course objectives</p> <p>This course is designed to introduce key microeconomics concepts and techniques applicable as tools for rational economic decision-making within the micro framework. The course aims to demonstrate the relevance and usefulness of economic analysis to real world business situations. Emphasis is placed on optimal decisions making within the firm and the strategic relationship with other business. The goal of the course is to provide an introduction to microeconomics. Using microeconomics theory, the students will be able to understand the concepts of demand and supply, the price determination in the market, firm behavior and the structure of the markets.</p> <p>Indented Learning Outcomes</p> <p>After studying this course the student will be able to understand:</p> <ul style="list-style-type: none"> h. The Economic problem of allocation and distribution of resources. i. The factors that determine demand and supply j. The concept of elasticity of demand and supply k. Analyze the effect of market structure on firm behavior l. Analyze efficiency and the role of government in promoting and deterring efficiency m. The concept of derived demand for labor and capital n. The existence of impact of externalitiesIncome distribution and “fairness <p>Course Outline</p> <p>BASIC ECONOMIC CONCEPTS</p> <ul style="list-style-type: none"> • Economics: Basic Themes and Nature • Micro versus Macro Economics • Positive versus Normative economics 	

- Economic problem of resource allocation
- Economics relevance to business organizations

DEMAND AND SUPPLY ANALYSIS

- The demand function.
- Changes in demand.
- The supply function.
- Changes in supply.
- Equilibrium of Supply & Demand
- Elasticity of demand/supply and its measurement

APPROACHES TO UTILITY ANALYSIS

- Cardinal approach and consumer equilibrium.
- Ordinal approach and consumer equilibrium.
- Price, Income and Substitution effects on consumer equilibrium

PRODUCTION ANALYSIS

- Basic production concepts.
- Total, Average and Marginal Product
- Returns to scale.
- Short-run and long-run production.
- Optimum factor combination.

COST AND REVENUE ANALYSIS

- Various cost concepts.
- The cost of production: Short-run cost, long-run cost.
- Revenue and revenue curves: Total, average and marginal revenues.

MARKET STRUCTURES AND PRICING

- Market and its forms.
- Price and out-put under perfect competition.
- Price and out-put under monopoly, duopoly, oligopoly and monopolistic competition

RESOURCE ALLOCATION

- Role of the government in market efficiency.
- The theory of Marginal Productivity.
- Market demand for resources.
- Existence of impact of externalities
- Income distribution and fairness

Recommended Reading

- Hardwick, Philip. et al (1986). *“An Introduction to Modern Economics”*. 2nd edition. Longman Group Limited.
- Koutsoyiannis, A. (1988). *“Modern Microeconomics”*. 2nd edition. Macmillan Education Limited.

Course Name: Introduction to Management	Course Code: MS-501
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>This is an introductory course about the management of organizations. It provides instructions on principles of management that have general applicability to all types of enterprises; basic management philosophy and decision making; principles involved in planning, organizing, leading, and controlling; and recent concepts in management. The principles learned in this course will allow the student to effectively work with and through others in an organization. The course will also encourage the students to explore and inquire the applicability of western management principles and theories in local settings. Besides, the course will discuss the Islamic perspective of managing businesses and organizations.</p> <p>INDENTED LEARNING OUTCOMES</p> <p>This course will cover the basic managerial functions of planning, organizing, leading, and controlling. We will also try to learn the evolution and best practices which are being used in today's modern era.</p> <p>At the conclusion of this course, the students should be able to:</p> <ol style="list-style-type: none"> 1. Hold informed conversations with functional specialists and understand how to draw effectively on their expertise in managing organizations. 2. Understand the relevance of the western management principles and theories, for local settings. 3. Understand the Islamic perspective of managing businesses and organizations. 4. Apply course concepts and theory in a practical context. 5. Integrate several of the disciplines studied 6. Demonstrate empirical investigative skills by producing an in-depth analysis of a management situation usually presented through case studies, resulting in recommendations for a programme of action. 7. Recognise the need to take a holistic approach to performance improvement rather than a narrowly functional approach. 	

COURSECONTENT

Week	Module
Week 1	<ul style="list-style-type: none"> * Introduction to Management * What is an Organization * The Management Process
Week 2 & 3	<ul style="list-style-type: none"> * History and Evolution of Management
Week 4	<ul style="list-style-type: none"> * The Organization Culture * The Organization Environment <ul style="list-style-type: none"> a. Internal Environment b. External Environment
Week 5	<ul style="list-style-type: none"> * Planning * Goals and their kinds * Organizational Goals and their types <ul style="list-style-type: none"> a. Strategic Plans b. Tactical Plans c. Operational Plans
Week 6	<ul style="list-style-type: none"> * Decision Making * Rational Decision Making Process
Week 7	<ul style="list-style-type: none"> * Strategic Management * Components of Strategy * Types of Strategic Alternatives * Strategic Management Process
Week 8	<ul style="list-style-type: none"> * Organizing * Organization Structure <ul style="list-style-type: none"> a. Tall Vs Flat b. Narrow Vs Wide c. Centralized Vs Decentralized * Strategy and Organization Design <ul style="list-style-type: none"> a. Corporate Level Strategy b. Business Level Strategy c. Organizational Functions
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> * Motivation and its theories <ul style="list-style-type: none"> a. Content Perspective of Motivation (Maslow Hierarchy, ERG, 2 Factor Theory) b. Process Perspective of Motivation (Expectancy Theory, Equity Theory) c. Reinforcement Perspective (Types of Reinforcement,

	Reinforcement Theory)
Week 12	<ul style="list-style-type: none"> * Groups and Teams in Organization * Types of Groups and Teams * Group and Team Development Process
Week 13	<ul style="list-style-type: none"> * Leadership and Power * Leadership Styles <ul style="list-style-type: none"> a. Charismatic b. Transformational c. Strategic d. Cross Cultural e. Ethical
Week 14 & 15	<ul style="list-style-type: none"> * Control * Types of Control * Levels of Control * The Control Process
Week 16	<ul style="list-style-type: none"> * Internal Assessment * Concluding Session
Week 17	Presentation week
Week 18	Final Term Examinations
Recommended Books: Introduction to Management by Ricky W. Griffin	

Course Name: Business Communication I	Course Code: ENG-01
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION This course enhances your communications skills. It further builds on the experience and exposure necessary to develop outstanding presentations & communication talents. It examines the theoretical and practical concepts of public speaking. The course will also help you to create a standing and authority through well applied dialectic.	
LEARNING OUTCOMES	

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

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

COURSE CONTENT

Week01	Introduction to Communication skills. <ul style="list-style-type: none"> <input type="checkbox"/> Organizations communication. <input type="checkbox"/> Understanding business communication <input type="checkbox"/> Communicating in teams and mastering listening and non-verbal communication skills. <input type="checkbox"/> Inter-cultural communication. <input type="checkbox"/> Communicating through technology
Week02	Written Communications <ul style="list-style-type: none"> <input type="checkbox"/> Business Correspondence the heart of good letter writing. <input type="checkbox"/> The Role of sentences and paragraphs, punctuation and clarity. <input type="checkbox"/> Writing effective and excellent business letters.
Week03	Written Communications <ul style="list-style-type: none"> <input type="checkbox"/> Openings building the main body, Logic and sequence. Effective endings, Style. Active vs. Passive. Creating typographic excellence on Computers. Letters for complaint. <input type="checkbox"/> Memos and other forms of Correspondence. <input type="checkbox"/> Minutes. Email.
Week04	Written Communications <ul style="list-style-type: none"> <input type="checkbox"/> Writing Reports. <input type="checkbox"/> Outlines and guidelines on report writing, <input type="checkbox"/> Appraising a Draft Report, Sales Letters and Proposals. <input type="checkbox"/> The Use of Proposals. Preparing a sales proposal. Example Proposal.

Week05	Written Communications <ul style="list-style-type: none"> <input type="checkbox"/> Dictation Techniques. <input type="checkbox"/> Practical Working Sessions. <input type="checkbox"/> Analysis of success and failure in correspondence.
Week06	Oral Communications <ul style="list-style-type: none"> <input type="checkbox"/> Interviewing and Conducting Meetings. <input type="checkbox"/> Introduction to art of presentation speaking. <input type="checkbox"/> Techniques for reducing speakers' anxiety. <input type="checkbox"/> Choosing your topic and putting your speech together.
Week07	Oral Communications <ul style="list-style-type: none"> <input type="checkbox"/> Verbal and Non-verbal aspects of Delivery. <input type="checkbox"/> Body Language. <input type="checkbox"/> Language Knowledge. <input type="checkbox"/> Golden rules for presenters.
Week08	MID-TERM EXAMINATION
Week09	Oral Communications <ul style="list-style-type: none"> <input type="checkbox"/> Playback and evaluation of taped speeches. <input type="checkbox"/> Audience Analysis. <input type="checkbox"/> Involvement Techniques. <input type="checkbox"/> Impromptu Speeches.
Week10	Oral Communications <ul style="list-style-type: none"> <input type="checkbox"/> Presentation of informative speeches. <input type="checkbox"/> Creating and using effective visual aids. <input type="checkbox"/> Developing powerful stage preference. <input type="checkbox"/> Persuasive speech.
Week11	Persuasive Communications <ul style="list-style-type: none"> <input type="checkbox"/> Understanding Persuasion, Prepare to persuade. Organize a persuasive presentation. Methods of persuasion. <input type="checkbox"/> Persuasive message of fact, value and policy. Impact on audiences. Use of evidence, reasoning and emotional appeals.
Week12	Persuasive Communications <ul style="list-style-type: none"> <input type="checkbox"/> Challenges of persuasive speaking, the role and purpose of persuasion. Aristotle and persuasion: A classic combination of Ethos, Logos, and pathos. Comparison with contemporary techniques and strategies employed in contemporary advertising and political campaigning.
Week13	Persuasive Communications <ul style="list-style-type: none"> <input type="checkbox"/> Modern Media Theories and tools for analysis: McLuhan, Peirce, Barthes and Eco. <input type="checkbox"/> Strategies of modern print and electronic media. Style, organization and presentation.

Week14	PersuasiveCommunications <ul style="list-style-type: none"> <input type="checkbox"/> Principles of typography, layout and graphic design. <input type="checkbox"/> Practical Applicationsofpersuasioninbusiness. <input type="checkbox"/> Businessandcorporatecommunication,Professionaland technical writing, arts andentertainment.
Week15	PersuasiveCommunications <ul style="list-style-type: none"> <input type="checkbox"/> PersuasionandArgument:theToulminmodel. <input type="checkbox"/> Persuasivecampaignsandsocialmovement"s ideology, worldviewand persuasion:PropagandaandPersuasion. <input type="checkbox"/> PersuasiveTechniques inContemporaryNews media, politics andpopular culture. <input type="checkbox"/> Persuasion21stCentury.
Week16	<ul style="list-style-type: none"> <input type="checkbox"/> ConclusionSession <input type="checkbox"/> TerminalExam(tobeannouncedbytheUniversity)
RECOMMENDED BOOK 1. Court Bovee, John Thill, Business Communications Essentials, Latest, Prentice Hall.	

Course Name: Principles of Marketing	Course Code: MS-502
Course Structure: Lectures: 3, Labs: 0	Credit Hours: 3
Prerequisites: None	
Course Objectives This course is designed to introduce foundations of marketing as they relate to the whole business enterprise. This course will focus on developing an understanding of key marketing concepts. The objective of this course, specifically is to enhance the conceptual knowledge of marketing as applicable to decision making process with a focus on tactical marketing mix decisions. Further it will provide the student with a comprehensive framework to evaluate marketing decisions and to create successful marketing initiatives. The course, will therefore, provide an understanding of the principles of marketing in relation to the product and services including the planning process,	

organizing the marketing functions, implementing the marketing decisions keeping in mind the ethical, legal and societal consideration.

Indented Learning Outcomes

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

6. Understand the marketplace and the consumers.
7. Understand the elements in marketing mix and their application in marketing decisions.
8. Outline the functions of marketing communication.
9. Understand how to incorporate social responsibility and ethics in marketing.
10. Understand the importance of customer relationship and the creation of customer value.

Course Contents

WEEK	MODULE
Week 01	Introduction to Marketing <ul style="list-style-type: none"> • An Overview of market and marketing • Definition • Marketing and the Society
Week 02	Marketing Environments <ul style="list-style-type: none"> • Macro environment • Micro Environment
Week 03	Introduction to Products and Services <ul style="list-style-type: none"> • Distinguishing Characteristics • Classification of products <ol style="list-style-type: none"> a. Classification of consumer goods b. Classification of business goods
Week 04	Marketing Mix of <ul style="list-style-type: none"> • Products • Services
Week 05	Brands <ul style="list-style-type: none"> • Brand and its elements <ol style="list-style-type: none"> a. Name b. Logo

	<ul style="list-style-type: none"> c. Slogan d. Character e. Jingle f. Colors and Packaging <ul style="list-style-type: none"> • Brand Sponsorship • Brand Development
Week 06	Introduction to Market Segmentation <ul style="list-style-type: none"> • Basis of market segmentation • Targeting and Positioning
Week 07	Product Development Process <ul style="list-style-type: none"> • Product Development Cycle • Product Development stages
Week 08	Consumer Behavior <ul style="list-style-type: none"> • Types of Consumer Buying • Roles involved in buying • Types of buying behavior • Consumer Buying Behavior/ Decision Process Internal Assessment
Week 09	Mid Term Examination
Week 10	Pricing <ul style="list-style-type: none"> • What is price • Pricing Strategies <ul style="list-style-type: none"> a. Price Penetration b. Price Skimming c. Loss Leader Pricing d. Psychological Pricing e. Discrimination Pricing f. Going Rate Pricing g. Cost Plus Pricing h. Value Based Pricing
Week 11 and	Distribution

12	<ul style="list-style-type: none"> • Introduction to distribution channels • Importance • Retailers in Distribution • Wholesalers in Distribution
Week 13	Promotion <ul style="list-style-type: none"> • Overview and importance • Objectives and Tools • Promotional Mix <ul style="list-style-type: none"> a. Advertising b. Publicity c. Direct Marketing d. Sales Promotion e. Personal Selling
Week 14	<ul style="list-style-type: none"> • Promotion Budget Allocation Techniques • Point of Purchase Promotion and its ways • Trade Promotion and its ways • Consumer Sales Promotion and its ways • Sponsorship • Event Marketing
Week 15	Product Life Cycle <ul style="list-style-type: none"> • Stages • Strategies
Week 16	Marketing Plan <ul style="list-style-type: none"> • Importance • How to Write a Marketing Plan
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Final Presentations
Week 18	Final Examinations
Recommended Books 3. Principles of Marketing by Philip Kotler and Gary Armstrong- 11 th Edition	

Course Name: Application of Computing to Business	Course Code: CSC-01
Course Structure: Lectures: 2, Labs: 1	Credit Hours: 3
Prerequisites: None	
<p>Course Objectives:</p> <p>This is an introductory course on Computing Technologies. The topics include the introduction and understanding of computing terminologies, hardware and software components, the internet and world wide web, and their applications.</p> <p>Intended Learning Outcomes:</p> <p>After the completion of this course, the student will be able to:</p> <ul style="list-style-type: none"> - A broad and robust understanding of computer science and programming - How to think algorithmically and solve programming problems efficiently - Understand different terms associated with Computing - Identify various components of a computer system - Identify the various categories of software and their usage - Understand different terms associated with the Internet and World Wide Web. - Use various web tools including Web Browsers, E-mail clients and search utilities. - Use text processing, spreadsheets and presentation tools - Understand the enabling/pervasive features of Computing <p>Course Outline:</p> <ul style="list-style-type: none"> - Introducing Computer Systems, Types of computer and history of computer - Basic Definitions & Concepts, Hardware: Computer Systems & Components. Interacting with the Computer, input and output devices - Storage Devices, Number Systems, Software: Operating Systems, Programming and Application Software, Introduction to Programming, Databases and Information Systems, Database, Introduction to RDBMS, Uses of Databases, Management information systems 	

- Computer Programmes, hardware software interaction, compilers and interpreters, Input-Processing-Output charts, algorithms, flowcharts, generations of language
- Networks, uses of networks, Types of networks, network topologies and protocols
- Data Communication and Networks, The Internet, Browsers and Search Engines, The Internet: Email, Collaborative Computing and Social Networking, The Internet: E-Commerce, IT Security and other issues, threats, identity theft, online spying tools, threats to hardware hacking
- Computer Security, Viruses and taking protective measures
- Project Week, Review Week

Labs:

The lab work will be according to the requirement of the department.

Reference Material:

- Norton, P.(7th ed.). *Introduction to Computers* .McGraw Hill .
- 2. Williams, S.(6th ed.). *Using Information Technology: A Practical Introduction Computer & Communications* .McGraw Hill.
- 3. Sarah ,E., Hutchinson., Stacey, C., Sawyer.(6th ed.).*Computers, Communications & information: A user's introduction*.
- 4. Leon,A., Leon.M. *Fundamentals of Information Technology*. Leon press

Course Name: Introduction to Business	Course Code: MS-503
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
<p>Course objectives</p> <p>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 development of business problem-solving skills.</p> <p>Course Outcomes:</p>	

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.

Course Outline

Week	Module
Week 1 & 2	Need & Nature of Business. <ul style="list-style-type: none"> • Meaning and Definition of business • Nature of business • Importance of business • Legal forms Of Business Organization • Sole proprietorship(definition, characteristics, advantages and Disadvantages)
Week 3 & 4	<ul style="list-style-type: none"> • Partnership (definition, characteristics, advantages and disadvantages, kinds of partners, partnership agreement) • Corporation. Business Activity & Economic Structure <ul style="list-style-type: none"> • The Function Of An Economy • Economics Systems • Free market economies • Planned economies • Mixed economies • Multinational Business • Why become a multinational • Potential problems for multinational • Evaluation of the impact on “host” countries of multinational operations.
Week 5 & 6	<ul style="list-style-type: none"> • State Intervention To Assist & Control

	Business Size & Growth <ul style="list-style-type: none"> • Measuring Business Size • Significance of small business • Government assistance to small businesses • Problems that the small firms frequently experience • Business Growth • Internal growth external growth
Week 7	<ul style="list-style-type: none"> • Types of integration • Horizontal, vertical, conglomerate • Synergy Business finance <ul style="list-style-type: none"> • why business require finance • working capital • managing working capital
Week 8	Mid Term Examinations
Week 9 & 10	<ul style="list-style-type: none"> • sources of finance • internal sources • external sources (short term, intermediate term, long term) • finance for unincorporated businesses
Week 11	Marketing <ul style="list-style-type: none"> • Meaning and definition • Product and market orientation • Channels of distribution • The wholesale trader • characteristics, functions, importance • The retail trader • Characteristics, function, importance.
Week 12	Company form of organization <ul style="list-style-type: none"> • Joint stock company • Features of joint stock company • Advantages and disadvantages of joint stock company

Week 13	Promotion and formation of joint stock company <ul style="list-style-type: none"> • Company promoters and their functions • Formation of a public company • Basic legal documents issued by a company • Memorandum of association • Article of association • Prospectus
Week 14	Company Meetings <ul style="list-style-type: none"> • Kinds of company meetings • Statutory meetings • Annual general meetings • Extra-Ordinary general meeting • Meetings of board of directors
Week 15	Liquidation or winding up of a joint stock company <ul style="list-style-type: none"> • Winding up by court • Voluntary winding up • Members voluntary winding-up • Creditors voluntary winding up • Winding-up under the supervision of the court
Week 16	Business combinations <ul style="list-style-type: none"> • Types of business combinations • Forms of business combinations • Advantages and disadvantages of business combinations
Week 17	Presentations
Week 18	Final Term Examinations
Recommended Books: <ul style="list-style-type: none"> ▪ Nisaruddin: “<i>Business Organization</i>”,Lahore (National Publishing Corporation) ▪ Barry l Reese & James p o Grady: 1991,“<i>Business</i>”,Boston,Houghton Miffin Co. ▪ Veron a Musselman & Eugene Hughes: ”<i>Introduction to Modern Business</i>”, N.Y McGrawHill 	

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SEMESTER II

Course Name: Principles of Macroeconomics	Course Code: ECO-502
Course Structure: Lectures – 3	Credit Hours: 3
Pre-requisites: None	
<p>Course objectives</p> <p>This course aims at giving students knowledge about the working of a mixed economy at the aggregate level under pinning of aggregate out-put and income determination, key macro-economic problems and major policy debate. The basic themes are extended to find out how the disciplines of national income, macro economics in closed and open economy, macroeconomic stabilization policies, macro-economic components (consumption, saving, private investment, interest etc.), public finance, money and banking link up with conventional macroeconomics.</p> <p>Indented Learning Outcomes</p> <p>After studying this course the student will be able to understand:</p> <ul style="list-style-type: none"> g. To become familiar with and readily use economic terminology. h. To learn about the analytical approach economists take to the problem of scarcity. i. To gain an intuitive understanding of macroeconomic theory and application. j. To acquire better critical thinking skills through the analysis of present day economic issues. k. To provide a foundation for possible careers in business, government, academic or other sectors. l. To develop a conscious recognition of economics in the world around us. <p>Course Outline</p>	

KEY CONCEPTS OF MACROECONOMICS

- Objectives and instruments of macroeconomics.
- Tools of macroeconomics policy.
- Aggregate demand and supply.

MEASURING ECONOMIC ACTIVITY.

- Concepts of National Income.
- Measurement of National Income. GDP, NDP, GNP & NNP, Personal Income & Disposable Personal Income
- GDP Deflator and a real GDP
- National Income as a measure of economic welfare

CONSUMPTION AND INVESTMENT.

- Consumption, Income and saving.
- Consumption Function.
- Saving Function.
- The Marginal Propensity to Consume and Average Propensity to consume
- The Marginal Propensity to Save and Average Propensity to save
- Determinants of Consumption
- Determinants of Investment (Rate of interest, MEC)

INCOME AND EMPLOYMENT DETERMINATION

- Classical approach.
- Modern approach (Keynesian)

MULTIPLIER AND ACCELERATOR

- Investment Multiplier
- Tax multiplier, foreign trade multiplier and super multiplier

FISCAL AND MONETARY POLICIES

- Fiscal Policy
- Tools and objectives
- Monetary Policy: tools & objectives

INFLATION

- Nature and kinds.

<ul style="list-style-type: none"> • Inflationaryanddeflationarygaps. • Inflationandunemployment
<p>TEXT BOOK:</p> <ol style="list-style-type: none"> 1. Dornbusch andFischer Macroeconomics,McGraw Hill, New York. (Latest Edition) 2. Mc Connell&Brue,Economic, McGrawHill, INC(LatestEdition) 3. MuhammadHussainChoudhry,EconomicTheoryVolume2,CaravanBook House,Lahore2002. 4. Ruffin&Gregory,PrinciplesofEconomics,Scott,Foresman &Company. 5. Samuelson andNordhaus, Economics, McGraw Hill, New York. (LatestEdition)

Course Name: Financial Accounting I	Course Code: MBA-504
Course Structure: Lectures	Credit Hours: 3
<p>Objectives</p> <p>This course aims at giving students knowledge about the basic principles of accounting and to provide students the understanding of process and function of financial reporting. Whilst a large proportion of the course is aims at understanding accounting as a process, taking a preparers’ perspective, and emphasizing the importance of accounting in the process of decision making in an organization</p> <p>Intended Learning Outcomes (ILOs)</p> <p>After studying this course the student will be able to understand:</p> <ol style="list-style-type: none"> 1. The language of accounting and financial reporting. 2. Complete Accounting Cycle. 3. Preparation and the role of Journal, Ledger and subsidiary books. 	

4. Preparation of balance sheet, profit and loss account and cash flow statement.	
Course Outline	
Week	Module
Week 1&2	Accounting information for decision making <ul style="list-style-type: none"> • Accounting Definition • Accounting information: A Means To An End • Types of Accounting Information • Decision making by External Parties • Decision making by Internal Parties
Week 3 & 4	Basic Financial Statements <ul style="list-style-type: none"> • Introduction to Financial Statements • Concept of Assets, Liabilities and Owner's Equity • The Accounting Equation • Exercises and Problems
Week 5	Basic Financial Statements Generally Accepted Accounting Principles <ul style="list-style-type: none"> • Business Entity Principle • Going Concern Principle • Historical Cost Principle • Stable Dollar Principle • Adequate Disclosure Principle • Time Period Principle
Week 6 & 7	Basic Financial Statements <ul style="list-style-type: none"> • Statement of Financial Position • Income Statement • Cash- Flow Statement • Exercise and problems
Week 8	Basic Financial Statements Forms of Business Organizations <ul style="list-style-type: none"> • Sole proprietorship • Partnership • Corporation

Week 9	Mid Term Examinations
Week 10	The Accounting Cycle: Capturing Economic Event <ul style="list-style-type: none"> • The Journal • Debts And Credits • Posting • The Ledger • The Use of Account • Net income, Revenue and Expense • Exercise and problems •
Week 11 & 12	The Accounting Cycle: Capturing Economic Event <ul style="list-style-type: none"> • The Trial Balance • Uses and limitations of Trial Balance • Exercise and problems
Week 13 & 14	Adjusting Entries: The Next Step in the Accounting Cycle <ul style="list-style-type: none"> • Adjusting entries • Types of adjusting entries • Characteristics of Adjusting Entries • Exercises and problems •
Week 15	<ul style="list-style-type: none"> • The Adjusted Trial Balance • Preparing Financial Statements • Exercise and problem
Week 16	<ul style="list-style-type: none"> • Closing entries • After- Closing Trial Balance • Exercise and problems
Week 17	Presentations/VIVA/Revision /Test
Week 18	Final Term Examinations
Recommended Books: 1. Meigs & Meigs, Accounting.....A Basis for Decision Making, 11th Edition/Latest Edition 2. Williams, Haka, Bettner: Financial & Managerial Accounting, Latest Edition, Prentice Hall	

Course Name: Introduction to Human Resource Management	Course Code: MS-505
Course Structure: Lectures	Credit Hours:3
Prerequisites:	
<p>Course Description</p> <p>This course is basically designed to provide students the basic understanding of key HRM functions, which include HR planning, recruitment & selection, compensation, performance evaluation, and training & development. Since human resource provides a competitive advantage that ultimately has a vital role in success and effectiveness of any organization, this course emphasizes on the understanding of the basic concepts of managing human resource and their applications in today's organizations. The course is designed to help the students understand if western human resource management theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of managing human resource. It will shed light on the basic tenets of human resource management given by Qura'n and Sunnah. The students will also be encouraged to compare and contrast the human resource practices suggested in their text books and the practices critical for achieving success from indigenous perspective.</p> <p>Intended Learning Outcomes (ILOs)</p> <p>At the end of this course, students should be able to</p> <ol style="list-style-type: none"> 10. 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 11. Understand the relevance of the HRM theories and practices, developed in Western settings, in indigenous cultures. 12. Develop and design different forms and memos for recruitment, selection, TNA and performance appraisal of employees. 13. Understand the Islamic perspective of managing human resource. 14. 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. 15. Identify and discuss ethical implications of situations and decisions, and develop 	

<p>appropriate professional stances.</p> <p>16. Participate in selection of personnel using psychometric assessment techniques.</p> <p>17. Conduct internal research on HR-related problems at work, and communicate results effectively to colleagues and peers.</p> <p>18. Understand the difference between HRM theories, their relevance and application from indigenous context.</p>	
Course Outline	
Week	Module
Week 1	Introduction What is HRM Why HRM is important
Week 2 & 3	Conducting Job analysis: HR Planning Job Description Job Specification
Week 4 & 5	Recruiting employees Recruitment techniques Sources of recruitment
Week 6 & 7	Selection tests and Interviewing techniques
Week 8	Employee development Performance appraisals Performance management
Week 9	Mid Term Examinations
Week 10	Training and development Training the employees Types of training Techniques of training

Week 11	Developing careers Career growth
Week 12	Project Description and discussion
Week 13	Compensations Managing compensation Types of compensation
Week 14	Rewarding performance Pay for Performance
Week 15	Designing and administering benefits Types of benefits
Week 16	Employee relations
Week 17	Presentation Week
Week 18	Final Term Examinations
Recommended Books: 1. <i>By Luis R. Gomez Mejia, David B. Balkin, Robert L. Cardy</i> Managing Human Resources. (Fourth ed.)	

Course Name: Marketing Management	Course Code: MS-511
Course Structure: Lectures: 3, Lab:0	Credit Hours: 3
COURSE DESCRIPTION/OBJECTIVES Marketing management course is geared toward providing an understanding of the rationale that encompasses activities such as demand creation and stimulation, positioning, product differentiation, and product and brand management among others. All these activities involve planning, analysis, and decision-making. This course will require the integration of theory and practice. Students will have to	

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

LEARNING OUTCOMES

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

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

Week	Module
Week 1	Marketing: An Overview <ul style="list-style-type: none"> * Evolution of Marketing * The Marketing concept and Social Responsibility * The Importance and Scope of Marketing * The basic functions of marketing
Week 2 & 3	Marketing Information Systems

	<ul style="list-style-type: none"> * The concept * The Components of Marketing Information System <ul style="list-style-type: none"> (a) Internal Records (b) Marketing Intelligence System (c) Marketing Research System (d) Marketing Decision Support System
Week 4 & 5	Consumer Markets and Consumer Behavior Analysis <ul style="list-style-type: none"> * Introduction * Buying Roles and Buying Behavior * The Buying Decision Process * Dimensions of Consumer Market: <ul style="list-style-type: none"> (a) Cultural Dimensions (b) Social Dimensions (c) Personal Dimensions (d) Psychological Dimensions
Week 6	Types of Markets <ul style="list-style-type: none"> * The Industrial Market * The Reseller Market * The Government Market

Week 7 & 8	STP Marketing <ul style="list-style-type: none"> * An Introduction * Market Segmentation * Levels of Market Segmentation * Patterns of Market Segmentation Internal Assessment
Week 9	Mid Term Examination
Week 10	<ul style="list-style-type: none"> * Market Segmentation Procedure * Segmenting Consumer Markets and its Bases * Segmenting Business Markets
Week 11	<ul style="list-style-type: none"> * Market Targeting and its types * Market Positioning and its Bases
Week 12 & 13	The Product Strategies <ul style="list-style-type: none"> * The product life cycle: Stages and Strategies * New product Planning and Development * Product Mix * Branding a product: Elements of Brands
Week 14 & 15	Pricing Strategies and Policies <ul style="list-style-type: none"> * Procedure for setting prices * Adapting the Price

	* Initiating and Responding to Price Changes
Week 16	The Marketing Channel Decisions * Retailing and Wholesaling Promotional Strategies * Developing Effective Marketing Communication * The Communication Tools a. Advertising b. Sales Promotion c. Public Relations and Publicity d. Personal Selling e. Direct Marketing
Week 17	* Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Kotler, P. (2000). <i>Marketing Management - The Millenium Edition</i> (10th ed.): Prentice-Hall, Inc.	

Course Name: Mathematics for Business	Course Code: MTH-06
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.

Indented Learning Outcomes

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

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

Course Contents:

Mathematical Notations

Quadratic Equations

Linear Equations

Systems of Linear Equations and Their Applications

Nonlinear Functions and Their Applications

Matrices

Determinants

Recommended Books

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

Business Communications II

Course Name: Business Communication II	Course Code: ENG-02
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION <p>This course aims at helping students develop a positive, constructive and practical approach to effective written and oral communication in business and professional settings. Audience awareness, developing a design, handling questions and answers, personal presence, style and body language are some other aspects that will be discussed.</p>	
LEARNING OUTCOMES <p>By the end of this course it is expected that the student will be able to:</p> <ol style="list-style-type: none"> 1. Communicate in clear, concise correspondence to meet the diverse needs and multiple purposes of business and social communications situations. Presentations, interviews, meetings and conferences are an integral part of any professional environment. Well-prepared and well-executed presentations leave an indelible impression on superiors, peers and subordinates alike. 2. Students will learn to use graphics, audio-visual aids and audience handouts in an effective manner. 	

Contents

Week 01	Effective Communication in Business <ul style="list-style-type: none"> <input type="checkbox"/> Importance and benefits of effective communication <input type="checkbox"/> Components of communication <input type="checkbox"/> Concepts and problems of communication <input type="checkbox"/> Non-verbal communication
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Week02	The 7C's of Effective Communication <ul style="list-style-type: none"> <input type="checkbox"/> Completeness <input type="checkbox"/> Conciseness <input type="checkbox"/> Consideration <input type="checkbox"/> Concreteness <input type="checkbox"/> Clarity <input type="checkbox"/> Courtesy <input type="checkbox"/> Correctness
Week03	The Process of Preparing Effective Business Messages Five planning steps
Week04	Strategies for Successful Speaking and Successful Listening <ul style="list-style-type: none"> <input type="checkbox"/> Strategies for improving oral presentation. <input type="checkbox"/> Strategies for reducing stage fright.

	<input type="checkbox"/> Strategies for improving listening skills
Week05	Strategies for Successful Informative and Persuasive speaking <ul style="list-style-type: none"> <input type="checkbox"/> Purpose of informative and persuasive speaking. <input type="checkbox"/> Kinds of informative and persuasive speaking. <input type="checkbox"/> Audience analysis for informative and persuasive speaking. <input type="checkbox"/> Organization for informative and persuasive speaking. <input type="checkbox"/> Support for informative and persuasive speaking
Week06	Strategies for Successful Interpersonal Communication <ul style="list-style-type: none"> <input type="checkbox"/> Dyadic communication. <input type="checkbox"/> Interviewing <input type="checkbox"/> Telephoning Dictating
Week07	Confidence Building How to make PowerPoint Presentation <ul style="list-style-type: none"> <input type="checkbox"/> Strategies to build confidence <input type="checkbox"/> Techniques to make Power Point Presentation

Week08	
Week09	Making OralPresentation <ul style="list-style-type: none"> <input type="checkbox"/> Purposein oral presentation <input type="checkbox"/> Comparingwritten andoral messages <input type="checkbox"/> Planningstrategiesfor your presentation <input type="checkbox"/> Choosinginformationtoincludeinyour presentation. <input type="checkbox"/> Organizingyour information. <input type="checkbox"/> Deliveringaneffective presentation <input type="checkbox"/> Handling questions. <p>Making group presentations.</p>
Week10	BuildingGood Will <ul style="list-style-type: none"> <input type="checkbox"/> You attitude <input type="checkbox"/> Positive emphasis <input type="checkbox"/> Tone,power &politeness. <input type="checkbox"/> Reducingbiasinbusiness communication
Week11	PublicSpeakingAnd OralReporting <ul style="list-style-type: none"> <input type="checkbox"/> Makingformal speeches <input type="checkbox"/> Determination of presentationmethods. <input type="checkbox"/> Consideration ofpersonalaspects. <input type="checkbox"/> Audienceanalysis.
	<ul style="list-style-type: none"> <input type="checkbox"/> Appearanceandbodyactions. <input type="checkbox"/> Useofvoice. <input type="checkbox"/> Useofvisual aids
Week12	Additional OralCommunicationActivities <ul style="list-style-type: none"> <input type="checkbox"/> Conductingandparticipatinginmeetings. <input type="checkbox"/> Techniquesfor participatingina meeting. <input type="checkbox"/> Interviewingpeople <input type="checkbox"/> Guidelinesfor theinterviewee. <input type="checkbox"/> Dictatingletters andreports. <input type="checkbox"/> Usingthe telephone.

Week13	Non-VerbalCommunication <ul style="list-style-type: none"> <input type="checkbox"/> Classificationofnon-verbal communication <input type="checkbox"/> Kinesics <input type="checkbox"/> Proxemics <input type="checkbox"/> Timelanguage <input type="checkbox"/> Paralanguage <input type="checkbox"/> Physical context
Week14	Communications ingroupmeetings
Week15	WritingCoveringLetters Resume
Week16 & 17	Confidencebuilding,tips tobeimpressive
Week18	Final projectPresentations

RECOMMENDEDTEXTBOOKS

1. Murphy,Effective Business Communication,7th edition
HandOut

Semester III

Course Name: Business and Corporate Law	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>COURSE DESCRIPTION</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>LEARNING OUTCOMES</p> <p>At the conclusion of this course, the student will be:</p> <ol style="list-style-type: none"> 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 	

COURSECONTENT

Week01	Definition andclassification of Laws, over viewofgeneraland commercial terms,Business Entitiessuch assole proprietorship,partnershipandjointstockcompanies
Week02	Definition ofacontract,Essential elementsofavalidcontract, Legal provisiongoverning offers ,communication, acceptance or counter offer, consideration,agreement,lawful purpose, parties to thecontractandtheirintentionto createcontractual obligations
Week03	Rights andDuties ofparties,specific performance ofthe contract,Dischargeofthecontract,Breach ofthecontractand remedies,illegal,avoidableandvoidcontracts
Week04	Definition andEssential Elements ofa partnership,partnership deeds,rights andduties ofpartners,partnership distinguished fromsole proprietorship andthecompanies
Week05	Individual andJointliabilitiesofthepartnersfor thefirmdebts, principles governing ownershipofthefirm"sassetand distributionof profits,impliedandspecific authorityofthe partners,principle ofholdingout,Dissolution ofthepartnership
Week06	ConceptoflimitedliabilityandJuristic personRequirement andprocessof incorporation,Effects ofincorporation,typesof jointstockcompaniesbynatureandformation,Ownershipand management ofthecompanies
Week07	Rights oftheshareholders, Rights,power and duties ofthe Board ofDirectors,Statutoryprovisions governingtheelection ofDirectors,meeting oftheshareholders andtheboardof Directors, disclosure requirementsand thefinancial statements
Week09	Listedvs.nonlistedcompanies,advantagesand disadvantagesoflisting,listingrequirements ofStock Exchange.salient provisionofCode ofCorporateGovernance, Brief discussionofSecurities and ExchangeCommissionOf Pakistanas thecorporatewatchdog
Week09	Mid-term exam
Week10	Definition,Natureofthecontractofsale,conditionsand warranties,Definition ,Nature ofthecontractofsalecondition andwarranties
Week11	Transfer of property,performance ofthecontractofsale, Deliveryofthegoods,Unpidseller andauctionsale, Consignmentbasis, Deliveryagainst advance payment,supply againstletter ofcredit,types ofletter ofcredit
Week12	Laws relatingtoindemnity,guarantees,bailment, hyphothetication, pledge andMortgage,agencyagreement

Week13	EvolutionofBanks,types of banks,majorfunctionofbanks, NegotiableinstrumentsAct,Definition ,characteristics of Negotiableinstruments,
Week14	Bill ofExchangeand promissoryNotes,partiestoinstrument, negotiationand endorsement,liabilitiesoftheparties,payment Anddischargeofliabilities
Week15	Revision
Week16	Final exam
RECOMMENDED BOOKS 1. Dr. Khwaja,AmjadSaeed, Mercantileand Industrial Laws in PakistanLatest Edition InstituteofBusinessManagement. 2. NazirAhmadShaheen,Practicalapproachto theCompaniesOrdinance	

Course Name: Financial Accounting-II	Course Code: MS-611
Course Structure: Lectures: 3, Lab:0	Credit Hours: 3
Prerequisites: None	

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

Week 1

Accounting for merchandising activities

- What is meant by a Merchandising company?
- Difference between merchandising and manufacturing company.
- The Operating Cycle of a Merchandising Company.
- Income Statement of a Merchandising Company.
- General Ledger Accounts.
- Subsidiary Ledgers

Week 2

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.

Week 3

- Transactions relating to purchase and sales
- Evaluating the performance of a merchandising company
- Net sales.
- Gross profit margins.
- Using information about profit margins

Week 4**Financial Assets**

- Meanings of cash
- Cash management
- Internal control over cash
- Cash disbursements
- Bank statements
- Bank reconciliation statement
- Petty cash

Week 5 and 6**Accounts receivable & notes receivable**

- Uncollectible accounts
- Allowance for doubtful accounts & write off
- Recovery of previously written off accounts

- Direct write off methods
- Accounting for notes receivable & interest

Accounting for Marketable Securities

Week 7

Inventory and the cost of goods sold

- Specific identification
- Cost flow assumptions
- Average-cost method

Week 8

Midterm exam

Week 9 and 10

- First-In, first-out method
- Last-In, first-out method
- Evaluation of the methods
- The principle of consistency
- JIT system
- Recording shrinkage losses
- LCM & other write-down of inventory

Week 11 ,12 and 13

Plant, assets and depreciation

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- Plant and Equipment
- Major categories of P&E
- Determining the cost of P&E
- Capital and Revenue expenditures

Week 14,15 and 16

- Causes and Methods of Depreciation
- Intangible assets
- Amortization
- Goodwill, copyright, patents, and R&D cost

Final exam

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, Belverd E. Needles, Marian Powers **Financial Accounting** Cengage Learning, 2010 (11edition)
- Larson, Kermit D, Pyle William W, **Financial Accounting**, Homewood, Illinois, Irwin

Course Name: Business Finance	Course Code: MS-601
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
CourseDescription Business Finance course aims at imparting knowledge about the very basic concepts and tools of Business Finance. It emphasizes the importance of Business Finance skills to individuals and enterprises. It deals with the finance function in an organization, the role of the finance manager and the financial environment in which	

the firm operates. The financial environment covers the understanding of financial and capital markets along with the broad orientation of macro-economic factors affecting the business. The emphasis will remain on developing the skills for planning, appraising and evaluating the investment, financing and operating decisions.

LEARNING OUTCOMES

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

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

Course Contents

WEEK	MODULE
Week 01&2	An Overview of Business Finance <ul style="list-style-type: none"> • Finance a quick look. • What is financial management • Business finance and financial manager. • Forms of business organization. (Sole proprietorship, partnership, corporation) • Goals of the firm. • Agency problem.
Week 03&4	Time Value of Money <p>The Interest Rate</p> <p>Simple Interest</p> <p>Compound Interest</p> <p>Single amount, annuities and mixed flows</p>

Week 05	<p>Compounding more than once a year</p> <p>Semiannual and other compounding periods</p> <p>Continuous compounding</p> <p>Effective Annual interest rate</p> <p>Amortizing loan</p>
Week 06 ,07	<p>Bond and Their Valuation</p> <p>Definition, types and features of bonds</p> <p>Bond Valuation</p> <p>Common and Preferred stock: Main concept and characteristics</p> <p>Common stock Valuation</p> <p>--- different dividend discount models</p> <p>Preferred stock valuation</p>
Week 8	Midterm exam
Week 9&10	<p>Risk and Return</p> <ul style="list-style-type: none"> • Expected returns and risk defined • Calculating expected return • Calculating risk (Variance and Standard deviation) • Portfolio expected returns • Portfolio variance and standard deviation • Systematic and unsystematic risk • Diversification and portfolio risk

Week 11&12	Measuring systematic risk Portfolio beta Beta and the risk premium Capital asset pricing model
Week 13 and 14	Understanding Financial Statements and Analysis <ul style="list-style-type: none"> • Financial statements <ul style="list-style-type: none"> --- The Balance Sheet --- The income statement. • Ratio Analysis <ul style="list-style-type: none"> --- liquidity ratios --- debt ratios --- coverage ratios --- activity ratios --- profitability ratios
Week 15	Trend analysis Common size analysis Index analysis
Week 16 & 17 Week 18	Practice numerical Presentations/Viva Final exams
Recommended Books <ol style="list-style-type: none"> 1. Ross, Westerfield, Jordan: Corporate Finance Essentials. 2. James C. Vanhorne: Fundamentals of Financial Management 3. Eugene F. Brigham: Fundamentals of Financial Management 	

4. Brealey, R. A. & Myers, Principles of corporate finance

Course Name: Organizational Behavior	Course Code: MS-612
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>COURSE DESCRIPTION/OBJECTIVE</p> <p>Organizational behaviour (OB) is an interdisciplinary field drawing from numerous disciplines including psychology, sociology, anthropology, economics, organization theory, statistics, and many others. Effective management of human resources within organizations requires an understanding of various behaviour and processes. Managers need to know why people behave as they do in relation to their jobs, their work groups and their organizations. This knowledge of individuals' perceptions, motivational attitudes and behaviour will enable managers not only to 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 behaviour and will examine the interrelationships of behavioural phenomena among these levels. Additionally, concepts such as motivation, communication and leadership and their relevance to organizational behaviour will be examined in detail. The course is also designed to help the students understand if Western Organizational Behavioural theories and practices have any relevance to the local settings. The course will also discuss the Islamic perspective of understanding and directing human behaviour in a specific direction.</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 Islamic perspective of understanding and directing human behaviour towards achievement of goals. 4. Understand the causes of job dissatisfaction and stress as well as methods of improving job satisfaction and dealing with stress. 5. Analyze the impact of individuals and team behaviour on organizational productivity 6. Evaluate the impact of organizational structure, design, culture change 7. Synthesize various theories of motivation and leadership and understand their 	

application to workplace.

Week01	What is Organizational Behaviour Fields Of Organizational Behavior Focal points of OB Challenges and opportunities for OB Managing workforce diversity
Week02	Foundations of Individual Behaviour Ability And Dimensions of intellectual ability Biographical Characteristics Learning Theories of learning
Week03	Classical conditioning theory Operant theory Social learning theory Shaping: A managerial tool Global Implications Managerial Implications
Week04	Attitudes and Job Satisfaction Consistency of Attitudes Self-perception theory Predicting behavior from attitude Major causes and outcomes of job satisfaction
Week05	Perception and Individual Decision Making Why perception is important Factors that influence perception Shortcuts used in judging others Selective perception, Halo effect, Contrast effect Projection, stereotyping
Week06	Assumptions of rational decision making model Steps in rational decision making model How are decisions actually made in organizations Common error and biases
Week07	Motivation: from concept to application Hierarchy of needs theory Theory X and Theory Y Two Factors Theory

Week08	MID-TERM EXAMINATION
Week09	David McClelland's Theory of Needs ERG theory. Cognitive Evaluation Theory Goal-Setting Theory Reinforcement Theory Job design Theory
Week10	Social Information Processing Model (SIP) Equity Theory Expectancy Theory Behavioral theories
Week11	Personality and Emotions Why Emotions Were Ignored in OB What are emotions? Felt Vs Displayed emotions Emotion dimensions Gender and Emotions Affective Event Theory
Week12	OB Applications of Understanding Emotions Ability and selection Case Study
Week13	Personality and Values Measuring Personalities Personality Determinants Measuring Personality Traits: Myers-Briggs Type Indicator The Big-Five Model
Week14	Major Personality Attributes Influencing OB Values Value systems Rokeach Value Survey Person-Organization Fit Global Implications
Week15	Foundation of Group Behavior Formal and Informal Groups Four types of groups The Five-Stage Model of Group Development

Week16	Key Points & Critique of Five-Stage Model Group Properties Group Decision Making Effectiveness & Efficiency Group Decision-Making Techniques Global Implications
RECOMMENDED BOOK 1. Robbins, P.S., & Judge, T. A. (2009). <i>Organizational Behaviour</i> . 13 th ed.	

Course Name: Statistics for Business	Course Code: STAT-03
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE The main objectives of the course are to enhance students' competency in application of statistics to solve business management problems and to improve their level of quantitative sophistication for further advanced business analysis.	
INDENTED LEARNING OUTCOMES At the conclusion of this course, the student will be: <ol style="list-style-type: none"> 1. Data description and data presentation in a business environment; 2. Measures of Central Tendency 3. Measure of Relative Dispersion 4. Use of index numbers 5. Basic probability concepts and probability distributions as an aid to business decision making. 	

Week 01	INTRODUCTION <input type="checkbox"/> Definition <input type="checkbox"/> Descriptive Statistics & Inferential Statistics <input type="checkbox"/> Statistics Applications in Business
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Week 02	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none"> <input type="checkbox"/> Data <input type="checkbox"/> The Data Array and Frequency Distribution <input type="checkbox"/> Relative Frequency Distribution <input type="checkbox"/> Cumulative frequency distribution <input type="checkbox"/> Graphical Representation
Week 03	DATA CONDENSATION AND PRESENTATION <ul style="list-style-type: none"> <input type="checkbox"/> Graphical Representation <ul style="list-style-type: none"> oPie Chart oFrequency Bar Chart oFrequency Histogram oFrequency Polygon oOgive
Week 04 & 05	MEASURES OF CENTRAL TENDENCY FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none"> <input type="checkbox"/> Means: (Arithmetic, Geometric, Harmonic) <input type="checkbox"/> The Median <input type="checkbox"/> The Mode <input type="checkbox"/> Quartiles
Week 05 & 06	MEASURES OF DISPERSION FOR GROUPED AND UNGROUPED DATA <ul style="list-style-type: none"> <input type="checkbox"/> Range <input type="checkbox"/> Mean absolute deviation
	<ul style="list-style-type: none"> <input type="checkbox"/> Variance <input type="checkbox"/> Standard Deviation <input type="checkbox"/> Relative Dispersion
Week 07 & 08	INDEX NUMBERS <ul style="list-style-type: none"> <input type="checkbox"/> Defining an Index Number <input type="checkbox"/> Un-weighted Aggregates Index <input type="checkbox"/> Weighted Aggregates Index <input type="checkbox"/> Average of Relative Methods <input type="checkbox"/> Quantity and Value Indices
Week 09	SETS <ul style="list-style-type: none"> <input type="checkbox"/> Basic Sets and Subsets <input type="checkbox"/> Operations on sets <input type="checkbox"/> Venn Diagram

Week 10 & 11	PERMUTATION AND COMBINATION <ul style="list-style-type: none"> <input type="checkbox"/> Successive event principle <input type="checkbox"/> Permutations for all or part of elements of a set <input type="checkbox"/> Permutation of the objects ranged in circle <input type="checkbox"/> Combination
Week 12 & 13	PROBABILITY AND LAWS OF PROBABILITY <ul style="list-style-type: none"> <input type="checkbox"/> Basic concepts <input type="checkbox"/> Addition rules of probability <input type="checkbox"/> Conditional Probabilities <input type="checkbox"/> Multiplication rule of probability
Week 14	MATHEMATICAL EXPECTATION <ul style="list-style-type: none"> <input type="checkbox"/> Expected value. <input type="checkbox"/> Expected monetary value. <input type="checkbox"/> Decision criterion utility & Expected Utility.
Week 15 & 16	PROBABILITY DISTRIBUTION <ul style="list-style-type: none"> <input type="checkbox"/> Basic concept <input type="checkbox"/> Types of Probability Distribution. <input type="checkbox"/> Random variables <input type="checkbox"/> The Binomial distribution <input type="checkbox"/> The Poisson Distribution <input type="checkbox"/> The Normal Distribution <input type="checkbox"/> Distribution of continues Random variable. <input type="checkbox"/> Sample regression and correlation
TEXT/REFERENCE BOOKS <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. Engle wood Cliffs, New Jersey, Prentice Hall International, 1987. 4. Michael J. Evans & Jeffrey S. Rosenthal, Probability and Statistics , WH Freeman 	

SEMESTER VI

Course Name: Cost Accounting	Course Code:MS-621
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE <p>The Course deals with examining Cost Accounting as a tool for providing information for manufacturing, internal reporting, external reporting as well as for managerial decision making. The broad course objectives are to help students to understand the central concepts of Cost Accounting, the methods of conducting data analysis preparation of reports for managerial decision making</p>	
INDENTED LEARNING OUTCOMES <p>After studying this course student will be able to understand:</p> <ol style="list-style-type: none"> 1. The importance of Cost Accounting as a first step in the Manufacturing process. 2. Cost Accounting and explain its purpose within an organization. 3. The steps involved in the Accumulation of Total Cost in different departments. 4. Financial accounting and Cost Accounting. 5. Cost data for the decision making of the higher management. 6. Product costing preparation and process costing analysis. 7. Cost of production and cost of goods sold statements for onward reporting to financial statements. 	

COURSE CONTENT	
Week 01	Cost Accounting Concepts and Objectives.
Week 02	Financial Statements :The bases for planning and control
Week 03-04	Problems and exercises
Week 05	Cost concepts, uses and classification
Week 06-07	Exercises and Problems
08	Mid term

Week 9 &10	Cost accounting system, design and operations.
Week 11-12	Exercises and problems
Week 13	Job order costing
Week 14	Exercises and problems
Week 15	Process costing(Introduction)
Week 16	Assignment/ Presentations

TEXT BOOKS:

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

Course Name: Corporate Governance	Course Code: MS-631
Course Structure: Lectures : 3:, Lab:0	Credit Hours: 3
Prerequisites: None	
Course Objectives Corporate governance deals with the complex set of relationships between the corporation and its board of directors, management, shareholders, and other stakeholders. In the recent years, the regulators and legislators have intensified their focus on how businesses are being run. They are endeavoring to create a template for new corporate governance and disclosure measures, which is beneficial for both the stakeholders and controllers.	
Indented Learning Outcomes Adopt the appropriate mechanism for effective governance Value the shareholder and stakeholder rights and responsibilities Adhere to sound principles of direction and management Understand the significance of audit committee, its composition and responsibilities Implement best practices on corporate management.	

Course Contents	
WEEK	CONTENTS
1,2 &3	<p>Introduction of corporate governance</p> <p>The importance of the Corporate governance</p> <p>Relationship between management and governance</p> <p>Theoretical aspects of Corporate governance</p> <p>Models of Corporate Governance</p>
4 &5	<p>Board of Directors</p> <p>Board as the principle instrument of governance</p> <p>Types of boards</p> <p>Functions of a board</p> <p>Fiduciary duties and responsibilities</p> <p>Balance on the board</p> <p>Cadbury code for board of directors,</p> <p>Good board room practices</p> <p>Role of chairman and CEO, duality of offices</p> <p>Importance of individual directors</p> <p>Types of directors</p>
6 &7	<p>Independent director</p> <p>Directors ‘ selection ,induction, register of interest</p> <p>Issues of re- election of directors</p> <p>Succession planning</p> <p>Removal and disqualification of directors</p>
8&9	<p>Executive Succession planning</p> <p>Committees of a board</p> <p>The Audit Committee and the Governance of Financial and other reporting</p> <p>The nominations and remuneration committee</p> <p>The Executive committee</p> <p>Compliance committee</p> <p>AD HOC committees of board</p>

	Midterm exam
10&11	Shareholder and shareholder activism Who is share holder Ordinary shares preference shares Classification of equity shareholder Annual general meetings Shareholder activism
12&13	Internal control Objectives of internal control Tools of internal control Soft and Hard whistle-blowing Importance of handling soft whistle-blowing
14 & 15	Risk management Risk Management Process
16	Corporate social responsibility : An introduction
17	Presentations /viva
18	Final term exam
Text/Recommended Books Corporate Governance, 5th Edition Robert A. G. Monks , Nell Minow 1.	

Course Name: Entrepreneurship	Course Code:MS-613
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVES With more than half of the new jobs being created in the world economy by small businesses, the particular problems and experiences encountered in starting and developing new enterprises are clearly worth studying.	

This course of Entrepreneurship has been designed to provide the participants with an overall understanding of the concept of entrepreneurship and small business management. Participants will be prepared to start, survive, and succeed in their own businesses.

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

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

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

LEARNING OBJECTIVES

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

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

COURSE CONTENTS

Session	Topic
WEEK 01	ENTREPRENEURSHIP: AN EVOLVING CONCEPT <ul style="list-style-type: none"> <input type="checkbox"/> Entrepreneurship – A perspective <input type="checkbox"/> How Entrepreneurs Think? <input type="checkbox"/> Entrepreneurial Process
WEEK 02	UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT <ul style="list-style-type: none"> <input type="checkbox"/> Comparative analysis entrepreneurship in other countries
	<ul style="list-style-type: none"> <input type="checkbox"/> Competitor Analysis
WEEK 03	UNDERSTANDING STRATEGIC ISSUES IN BUSINESS PLAN DEVELOPMENT <ul style="list-style-type: none"> <input type="checkbox"/> STP Strategies
WEEK 04	UNDERSTANDING THE ENTREPRENEURIAL PERSPECTIVE IN INDIVIDUALS <ul style="list-style-type: none"> <input type="checkbox"/> The Entrepreneurial Perspective <input type="checkbox"/> The Dark side of Entrepreneurship <input type="checkbox"/> Characteristics of Entrepreneur
WEEK 05	INNOVATION: THE CREATIVE PURSUIT OF IDEAS <ul style="list-style-type: none"> <input type="checkbox"/> Opportunity Identification: The search for New Ideas <input type="checkbox"/> Entrepreneurial Imagination and Creativity <input type="checkbox"/> The role of Creative Thinking <input type="checkbox"/> Arenas in Which People Are Creative <input type="checkbox"/> Innovation and the Entrepreneur
WEEK 06	PATHWAYS TO ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> The Pathways to New Ventures for Entrepreneurs <input type="checkbox"/> Creating New Ventures <input type="checkbox"/> Acquiring an Established Entrepreneurial Venture <input type="checkbox"/> Franchising: The Hybrid

WEEK 07	LEGAL CHALLENGES FOR ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> Legal Challenges for the Entrepreneurial Venture <input type="checkbox"/> Intellectual Property Protection: Patents, Copyrights, and Trademarks <input type="checkbox"/> Identifying Legal Structures for Entrepreneurial Ventures <input type="checkbox"/> Sole Proprietorships <input type="checkbox"/> Partnerships <input type="checkbox"/> Corporations <input type="checkbox"/> Specific Forms of Partnerships and Corporations <input type="checkbox"/> Understanding Bankruptcy
WEEK 08	SOURCES OF CAPITAL FOR ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> The Entrepreneur's Search for Capital <input type="checkbox"/> Debt Versus Equity <input type="checkbox"/> The Venture Capital Market <input type="checkbox"/> Informal Risk Capital: "Angel" Financing
WEEK 09	ASSESSMENT OF ENTREPRENEURIAL PLAN <ul style="list-style-type: none"> <input type="checkbox"/> The Challenge of New- Venture Start-Ups <input type="checkbox"/> Pitfalls in Selecting New Ventures <input type="checkbox"/> Critical Factors for New-Venture Development <input type="checkbox"/> Why New Ventures Fail <input type="checkbox"/> The Evaluation Process
	MARKETING CHALLENGES FOR ENTREPRENEURIAL VENTURES <ul style="list-style-type: none"> <input type="checkbox"/> The Marketing Concept for Entrepreneurs <input type="checkbox"/> Marketing Research

WEEK 10	<input type="checkbox"/> Inhibitors to Marketing Research <input type="checkbox"/> Internet Marketing <input type="checkbox"/> Developing the Marketing Concept <input type="checkbox"/> Developing a Marketing Plan <input type="checkbox"/> Pricing Strategies
WEEK 11	FINANCIAL PREPARATION FOR ENTREPRENEURIAL VENTURES <input type="checkbox"/> The Importance of Financial Information for Entrepreneurs <input type="checkbox"/> Understanding the Key Financial Statements <input type="checkbox"/> Preparing Financial Budgets <input type="checkbox"/> Pro Forma Statements <input type="checkbox"/> Capital Budgeting <input type="checkbox"/> Break-Even Analysis
WEEK 12	DEVELOPING AN EFFECTIVE BUSINESS PLAN <input type="checkbox"/> What is a Business Plan? <input type="checkbox"/> Pitfalls to Avoid in Planning <input type="checkbox"/> Benefits of a Business Plan <input type="checkbox"/> Developing a Well- Conceived Business Plan <input type="checkbox"/> Elements of a Business Plan <input type="checkbox"/> Updating the Business Plan <input type="checkbox"/> Presentation of the Business Plan: The “Pitch”
WEEK 13	STRATEGIC ENTREPRENEURIAL GROWTH <input type="checkbox"/> The Nature of Strategic Planning in Emerging Firms <input type="checkbox"/> Strategic Planning <input type="checkbox"/> The Lack of Strategic Planning <input type="checkbox"/> The Value of Strategic Planning <input type="checkbox"/> Managing Entrepreneurial Growth <input type="checkbox"/> Venture Development Stages <input type="checkbox"/> The Entrepreneurial Company in the Twenty-First Century <input type="checkbox"/> Building the Adaptive Firm <input type="checkbox"/> The Transition from an Entrepreneurial Style to a Managerial Approach <input type="checkbox"/> Understanding the Growth Stage <input type="checkbox"/> Unique Managerial Concerns of Growing Ventures <input type="checkbox"/> The International Environment: Global Opportunities

WEEK 14	VALUATION OF ENTREPRENEURIAL VENTURES	
	<input type="checkbox"/> The Importance of Business Valuation	
	<input type="checkbox"/> Underlying Issues When Acquiring a Venture	
	<input type="checkbox"/> Due Diligence	
	<input type="checkbox"/> Analyzing the Business	
	<input type="checkbox"/> Establishing a Firm's Value	
	<input type="checkbox"/> Term Sheets in Venture Valuation	
WEEK 15	HARVESTING THE ENTREPRENEURIAL VENTURE	
	<input type="checkbox"/> Harvesting the Venture: A Focus on the Future	
	<input type="checkbox"/> The Management Succession Strategy	
	<input type="checkbox"/> Key Factors in Succession	

WEEK 16 PROJECTS/PRESENTATIONS**RECOMMENDED TEXTBOOK**

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

Course Name: Managerial Economics	Course Code: ECO-03
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>CAPSULE STATEMENT</p> <p>Managerial Economics is a key branch of economics at graduate level. This is basically applied microeconomics though it uses macroeconomic variables also. The subject matter deals with the economic theory and its application in business management. The course provides a unifying theme of managerial decision making around the theory of the firm. It examines the process whereby a firm can reach optimal managerial decisions in the face of constraints in today's dynamic market. It covers a variety of topics such as demand Analysis, Estimation and forecasting, market structure, production and cost analysis, pricing practices, economic optimization and risk analysis. A strong grasp of the principles that govern the behavior of economic agents (firms, individuals and government) is a vital managerial talent.</p> <p>The course provides practical guidelines to students to analyze in depth the managerial decisions in the market. It enables students to comprehend the complexity, risk element, and key success in business.</p> <p>A sound background of mathematical and statistical tools makes the understanding of the subject matter more interesting and easier.</p> <p>LEARNING OUTCOMES</p>	

After completing this course participants must be able to:

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

CALENDAR ACTIVITIES

Session	Topic (s)
1, 2	<input type="checkbox"/> The nature and scope of Managerial Economics. <input type="checkbox"/> Management Problem <input type="checkbox"/> Effective Management <input type="checkbox"/> Theory of firm <input type="checkbox"/> The objective of the Firm <input type="checkbox"/> Constrains faced by a firm <input type="checkbox"/> Business vs. Economic profit <input type="checkbox"/> Theories of Economic profit
3, 4	Advanced Demand Analysis <input type="checkbox"/> The Market Demand Function <input type="checkbox"/> Total and Marginal Revenue <input type="checkbox"/> Sensitivity analysis <input type="checkbox"/> Computation of Price, Income and Cross price Elasticity of Demand by two Methods <input type="checkbox"/> Uses and Application of Price, Income and Cross-Price Elasticity of demand <input type="checkbox"/> Some other Demand Elasticity
5	Advanced Demand Analysis <input type="checkbox"/> Price elasticity, Marginal Revenue and Total Revenue <input type="checkbox"/> Optimal Pricing Policy under given price elasticity
6	Demand estimation by Regression Analysis <input type="checkbox"/> Simple Linear and Multiple Linear Regression Models <input type="checkbox"/> Significance of estimated coefficients and model <input type="checkbox"/> Use of R^2

7	Demand Forecasting <ul style="list-style-type: none"> <input type="checkbox"/> Quantitative Methods for Forecasting <input type="checkbox"/> Best Forecasts <input type="checkbox"/> Forecasting power of a Regression Model
8	Mid-Term Exam
9, 10	Economic Optimization <ul style="list-style-type: none"> <input type="checkbox"/> Mathematical tools for derivatives <input type="checkbox"/> Unconstrained vs. Constrained Optimization <input type="checkbox"/> The substitution vs. the Lagrange Methods of Optimization
11, 12	Production Analysis <ul style="list-style-type: none"> <input type="checkbox"/> Production Function <input type="checkbox"/> Total, Marginal and average Products in case of single and two variable inputs <input type="checkbox"/> Marginal Revenue Product and Optimal Employment of Inputs <input type="checkbox"/> Returns to scale vs. Returns to factor
13	Cost Analysis <ul style="list-style-type: none"> <input type="checkbox"/> Explicit and Implicit Costs <input type="checkbox"/> Incremental and Sunk Costs <input type="checkbox"/> Short-Run vs. Long-Run Costs <input type="checkbox"/> Economies of Scale and Economies of Scope <input type="checkbox"/> Learning Curves <input type="checkbox"/> Breakeven Analysis <input type="checkbox"/> Degree of Operating Leverage
14	Pricing Practices <ul style="list-style-type: none"> <input type="checkbox"/> Markup Pricing and profit maximization <input type="checkbox"/> Mark up on costs and price <input type="checkbox"/> Optimal markup on price and cost <input type="checkbox"/> Price discrimination
15	Risk Analysis <ul style="list-style-type: none"> <input type="checkbox"/> Economics Risk vs. Uncertainty <input type="checkbox"/> Various types of risk <input type="checkbox"/> Expected Profit of a Project <input type="checkbox"/> Absolute vs. Relative Risk <input type="checkbox"/> Beta as Measure of Risk <input type="checkbox"/> Managerial Applications
16	End-Term Exam

	<p>TEXT BOOK:</p> <ol style="list-style-type: none"> 1. Mark Hirschey (2009), “Managerial Economics”, Thomson: South Western <p>ADDITIONAL READINGS:</p> <ol style="list-style-type: none"> 1. William F. Samuelson, Stephen G. Marks (2003), Managerial Economics Fourth Edition, Wiley. 2. Lila J. Truett and Dale B. Truett (19989), Managerial Economics: Analysis, Problems, Cases , International Thomson Publishing 3. Micheal Baye (2002), “Managerial Economics and Business Strategy”, Irvin Publishers. 4. Dominick Salvatore (latest edition), “Managerial Economics in a Global Economy”, McGraw Hill. 5. Petersen, Lewis and Jain (2006), “Managerial Economics” Pearson: Education. 6. Abdul R. Butt (2006), “Least Squares Estimation of Econometric Models”, (Revised Edition), National Book Foundation, Pakistan.
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SEMESTER V

STRATEGIC MANAGEMENT

Course Name: Strategic Management	Course Code: MS-712
Course Structure: Lectures: 3	Credit Hours: 3
<p>Course Description</p> <p>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 different organizations</p> <p>Intended Learning Outcomes</p> <ol style="list-style-type: none"> 1. 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
2. To develop conceptual skills so that students are able to integrate previously Learned aspects of corporations.
 3. To develop skills to analyze and evaluate, both qualitatively and quantitatively, the performance of people responsible for strategic decisions.
 4. 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.
 5. To develop a better understanding of the present and future environment in which corporations must function.
 6. To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner
 7. To bridge the gap between theory and practice by 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.
 8. To develop a better understanding of the present and future environment in which corporations must function.
 9. To develop analytical and decision making skills for dealing with complex conceptual problems in an ethical manner.

Course Contents

Week	Module
Week 1	Strategic Management: An Overview * Introduction * Strategic Management Process * Key Terms in Strategic Management
Week 2	* A Comprehensive Strategic Management Model * Benefits of Strategic Management Step 1: Strategy Formulation Vision and Mission Statement * Introduction

	<ul style="list-style-type: none"> * What is a Vision Statement? * What is a Mission Statement? * Components of Mission Statement * Importance of Vision and Mission Statements
Week 3	Internal and External Assessment The External Audit <ul style="list-style-type: none"> * Introduction * The Nature of External Audit * Key External Forces
Week 4 & 5	<ul style="list-style-type: none"> * Competitive Analysis: Porter's Five Forces Model * Industry Analysis: The External Factor Evaluation (EFE) Matrix The Internal Audit <ul style="list-style-type: none"> * The Nature of Internal Audit * Key Internal Forces
Week 6 & 7	<ul style="list-style-type: none"> * Value Chain Analysis (VCA) * The Internal Factor Evaluation (IFE) Matrix
Week 8	The I/O View The RBView Internal Assessment
Week 9	Mid Term Examination
Week 10 & 11	Strategies in Action <ul style="list-style-type: none"> * Types of Strategies * Levels of Strategies <ul style="list-style-type: none"> (a) Integration Strategies (b) Intensive Strategies (c) Diversification Strategies (d) Defensive Strategies
Week 12 & 13	Strategy Analysis and Choice <ul style="list-style-type: none"> * The Nature * A Comprehensive Strategy Formulation Framework <ul style="list-style-type: none"> (a) The Input Stage (b) The Matching Stage <ul style="list-style-type: none"> * SWOT Matrix * SPACE Matrix
Week 14 & 15	<ul style="list-style-type: none"> * BCG Matrix * The Grand Strategy Matrix (c) The Decision Stage

	* QSPM Matrix Step 2: Strategy Implementation * Nature * Creating Strategy Supportive Culture * Production/ Operation Concerns While Implementing Strategies
Week 16	* Human Resource Concerns While Implementing Strategies * Marketing/ Finance/ R&D/ MIS Issues Step 3: Strategy Evaluation * Nature * Strategy Evaluation Framework
Week 17	* Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Fred. R. David, Strategic Management, Prentice Hall	

PROJECT MANAGEMENT

Course Name: Project Management	Course Code: MS-711
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	
Objectives Businesses regularly use project management to accomplish unique outcomes with limited resources under critical time constraints. In the service sector of the economy, the use of project management to achieve an organization's goals is even more common. Advertising campaigns, voter registration drives, political campaigns, a family's annual summer vacation, and even seminars on the subject of project management are organized as projects. A relatively new growth area in the use of project management is the use of project as a way of accomplishing organizational reorganization and change. Indeed, there is a rapid increase in the number of firms that use projects as the preferred way of accomplishing almost everything they undertake. Not even the most optimistic prognosticators foresaw the explosive growth that has occurred in the field. The aim of this course is to equip students with the knowledge of project management and skills that a successful project manager uses for effective initiation, implementation and termination of a project. Students get knowledge of different players involved in projects as well as an in depth information regarding organizational structure and communication etc. for project. Students are also taught, how to prepare project feasibility study which is the core outcome of this subject.	

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

Intended Learning Outcomes (ILOs)

Upon successful completion of this course the students will develop:

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

Course Outline

Project Management course is split into three parts:

- Project Initiation
- Project Implementation and
- Project Termination preceded by Project Management Introduction

Week	Module
Week 1	Introduction to Project management, Importance of Project Management, Success factors, Triple constraint.
Week 2	Project Life Cycle: 1: Initiation 2: Planning
Week 3	3: Execution 4: Closure
Week 4	Types of Projects
Week 5	Project Initiation and selection: Strategic Management and Project Selection
Week 6	The Project Manager
Week 7	Project Planning: Project Activity planning
Week 8	Project Risk Planning
Week 9	Mid Term Examinations
Week 10	Project Budgeting
Week 11	Scheduling: Methods of making Schedules
Week 12	Methods of making Activity Schedules
Week 13	Resource Allocation
Week 14	Project Execution: Project Control
Week 15	Project Termination
Week 16	Project Feasibility Study: How to prepare Project Feasibility Study, Format of Feasibility Study.
Week 17	Contents of Feasibility Study, Making Accurate Estimates, Students'

	presentations of feasibility studies
Week 18	Final Term Examinations
Recommended Books: <ul style="list-style-type: none"> - Jack R. Meredith & Samuel J. Mantel, Jr.: Project Management – A Managerial Approach - Harold Kerzner Project Management – A Systems Approach to Planning, Scheduling and Controlling 	

Course Name: Financial Management	Course Code: MS-713
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 Goals</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> <p>LEARNING OUTCOMES</p> <p>On completion of the course, students are expected to:</p> <ol style="list-style-type: none"> 1. Understand functions of finance manager. 2. Understand the basics of finance theory as it applies to corporate financial decisions. 3. Be able to understand and analyze financial statements. 4. Be able to apply tools and techniques of time value of money for investing decisions. 5. Understand and apply the concepts of risk and return for portfolio management. 6. Be able to apply the principles of capital structure in the determination of the appropriate level of debt for a company. 7. Understand the factors influencing the determination of corporate dividend policy. 8. Be conversant with the incentives for and mechanics of issuing and retiring 	

- securities.
9. Be able to apply the weighted average cost of capital method to value real assets.
10. Understand the concepts and techniques of risk management

Course Contents	
WEEK	MODULE
Week 01&2	Working Capital Management <ul style="list-style-type: none"> ▪ Introduction ▪ Working capital issues ▪ Financial Current assets: Short term and long term mix ▪ Combining liability structure and Current assets decision
Week 03&4	Cash and Marketable Securities Management <ul style="list-style-type: none"> ▪ Motives for holding cash ▪ Speeding up cash receipts ▪ Slowing Down Cash payouts ▪ Electronic Commerce • Investment in marketable securities
Week 05 & 06	Accounts Receivable and Inventory Management <ul style="list-style-type: none"> • Credit evaluation criteria • Five C's of credit • Credit policies
Week 07 & 08	<ul style="list-style-type: none"> • Collection polices • Analyzing the credit applicant • Inventory management and control
Week 09	Midterm exam
Week 10&11	Short-term Financing <ul style="list-style-type: none"> • Spontaneous financing • Negotiated Financing • Factoring Accounts Receivable • Composition of short term financing

Week 12&13	Capital Budgeting <ul style="list-style-type: none"> • Importance of Capital Budgeting • Capital budgeting Techniques • The payback period. • The internal rate of return. • Net present value • Capital Rational • Independent, Dependent and Mutually Exclusive Projects.
Week 14	Cost of Capital
Week 15&16	Capital structure determination <ul style="list-style-type: none"> • A conceptual look • The total value principal • Market imperfections and incentives issues • The effect of taxes • Taxes and market imperfections combines • Financial Signaling • Timing and financial flexibility
Week 17	Presentation and viva
Week 18	Final exams
Recommended Books <ol style="list-style-type: none"> 3. Jemes C. Vanhorne: Fundamentals of Financial Management 4. Ross, Westerfield, Jordan: Corporate Finance Essentials. 	

Course Name: Operations Management	Course Code: MS-714
Course Structure: Lectures: 3:, Lab:0	Credit Hours: 3
Prerequisites: None	
Introduction: Introduces students to problems and analysis related to the design, planning, control, and	

improvement of manufacturing and service operations. Includes process analysis, project analysis, materials management, production planning and scheduling, quality management, supply chain management, reengineering, design for manufacturing, capacity and facilities planning, and operations strategy.

Course Objectives:

4. The student should understand the tradeoffs among different types of goods and services operations systems in terms of key characteristics, management tasks, organization and control, and impact on the strategy and direction of the firm.
5. The student should understand the strategic and tactical operations management issues and their relationship to the other functional areas of the firm.
6. The student will gain experience employing and should be able to demonstrate a basic competence with the tools and techniques used by real-life operations professionals in managing operations and setting operations policy.

Intended Learning Outcomes:

9. Knowledge of manufacturing resources planning concepts and mathematical techniques
10. Comprehension of lean manufacturing principles
11. Understanding of project management techniques
12. Ability to apply manufacturing resource planning principles and techniques
13. Understanding of industrial applications of operations management principles
14. Development of team management skills
15. Development of oral and written communication skills
16. Computer software and technology for operations management

Course contents

Week 1

Introduction (Production And Operations Management)

- What is operations management?
- Why study operations management?
- Today's factors affecting operations management
- Studying operations management---Operations as a system

Week 2

- Functions within business organizations.
- Differentiating features of production systems
 - Degree of standardization
 - Type of operation
 - production of goods v/s service operations

Week 3

Forecasting

- What is forecasting?
- Features common to all forecasts
- Elements of a good forecast
- Steps in the forecasting process
- Approaches to forecasting

Week 4

- Approaches to forecasting (continued)
- Forecasts based on judgment and opinion
 - Executive opinions
 - Direct customer contact composites
 - Customer surveys
 - Delphi method

Week 5 and 6

- Forecasts based on time series data
 - What is meant by time series data?
 - What is trend, seasonality, cycle, irregular variation, random variation?
 - Naive forecasts
 - moving average
- Exponential smoothing
 - Trend equation
 - Trend adjusted exponential smoothing
- Associative forecasting techniques
 - Simple linear regression

Week 7

Design of Production Systems---- “Product and Service Design”

- Introduction
- Reasons for product or service design
- Trends in product and service design
- Product design
- Product life cycles
 - manufacturing design
 - remanufacturing

Week 8

Midterm exams

Week 9

- robust design
- concurrent engineering
- CAD
- modular design
- Service design
- Differences between service design and product design

Week 10 and 11

Process Selection and Capacity Planning

- What is process selection?
 - make or buy
 - type of operation
 - automation
- Operations strategy
- Capacity planning
 - importance of capacity decisions
 - defining and measuring capacity
 - determinants of effective capacity
 - determining capacity requirements
 - developing capacity alternatives
 - evaluating alternatives

Week 12 and 13

Facilities Layout

- Introduction
- The need for layout decisions
- Basic layout types
 - product layouts
 - process layouts
 - fixed position layouts
 - combination layouts
- Cellular layouts
 - cellular manufacturing
 - group technology
 - flexible manufacturing systems
- Other service layouts
 - warehouse and storage layouts
 - retail layouts
 - office layouts

Week 14 and 15

Location Planning and Analysis

- The need for location decisions
- The nature of location decisions
 - importance of location decisions
 - objectives of location decisions
 - location options
- General procedure for making location decisions
- Factors that affect location decisions
 - regional factors
 - community considerations
 - site-related factors
 - multiple plant manufacturing strategies
 - service and retail locations
- Evaluating location alternatives

Week 16

Final exams

Recommended book:

William J.Stevenson (*Production/operations Management*) latest Edition

Reference books:

JayHeizer&BarryRender,OperationsManagement,LatestEditionPrenticeHall

Operations ManagementbyJack R.Meredith andScottM.Shafer

Operations Management (10thEdition)(Pearson Custom Business Resources) byJayHeizer and BarryRender

OperationsManagement:CreatingValueAlongtheSupplyChainbyRobertaS.Russell andBernardW.Taylor

Semester 6th

Course Name: Business Research Methods	Course Code: MS-701
Course Structure: Lectures: 3	Credit Hours: 3
COURSE DESCRIPTION This course is designed to give an overview of the principles and methods of business research: identification of research question, development of theoretical framework and model, securing the respondents, making a test investigation, 55 sampling, collecting data, types and errors of collected data, tabulating and analyzing the information, interpreting the findings and stating the conclusion through a series of class projects. Practical experience is offered to the students on how research techniques and procedures are applied to solve the business problems. This course is also designed to encourage the students to explore the application of theories that have been predominantly developed in Western cultures by using different research method techniques. An understanding of the relevance of Western research for local practice would help students to explore various business related problems and their plausible solutions from indigenous perspective. The course will also help the students in understanding the importance of the business research as a management decision tool and in dealing with various business-related theoretical and applied problems.	

INTENDED LEARNING OUTCOMES

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

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

Course Contents

Week	Module
Week 1	<ul style="list-style-type: none"> * What is Research? * What is Business Research? * Types of Business Research <ol style="list-style-type: none"> a. Applied b. Basic * Distinction Between Types of Business Research
Week 2	<ul style="list-style-type: none"> * What is scientific Research? * Hallmarks of Scientific Research * An Overview to Business Research Process
Week 3	<ul style="list-style-type: none"> * Step 1: Observation- Identifying Broad Problem Area <ol style="list-style-type: none"> a. Currently existing b. Requiring Improvement c. Conceptual Issues that Need to be Tightened d. Finding Answers Empirically

	<p>* Step 2: Preliminary Data Gathering</p> <p>a. <u>Nature of the data to be collected</u></p> <ol style="list-style-type: none"> Background information of organization Information on structural factors and management philosophy Perceptions, Attitudes and Behavioral Responses
Week 4	<p>b. <u>Literature Review</u></p> <ol style="list-style-type: none"> Reasons for Literature Survey Conducting Literature Survey Identifying Relevant Resources Extracting Relevant Information Writing up Literature
Week 5	<p>* Step 3: Problem Definition</p> <ol style="list-style-type: none"> Definition Defining the Real Problem Writing the Problem Statement
Week 6	<p>* Step 4: Theoretical Framework</p> <ol style="list-style-type: none"> Definition Why Theoretical Framework Variables and their types Relationship between Literature Review and Theoretical Framework Components and Features of Theoretical Framework
Week 7	<p>* Step 5: Generation of Hypotheses</p> <ol style="list-style-type: none"> Definition What is Null and Alternative Hypotheses Writing Hypotheses <p>* Step 6: Scientific Research Design</p> <ol style="list-style-type: none"> <u>Purpose of Study</u> <ol style="list-style-type: none"> Exploratory Descriptive Explanatory (Hypotheses Testing)
Week 8	<p>b. <u>Types of Investigation</u></p> <ol style="list-style-type: none"> Causal Correlation Group Differences <p>c. <u>Extent of Researcher Interference</u></p> <ol style="list-style-type: none"> Minimal Manipulation <p>d. <u>Study Setting</u></p> <ol style="list-style-type: none"> Contrived Non- Contrived <p>* Internal Assessment</p>

Week 9	Mid Term Examination
Week 10	e. <u>Measurement</u> <ol style="list-style-type: none"> How variables are Measured Operational Definitions (General Idea not detailed as in book) Scales of Measurement <ol style="list-style-type: none"> Nominal Ordinal Interval Ratio
Week 11& 12	f. <u>Data Collection Methods</u> <ol style="list-style-type: none"> Interviews: Structured, Semi Structured, Unstructured, Face to Face, Telephonic Interviews Questionnaire and Its Design <ol style="list-style-type: none"> Definition Design Guidelines Principles of Measurement Pilot Testing Observation : Participant, Non Participant, Structured, Non Structured g. <u>Time Horizon</u> (General Concept no detailed as in book) <ol style="list-style-type: none"> Cross sectional Longitudinal
Week 13	h. <u>Sampling Plan</u> <ol style="list-style-type: none"> Definition of Target Population Definition of Element Definition of Population Frame Definition of Sample and Subject Sampling <ol style="list-style-type: none"> Probability: Simple Random, Systematic, Cluster, Stratified Random (Don't go for proportionate and disproportionate)
Week 14	<ol style="list-style-type: none"> Non-Probability: Purposive, Judgmental, Quota Determining the Sample Size vi. Unit of Analysis <ol style="list-style-type: none"> Individuals, Groups, Organizations i. <u>Editing, Coding and Data Entry(in SPSS)</u> <ol style="list-style-type: none"> Editing Data Coding Categorizing Entering
Week 15	* Step 7: Data Analysis Quantitative <ol style="list-style-type: none"> Descriptive Statistics: Frequencies Correlation

	c. ANOVA d. Regression e. Cross Tabulation
Week 16	Qualitative a. Coding b. Mapping Step 8: Conclusion Step 9: Report Writing and Its Integral Parts (General- Not from book)
Week 17	* Presentations
Week 18	Final Term Examinations
Textbooks: 1. <i>Business Research Methods</i> by Uma Sekaran	

Course Name: International Business Management	Course Code: MS-721
Course Structure: Lectures: 3	Credit Hours: 3
<p>Course Objectives</p> <p>This course provides the manager's perspective in the fields of international payments, international trade, and the analyzation of investments. Emphasis is given to the materials and concepts that illuminate the strategies, structure, practices, and effects of multinational enterprises. The topics to be covered are: The Nature of International Business Management; Marketing to Customers with Diverse Cultural Backgrounds; Operations in Diverse Political and Legal 85 Environments; Finance in the International Marketplace; Human Resources and Employees of Diverse Cultural Backgrounds; and Strategy and Structure of International or Global Enterprises.</p> <p>INDENTED LEARNING OUTCOMES</p> <p>By the end of this course it is expected that the student will be able to</p> <ol style="list-style-type: none"> 1. Develop an understanding of the worldwide developments and foundations for international business and the cultural context for managing in an overseas environment. 2. Develop an understanding of the Macroeconomic and political changes that have taken place in the era of Globalization and beyond Globalization. 	

3. Investigate the political economy of international business, trade and investment.
4. Describe and explain trade and the investment environment in which international business transactions occur.
5. Develop an understanding of the global monetary framework in which international business transactions are conducted.
6. Develop an understanding of the Foreign Exchange Market in which international business transactions can be affected.
7. Develop an understanding of the benefits and risks of the global capital market on international business transactions.

Course Contents

Week	Module
Week 1	International Business <ul style="list-style-type: none"> - Introduction - World Business: A Brief Overview <ul style="list-style-type: none"> (a) Import and Export (b) FDI - Reasons to International Business (Why firms become multinational enterprises)
Week 2	The Internationalization Process (Ways to enter international business) International Trade <ul style="list-style-type: none"> - Introduction - Theories of International Trade <ul style="list-style-type: none"> (a) International Trade Theory (b) Theory of Absolute advantage
Week 3	<ul style="list-style-type: none"> (c) Theory of Comparative Advantage (d) What is PLC? <ul style="list-style-type: none"> International PLC Theory
Week 4	<ul style="list-style-type: none"> - Barriers to Trade <ul style="list-style-type: none"> (a) Reasons for trade barriers (b) Trade barriers <ul style="list-style-type: none"> i. Price based ii. Quantity Limits iii. International Price fixing iv. Non Tariff Trade Barriers (Quotas, Buy international Restrictions, Technical barriers, Anti dumping legislations, Subsidiaries and Countervailing duties)

Week 5	International Organizations <ul style="list-style-type: none"> - UNO - EU - IMF - World Bank
Week 6	International Culture <ul style="list-style-type: none"> - Introduction - Elements of Culture (Language, Religion, Education, Material Goods, Aesthetics, Values and Attitudes, Customs and Manners) - Culture and Strategic Management
Week 7 & 8	International Politics <ul style="list-style-type: none"> - Introduction - Political Ideologies and economies <ul style="list-style-type: none"> (a) Political systems (b) Economic Systems (c) Government control of assets Internal Assessment
Week 9	Mid Term Examination
Week 10	Economic Development <ul style="list-style-type: none"> - Economic Integration : Introduction - Trade Creation and Trade Diversion - Levels of Economic Integration (Free Trade Area, Custom Unions, Common Market, Economic Union, Political Union)
Week 11	<ul style="list-style-type: none"> - An overall Perspective of Economic Integration <ul style="list-style-type: none"> (a) External Economic of Scale (b) Internal Economies of Scale (c) NGOs
Week 12 & 13	Multinational Strategy <ul style="list-style-type: none"> - Strategic Planning: An Introduction - Strategic Orientations - Strategy Formulation <ul style="list-style-type: none"> (a) External Environment Analysis (b) Internal Environment Analysis - Strategy Implementation <ul style="list-style-type: none"> (a) Location (b) Ownership (c) International Joint Ventures (d) Strategic Alliances

Week 14	International Finance <ul style="list-style-type: none"> - Introduction - Balance of Payment - Broad Categories of BOP <ul style="list-style-type: none"> (a) Current Account (b) Capital Account (c) Reserves
Week 15	International HRM <ul style="list-style-type: none"> - Introduction - Selection and Repatriation - Training and Development - Compensation
Week 16	International Marketing <ul style="list-style-type: none"> - Introduction - International Market Assessment - The Marketing Mix <ul style="list-style-type: none"> (a) Product Strategies (b) Promotion Strategies (c) Place Strategies (d) Pricing Strategies
Week 17	* Final Presentations * Concluding Session
Week 18	Final Term Examinations
Textbook Rugman, A. M., & Hodgetts, R. M. (2005). <i>International Business</i> (3rd ed.).	

SEMESTER VII**Electives Only****HR SPECIALIZATION**

Course Name: Training and Development	Course Code:
Course Structure:	Credit Hours:
<p>Course Objectives</p> <p>Training and development in organizations is usually defined as planned activities directed at enhancing the learning of job-relevant knowledge, skills and attitudes by members or employees of the organization. Almost invariably, the goal is to improve on-the-job performance so as to enhance the overall effectiveness of the organization and/or to increase the likelihood that organizational goals will be reached. This course will familiarize students with the training and development function.</p> <p>Topics covered in this course will include: training needs assessment, the development of specific training objectives, the planning and delivery of instruction, relevant learning principles, and the development and implementation of criteria and procedures for evaluation of training. Thus the course provides a general framework for examining and revising existing training programs and for establishing new, viable training programs. In addition, special training topics will be explored based on students' interests.</p> <p>LEARNING OUTCOMES</p> <p>Upon completion of this course, students will possess the following competencies:</p> <ol style="list-style-type: none"> 1. Understanding of the issues in managing the training and development function and its relation to corporate objectives and performance. 2. Ability to design training programs including consideration of training needs and objectives, principles of learning, appropriate selection and use of training methods, management development methods, and career development methods, transfer of training to the job, evaluation of training, costing of training programs. 3. Awareness of ethical and equity issues affecting training and development in organizations. 4. Ability to conduct training needs analysis including job analysis, person analysis, and 	

organization analysis.

5. Write measurable training objectives incorporating expected learning outcomes;
6. Understanding of principles of adult learning including theories of motivation, trainee ability and aptitude, knowledge and skill acquisition and retention, and transfer of training to the workplace as they relate to the design of effective training and development programs.
7. Awareness of a variety of training and development methods, the advantages and disadvantages of each method, and ability to select and use appropriate methods to design an effective learning experience.
8. Understanding of issues in training evaluation, including the cost/benefits (utility) of training, ability to design a training evaluation procedure, and ability to use the results to improve training programs and/or make appropriate decisions concerning the training and development function.
9. Ability to determine cost/benefits (utility) of training programs, including determination of training costs and resources and quantifying benefits of training in order to provide relevant information to corporate decision makers and to facilitate in making decisions affecting the training function on such issues as developing in-house vs. purchasing of training programs, relative cost-effectiveness of various training programs, and improving training utility.
10. Awareness of various approaches to training, different kinds of training programs, and topical issues concerning the training function; and In-depth familiarity with a specific training topic selected by the student.

Week	Module
Week 1	Introduction & Organization <ul style="list-style-type: none"> • What is training • Training design process
Week 2 & 3	What is learning <ul style="list-style-type: none"> • Learning outcomes • Learning theories • Learning process • Learning style
Week 4&5	The Needs Analysis Process <ul style="list-style-type: none"> • Why is it necessary • Causes and outcomes • Who will participate • Methods used in need analysis; its advantages and disadvantages • Need assessment process • Competency model
Week 6&7	Transfer of Training

	<ul style="list-style-type: none"> • Model of transfer process • Theories of transfer of training • Work environment characteristics which influence the transfer • Four models of knowledge sharing •
Week 8	Traditional methods <ul style="list-style-type: none"> • Presentation methods • Hands on methods
Week 9	Mid Term Examinations
Week 10	Traditional methods <ul style="list-style-type: none"> • Group building methods • Action learning • Choosing training methods
Week 11&12	Other methods of training <ul style="list-style-type: none"> • 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
Week 13&14	TrainingEvaluation <ul style="list-style-type: none"> • Evaluation process • Outcomes used in evaluation training programs • Evaluation designs
Week 15&6	TrainingTrends Training and Development From a Change Model Perspective Key issues in implementing change Managers' misconceptions about training
Week 17	Presentations
Week 18	Final examinations
Recommended Books: <ol style="list-style-type: none"> 1. Employee Training & Development (5th edition) by Raymond. A Noe 2. Training & Development (N. Ramaswami) 1992 3. Management training in organizations (IshwarDayas) 1989 4. Training strategy (MartynSloman) 1996 5. Applied Psychology in KRM, Wayne F. CASCIO (Fifth Edition) 6. Creative TrainingTechniques HandbookbyRobertW.Pike,CSP 	

Course Name: Recruitment and Selection	Course Code:
Course Structure: Lectures:3,Lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION: <p>This course will provide a conceptual and operational understanding of the key aspects of human resources staffing functions, including job analysis, recruitment, assessment, selection, and performance evaluation. At the completion of this class, students should be able to design and implement an effective and legally defensible staffing system tailored to organizational requirements. They should also be able to evaluate existing staffing programs for efficaciousness and legal compliance.</p>	
LEARNING OUTCOMES <p>Upon completion of this course, students will be able to:</p> <ol style="list-style-type: none"> 1. Understand the basic processes and principles related to organizational staffing. 2. Understand the Canadian legal environment as it relates to recruitment and selection of human resources. 3. Understand the scientific foundation of recruitment and selection research and practice. 4. Appreciate the contribution of recruitment and selection practices to organizational effectiveness. 5. Recognize the importance of having the results of empirical research on recruitment and selection informs the use of these practices in organizational settings. 6. Appreciate the influence of individual, job-related, and organizational characteristics on the attraction of job applicants. 7. Know the advantages and disadvantages of various types of psychological tests that may be used in the selection of human resources. 8. Know the limitations of traditional employment interviewing methods and the advantages of structured employment interviews 9. Critically evaluate the recruitment and selection practices being used by organizations. 10. Contribute to the improvement of an organization's recruitment and selection practices. <p>These learning objectives will be accomplished through lectures, videos, discussions, and projects.</p>	
Week 01, 02	Introduction to Recruitment and Selection

Week 03 & 04	Measurement, Reliability and Validity
Week 05	Legal Issues
Week 06	Job Analysis and Competency Models
Week 07	Recruitment & Selection and Job Performance
Week 08	Midterm Exam
Week 09, 10	Recruitment
Week 11 & 12	Applicant Screening
Week 13 & 14	Ability Tests and Personality Assessment
Week 15	Performance Tests, Assessment Centers, Integrity Testing, Drug Testing, Graphology
Week 16	The Selection Interview
Week 17	Strategies for Selection Decision Making
Week 18	Final Term Examinations
RECOMMENDED TEXT BOOK Diane Arthur <i>Recruiting, Interviewing, selecting and orienting new employees</i> Latest Edition.	

Course Name: Leadership	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
Objectives Leadership is not a new concept and has been discussed for years. One main difference between leadership and management is the process of obtaining results through individuals. Management relates to planning, organizing, controlling and implementing work to obtain desired results. Leadership takes the process a step further by involving how the employees think and feel. Leadership has been conceived as the focus of group processes, as a matter of personality, as a matter of inducing compliance, as the exercise of influence, as particular behaviors, as a form of persuasion, as a power	

relation, as an instrument to achieve goals, as an effect of interaction, as a differentiated role, as initiation of structure, and as many combinations of these definitions. Effective leaders are critical to the success of an organization, and leadership development is important to develop good leaders

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

Learning Outcomes.

After studying this course the students should be able to:

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

Sessions	Topics	Expected learning outcomes
Week 1 & 2	Introduction to leadership	Define Leadership. Leadership Managerial Roles Leadership theories Explore how they can relate themselves towards leadership capabilities and organization's needs.
Week 3 & 4	Leaders and individuals: <i>A personal side of Leadership</i>	Explore the relationship personality and traits Traits of Effective Leaders Leadership Attitudes
Week 5 & 6	Leadership behavior and styles	Explore different leadership styles
Week 7 & 8	Motivation	The student will be able... <input type="checkbox"/> Theories of motivation through leadership lenses.
Week 9	Mid term Examinations	

Week 10 & 11	Leading Through Vision (Transformational and charismatic leadership)	Explain the role of vision in leader's effectiveness and organizational excellence. Develop their personal leadership vision.
Week 12	Followership	<ul style="list-style-type: none"> Define the role of followers in leaders' effectiveness. Explain that how leaders can develop followers by identifying their style to be effective leaders.
Week 13	Leader follower relationships	<ul style="list-style-type: none"> Leader member exchange
Week 14 & 15	Leading through Power & Politics	Define the dynamics of leaders' power bases and the relationship among power, politics and leadership effectiveness.
16 & 17	Group Quiz Round & Final Presentation	Students will work in groups. Demonstrating acquired knowledge using their presentation skills.

Course Name: Performance and Compensation Management (HR spec, Research Elective)	Course Code:
Course Structure: Lectures 3	Credit Hours: 3
prerequisites: None Course objectives: 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. INTENDED LEARNING OUTCOMES: This course supports the following learning outcomes of the HRM stream: 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.

On completion of this course, students are expected to be able to:

- 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
- Work cooperatively and productively in group projects

Week01	Wage concepts and theories
Week02	Methods of wage payments
Week03	Wage differentials
Week04	Wage-fixation machinery
Week05	Wage structure
Week06	Wage policy (With reference to Pakistan)
Week07	Wage legislation c. Minimum wages act 1948
Week08	c. The payments of bonus act 1965
Week09	Mid-Term
Week10	Compensation and Security
Week11	Managing Employee Compensation

Week12 & 13	Incentive Compensation
Week14 and 15	Employee Benefits
Week16 & 17	Safety & Health
Week18	Final exam
<p>Recommended Books:</p> <ul style="list-style-type: none"> • Dr. Panday And Rostogi, Public 1997, Wage & Salary Administration • Managing Human Resources, Chruden/Sherman, Seventh Ed: 1987 <p>Hamid book of Wage & Salary Administration, Second Ed: Editor-Milton L. Rock.</p>	

FINANCE SPECIALIZATION

Course Name: Investment Analysis and Portfolio Management.	Course Code:
Course Structure: Lectures:3, Lab:0	Credit Hours: 3
Prerequisites: None	
<p>Objectives</p> <p>The objective of the course is to study theory and empirical evidence relevant for portfolio management. An emphasis is placed on understanding how an investment professional would allocate funds in a hypothetical portfolio. Major topics include estimation of capital market parameters, trade-off between risk and return, optimal portfolio selection, equilibrium asset pricing models, and delegated portfolio management. Emphasis will be put on development of techniques that should be part of the tool kit of those interested in becoming professional investors and/or researchers in finance. The course material is tilted heavily towards equity markets since</p>	

there are separate courses that cover fixed income markets and derivative securities

Intended Learning Outcomes (ILOs)

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

1. Understand the operations of financial markets;
2. To analyze the various types of assets including equities, fixed income securities, and derivatives
3. To perform risk analysis.
4. Enhance the skills are required for corporate finance, trading, and investment banking positions.

Course Outline

Week	Module
Week 1	Introduction to investment Structure of investment markets
Week 2	Money Market and Instruments of Money Market <ul style="list-style-type: none"> • T-Bills • Commercial Paper • Repurchase Agreement(Repos) • Certificate of Deposit • Banker's Acceptance • Federal funds
Week 3&4	Stock Market <ul style="list-style-type: none"> • Investing in stock • Equity and its characteristics (common stock and preferred stock characteristics) • How stocks are sold (Organized Stock Exchange and OTC) • How markets sets Security Prices • Derivative securities • Futures and Options, features of both derivatives.

Week 5	Indirect Investing <ul style="list-style-type: none"> ▪ Investment company ▪ Types of investment companies ▪ Major types of mutual funds
Week 6	Bond Market <ul style="list-style-type: none"> • 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)
Week 7	Introduction to Portfolio Management <ul style="list-style-type: none"> ○ Phases of Portfolio Management ○ Meaning of Risk and Return ○ Systematic risk ,Unsystematic risk
Week 8	Mid Term Examinations
Week 9&10	Security analysis Fundamental analysis <ul style="list-style-type: none"> • Economic analysis, industrial and company analysis Risk and Return of Individual Security
Week 11	Portfolio Analysis Risk and Return of portfolio
Week 12	Portfolio Selection
Week 13	Portfolio Revision & Portfolio Evaluation
Week 14	Capital Asset Pricing Model
Week 15	Technical Analysis
Week 16	Efficient Market Hypothesis
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations
Recommended Books:	

Portfolio Management by S.Kevin

Financial markets and institutions 5th edition by Frederic S.Mishkin & Stanly G.Eakins

Course Name: Islamic Finance (FIN spec)	Course Code:
Course Structure: Lectures 3	Credit Hours: 3
Prerequisites: None	
<p>Course Objective</p> <p>The main objectives of the Islamic Banking and Finance course are to:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> • 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 <p>INTENDED LEARNING OUTCOMES</p> <p>Upon successful completion of the course participants will:</p> <p>Have a basic understanding of the Islamic World and Muslim beliefs;</p> <ul style="list-style-type: none"> • 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. 	

Week 1	Introduction <ul style="list-style-type: none"> • Belief in Devine Guidance • Difference between Capitalist and Islamic Economy • Asset Backed Financing • Capital and Entrepreneur • Present practices of Islamic Banks
Week 2	Musharakah <ul style="list-style-type: none"> • Introduction • The concept of Musharakah • The Basic Rules of Musharakah • Distribution of profits • Sharing of loss • The Nature of the Capital
Week 3	Management Of Musharakah <ul style="list-style-type: none"> • Termination of Musharakah • Termination without Closing Business
Week 4	Mudarabah <ul style="list-style-type: none"> • Business of theMudarabah • Distribution of the Profit • Termination of the Mudarabah • Combination of Musharakah and Mudarabah
Week 5	Diminishing Musharakah <ul style="list-style-type: none"> • Introduction • House Financing on the basis of diminishing Musharakah • Diminishing Musharakah for Carrying Business of Services • Diminishing Musharakah in Trade
Week 6	Murabahah <ul style="list-style-type: none"> • Murabahah • Some Basic Rules of Sale • Bai' Mu' ajjal(sale on deferred payment)

Week 7	Ijarah <ul style="list-style-type: none"> • Ijarah • Basic Rules of Leasing • Determination of Rental • Lease as a mode of Financing
Week 8	<ul style="list-style-type: none"> • The Commencement of Lease • Different Relations of the Parties • Expenses consequent to ownership
Week 9	Mid Term Examinations
Week 10	Salam and Istisna <ul style="list-style-type: none"> • Salam and Istisna • Meaning of Salam
Week 11	<ul style="list-style-type: none"> • Conditions of Salam • Salam as a Mode of Financing
Week 12	Istisna <ul style="list-style-type: none"> • Istisna • Difference between Istisna and Salam
Week 13	<ul style="list-style-type: none"> • Difference between Istisna and Ijarah • Time of delivery • Istisna as a Mode of Financing
Week 14	The Principle of Limited Liability <ul style="list-style-type: none"> • The Principle of limited liability • Waqf
Week 15	<ul style="list-style-type: none"> • Baitul-Mal • Joint Stock

Week 16 & 17	Performance of Islamic Banks <ul style="list-style-type: none"> • The performance of Islamic Banks • Evaluation
Week 18	* Viva / Presentations
Recommended Book <i>An Introduction to Islamic Finance</i> by Muhammad TaqiUsmani, latest edition	

Course Name: Corporate Finance	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
Course Introduction <p>The first question that arises in a 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 shutdown. Thus, correct financial decisions are 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.</p> <p>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 fundamental aspects of finance in a right way in the corporation so the goal of the corporation is easily achieved.</p> <p>LEARNING OUTCOMES</p> <p>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</p>	

participants should be able to:

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

Session/Week		
1	LONG-TERM FINANCIAL PLANNING & GROWTH	<input type="checkbox"/> Financial planning models <input type="checkbox"/> External financing and growth <input type="checkbox"/> Internal growth and sustainable growth
	PROJECT CASH FLOWS FOR INVESTMENT	<input type="checkbox"/> Projected Cash Flows <input type="checkbox"/> Investment Cash Flows <input type="checkbox"/> Pro Forma financial Statements
	PROJECT ANALYSIS AND EVALUATION	<input type="checkbox"/> Scenario and other what-if analysis <input type="checkbox"/> Operating leverage <input type="checkbox"/> Capital rationing
		<input type="checkbox"/> Early stage financing & venture capital, Underwriters <input type="checkbox"/> IPOs and Under pricing <input type="checkbox"/> Costs of issuing securities <input type="checkbox"/> Rights Dilution
		<input type="checkbox"/> Mutual funds management
8		Mid-Term

	FINANCIAL LEVERAGE AND CAPITAL STRUCTURE POLICY	<input type="checkbox"/> Capital structure & Cost of Capital <input type="checkbox"/> The effect of financial leverage <input type="checkbox"/> Optimal capital structure
	DIVIDENDS AND DIVIDEND POLICY	<input type="checkbox"/> Cash dividend and dividend payment <input type="checkbox"/> Low payout and high payout factors <input type="checkbox"/> Establishing a dividend policy
	SHORT-TERM FINANCE AND	<input type="checkbox"/> Operating and Cash Cycle <input type="checkbox"/> Alternative Financing Policies for current assets <input type="checkbox"/> Short Term Borrowing <input type="checkbox"/> Cash and Liquidity Management <input type="checkbox"/> Float Management <input type="checkbox"/> Cash Collection and Disbursements
	HYBRID FINANCING: LEASING	<input type="checkbox"/> What is Lease, Why Lease? <input type="checkbox"/> Financial & Operating Lease <input type="checkbox"/> Valuing Financial Lease

RECOMMENDED TEXT BOOKS

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

REFERENCE BOOKS AND OTHER READING MATERIALS.

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

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		
LEARNING OUTCOMES By the end of this course it is expected that the student will be able to understand: <ol style="list-style-type: none"> 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 		
Course Outline		
Week	Module	
Week 1 & 2	Introduction Evolution of Banking. Early Growth Modern banking, Development of Modern banking. Types of banking Banking in Pakistan	
Week 3(done)	Laws of Banking in Pakistan Banking companies ordinance ,1962 State Bank of Pakistan Act,1956	

	<p>Negotiable Instruments Act,1881</p> <p>Banker's Books Evidence act,1891</p>
Week 4	<p>Commercial Banks</p> <ul style="list-style-type: none"> • Nationalization of banks • Privatization of banks
Week 5	<p>Specialized credit institutions –National</p> <ul style="list-style-type: none"> ▪ Industrial development bank of Pakistan (IDBP) ▪ Zarai Traqiati Bank Ltd (ZTBL) ▪ Small and medium enterprise development Authority (SMEDA) ▪ National investment trust (NIT)
Week 6	<p>Specialized credit institutions – International</p> <ul style="list-style-type: none"> • International monetary fund (IMF) • International Bank for reconstruction and development (IBRD) • The Islamic Development bank (IDB) • Asian Development Bank (ADB)
Week 7(done april)	<p>The Banker's Funds</p> <ul style="list-style-type: none"> • Banker's own paid up capital ,the reserve fund ,and liquid asset • Types of deposits <ul style="list-style-type: none"> ○ Current deposits ○ Fixed or term deposits ○ Saving deposits
Week 8	<p>Banker- Customer Relationship</p> <ul style="list-style-type: none"> • Banker definition, customer definition • Qualification of a customer • Rights and duties of a customer towards a banker • General relationship. • other relationship <ul style="list-style-type: none"> ○ Bailor and Bailee ○ Principal and Agent • Pawner/Pawnee, Mortgagor and Mortgagee
Week 9	Mid Term Examinations
Week 10	<p>Banker- Customer Relationship</p> <ul style="list-style-type: none"> • The banker's Duty of secrecy

	<ul style="list-style-type: none"> • Termination of relationship • Notice by a banker
Week 11	Cheques And Their Payment <ul style="list-style-type: none"> • Definition of a cheque • The requisites of a cheque • Parties to a cheque • Payments of cheques
Week 12	Crossed cheques and their collection <ul style="list-style-type: none"> • General crossing • Special crossing • Advantages of crossing • Collection of crossed cheques • Protection to collecting banker
Week 13	Other Banking Instruments <p>Bank Notes , Dividend Warrants , Postal Orders, Coupons, Drawn Bonds, Travellers Cheques , Letter of Credit.</p> <p>Control of Bank Credit in Pakistan</p> <p>Bank rate , Variable reserve requirements , open market operations, selective credit control</p>
Week 14 &15	Principles and Forms of Lending <p>Principles of lending</p> <p>Safety, liquidity, dispersal, security, profitability</p> <p>Forms of lending</p> <p>Running finance, overdraft , Loans</p>
Week 16	Advances against immovable property <p>Definition of mortgage</p> <p>Kinds of mortgage</p>
Week 17	Revision & Viva or Presentation
Week 18	Final Term Examinations

Recommended Books:**Practice and law of banking in Pakistan by Dr. Asrar H. Siddiqi****MARKETING SPECIALIZATION****ADVERTISING**

Course Name: Advertising	Course Code:
Course Structure: Lectures:3, Lab:0	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.

INDENTED LEARNING OUTCOMES

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

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

Week	Topics to Study
1	Introduction to Advertising What is advertising? Roles and Functions of advertising The key players Types of Advertising
2.	What makes an ad effective? The evolution of advertising

	<p>The Current Advertising Scene</p> <p>Role of Advertising in Marketing</p> <p>What is marketing</p> <p>The key players and markets</p>	
3.	<p>The marketing process</p> <p>How agencies work?</p> <p>International Marketing</p> <p>The dynamics of modern marketing</p>	
4 & 5	<p>Major Types of Advertising</p> <p>Institutional Advertising</p> <p>Corporate Advertising</p> <ul style="list-style-type: none"> • Image Advertising • Event Sponsorship • Advocacy Advertising • Cause related advertising <p>Product Advertising</p> <ul style="list-style-type: none"> • Pioneer • Competitive • Comparative <p>Classification of Advertising</p> <p>Communication Phases in Advertising</p> <ul style="list-style-type: none"> • Awareness • Knowledge • Acceptance • Reference • Ownership • Reinforcement 	
6 & 7	Media Planning	

	<p>Staging in media plan</p> <ul style="list-style-type: none"> • Background and Situation Analysis • Media Objectives & opening Opportunities <p>Strategy:</p> <ul style="list-style-type: none"> • Selection of Media • Flow Chart Scheduling & Budgeting <p>Media Strategy</p> <p>Major Advertising Medias</p> <ul style="list-style-type: none"> • Television • Radio • Magazines • Newspapers • Outdoor • Yellow Pages • Internet <p>Alternative Media</p>	
8	<p>Discussion session</p> <p>Test</p>	
	<p>Mid Term Examination</p>	
9 &10	<p>Social, Ethical, and Regulatory Aspects of Advertising and Promotion</p> <p>Social aspects of advertising</p>	

	<ul style="list-style-type: none"> • Advertising Educates Consumers • Advertising improves living standards • Advertising Affects Happiness and Well-Being • Advertising: Demeaning and deceitful, or liberating and artful? • Advertising has a Powerful Effect on the Mass Media 	
11 & 12	<p>Ethical aspects of advertising</p> <ul style="list-style-type: none"> • Truth in advertising • Advertising to children • Advertising controversial products <p>Regulatory Aspects of Advertising</p> <p>Areas of advertising regulation:</p> <p>Key Regulatory Agents</p> <ul style="list-style-type: none"> • Government Regulation • Government: FTC Programs and Remedies • Government: State Regulation 	
13	<ul style="list-style-type: none"> • Industry Self-Regulation • Internet Self-Regulation • Consumers as Regulatory agents 	
14 & 15	<p>Regulation of Other Promotional Tools</p> <ul style="list-style-type: none"> • Direct marketing • Sales promotion • Public Relation 	
16 & 17.	<p>Test</p> <p>Research Articles Discussion</p> <p>Major Presentation</p>	

18	Final Exams
Reference Material: Advertising, Principles and Practice, Seventh Edition by W. Wells, Moriarty, Burnett, Pearson Education.	

BRAND MANAGEMENT

Course Name: Brand Management		Course Code:
Course Structure: lectures :3,Lab:0		Credit Hours: 3
Prerequisites: None		
Objectives The course objectives are to: <ol style="list-style-type: none"> 1) increase understanding of the key issues in crafting and evaluating brand strategies; 2) provide theories, models, and other analytic tools to make better branding decisions; 3) create a forum to apply these principles. 		
Course Contents		
WEEK	MODULE	
Week 01	Introduction <ul style="list-style-type: none"> • Difference between a product and a brand • Product Development Process • Levels of product 	
Week 02	Branding : An Overview <ul style="list-style-type: none"> • Why Brands Matter? 	

	<ul style="list-style-type: none"> a. For customers b. For Company
Week 03 & 4	Brand Elements <ul style="list-style-type: none"> • Introduction and significance • Criteria for development of brand elements • Brand Name <ul style="list-style-type: none"> a. Procedure b. Process of setting brand name <ul style="list-style-type: none"> • Brand Logo/ Symbol
Week 05 & 6	<ul style="list-style-type: none"> • Brand slogan • Brand Jingle • Brand Character • Brand color and Packaging Brand Equity <ul style="list-style-type: none"> • Introduction • Perspectives of Brand Equity
Week 07 & 08	<ul style="list-style-type: none"> • Developing Brand Equity • Effects of brand equity Internal Assessment
Week 09	Mid Term Examination
Week 10 & 11	<ul style="list-style-type: none"> • Designing Marketing Program to build Brand Equity <ul style="list-style-type: none"> a. Product Strategy b. Pricing Strategy c. Channel Strategy d. Promotion strategy
Week 12 & 13	Brand Knowledge <ul style="list-style-type: none"> • Brand Awareness <ul style="list-style-type: none"> a. Introduction b. Creating Brand Awareness c. Consequences d. Desired Brand Knowledge Structure <ul style="list-style-type: none"> • Brand Image

Week 14 & 15	Brand Association <ul style="list-style-type: none"> • Introduction • Why association? • Types of Brand Association • Strength of brand association • Brand Association Process • Recall of brand association
Week 15	Brand Attitude <ul style="list-style-type: none"> • Introduction • Functions of brand attitude • Why association is created through attitude
Week 16	Fighter Brand and Brand Cannibalization
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations
Recommended Books 4. Brand Management by Kevin Keller	

INTEGRATED MARKETING COMMUNICATIONS

Course Name: Integrated Marketing Communication	Course Code:
Course Structure: Lectures	Credit Hours : 3
Introduction This course focuses on the concepts, and applications of integrated marketing communications, covering the elements of advertising, sales promotion, public relations, publicity, personal selling, direct marketing, and interactive marketing. The goal is to understand how marketing communications reaches and serves customers, and how it helps to shape consumer behavior..	
Intended Learning Outcomes (ILOs)	

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

- 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
- Develop analytical, problem solving, planning, communication, interpersonal and creative skills

Weeks	Topics
1	Introduction <ul style="list-style-type: none"> • Promotion • Integrated Marketing Communication • Traditional Vs Integrated Marketing Communication • Reasons for Growing Importance
2	Evolution of IMC Role of IMC in Branding
3	The Communication Process Steps in Developing Effective Communication
4	The IMC Planning Process <ul style="list-style-type: none"> * Step 1: Review of the Marketing Plan * Step 2: Promotional Program Situation Analysis <ul style="list-style-type: none"> (a) Internal Analysis (b) External Analysis
5&6	<ul style="list-style-type: none"> * Step 3: Analysis of Communications Process * Step 4: Budget Determination * Step 5: Developing the Integrated Marketing Communications Program * Step 6: Monitoring, Evaluation, and Control
7&8	The Promotional Mix: The Tools for IMC An Overview of strategies <ul style="list-style-type: none"> * Advertising Strategy and Implementation

9	Mid Term Examination
10 & 11	* The Broadcast Media Strategies
12	*Direct Marketing Strategies
13	*Sales Promotion Strategies
14	* Personal Selling Strategies
15	* Marketing public relations and sponsorship marketing
16& 17	* Technology-based marketing communications Strategies
18	Final Presentations Concluding Session
Course Books William Chitty, Nigel Barker and Terence Shimp, (2008) “Integrated Marketing Communications”, Pacific Rim 3rd Edition, Thomson Publications David Pickton and Amanda Broderick (2005) ‘Integrated Marketing Communications’, 2nd Edition, Pearson Education Ltd	

CONSUMER BEHAVIOR

Course Name: Consumer Behavior	Course Code:
Course Structure: Lectures:3,lab:0	Credit Hours: 3
Prerequisites: None	
COURSE DESCRIPTION/OBJECTIVE Consumer Behaviour (CB) is a course designed to enhance students understanding of how and why consumers purchase (or do not purchase) goods and services. It will combine both the theoretical concepts of consumer behavior and its application for marketing strategies related to private, public and non-profit sections. At the conceptual level it will seek to present and integrated framework around which major areas of consumer behaviour can be understood and applied.	

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

LEARNING OUTCOMES

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

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

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

Week 11 & 12	PERSONAL INFLUENCE ON CONSUMER BEHAVIOUR <ul style="list-style-type: none"> <input type="checkbox"/> Personality and self concept <input type="checkbox"/> Motivation <input type="checkbox"/> Attitude and change <input type="checkbox"/> Information processing and learning
Week 13	CONSUMER INNOVATION AND ADAPTATION PROCESS
Week 14	Case Study
Week 15	Conclusion and Revision
Week 16	FINAL EXAM
RECOMMENDED TEXTBOOKS <ol style="list-style-type: none"> 1. Hawkins, Mothersbaugh and Best, Consumer Behavior, Latest Edition 2. Shiffman and Kanuk, Consumer Behavior, Latest Edition 3. Loudon and Bitta, Consumer Behavior 	

HUMAN RESOURCE MANAGEMENT

GROUP DYNAMICS

Course Name: Group Dynamics	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
COURSE DESCRIPTION <p>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</p> INTENDED LEARNING OUTCOMES <p>Students will be able to</p> <ol style="list-style-type: none"> 7. define a group; 	

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

Week01 &2

Chapter 1:Introduction to Group dynamic

➤ **Nature of groups**

- Types of groups
- Characteristics of groups

➤ **Nature of group dynamics**

- Are Group Real?
- Are Group Dynamic?
- The multi level perspective

The Practicality of Group dynamics

<p>Week03, 04</p>	<p>Chapter 2: Studying Group</p> <ul style="list-style-type: none"> ➤ Measurements in group dynamics <ul style="list-style-type: none"> • Observation • Self-report measures ➤ Research Methods in Group Dynamic <ul style="list-style-type: none"> • Case Studies • Experimental Studies • Correlation Studies • Selecting a research methods ➤ Theoretical Perspectives in Group Dynamics <ul style="list-style-type: none"> • Motivational & Emotional Perspective • Behavioral perspective • System Theory perspective • Biological perspective
<p>Week05&06</p>	<p>Chapter 3: Formation</p> <ul style="list-style-type: none"> ➤ Joining Groups <ul style="list-style-type: none"> • Personality • Men, Women and group • Self Motivation ➤ Affiliation <ul style="list-style-type: none"> • Social Comparison • Downward Social Comparison ○ Companionship
<p>Week07,08</p>	<p>Chapter 4: Cohesion and Development</p> <ul style="list-style-type: none"> ➤ The Nature of Cohesion <ul style="list-style-type: none"> • Components of cohesion • Antecedent of cohesion • Indicators of cohesion ➤ Cohesion And Commitment over time <ul style="list-style-type: none"> • Stages of group development • Cycles of group development ➤ Consequences of cohesion <ul style="list-style-type: none"> • Member satisfaction • Group Productivity

Week 09	Mid Term Examinations
Week10&11	<p>Chapter 5: Structure</p> <ul style="list-style-type: none"> ➤ Norms <ul style="list-style-type: none"> • Development of norms • The transmission of norms ➤ Role <ul style="list-style-type: none"> • Role Differentiation • Group Socialization • Role Stress ➤ Inter member relations <ul style="list-style-type: none"> • Social networks analysis
Week12, 13	<p>Chapter 6: Power</p> <ul style="list-style-type: none"> ➤ Obedience to Authority <ul style="list-style-type: none"> • The Milgram's Experiment • Milgram's finding • The power of Milgram's Situation ➤ Sources of power <ul style="list-style-type: none"> Basis of power Basis and obedience Power tactics ➤ Power processes <ul style="list-style-type: none"> ○ Who seek power ○ Hierarchies of dominance ○ The power of Commitment

<p>Week14, 15</p>	<p>Chapter 7: Decision Making</p> <ul style="list-style-type: none"> ➤ The functional Perspective <ul style="list-style-type: none"> • Orientation • Discussion • Decision • Implementation • Who Decides group or Individual ➤ Groups as Imperfect Decision Makers <ul style="list-style-type: none"> • Group Discussion Pitfalls • The Shared Information Bias • Cognitive Limitations ➤ Victims of Group thinking <ul style="list-style-type: none"> • Symptoms of group thinking • Defective decision making • Causes of Group thinking
<p>Week 16 17</p>	<p>Chapter 8: Teams</p> <ul style="list-style-type: none"> ➤ Working together In teams <ul style="list-style-type: none"> • Definition of team • Types of team • When team should be there? ➤ Building the team <ul style="list-style-type: none"> • The team player • Knowledge, skill, Ability • Diversity ➤ Working Teams <ul style="list-style-type: none"> • Team Work • Team cognition • Main ting cohesion ➤ Team performance <ul style="list-style-type: none"> • Defining team effectiveness • The success of team • Suggestion for using team <p>Chapter 9: Conflict</p> <ul style="list-style-type: none"> ➤ The roots of conflicts ➤ Confrontation and Escalation ➤ Conflict resolution

Week18	Final Examinations
RECOMMENDED BOOKS 1. Group Dynamics by Donelson R.forsyth	

CONTEMPORARY ISSUES IN HR

Course Name Contemporary Issues in HR (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	

COURSE OBJECTIVES

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.

INTENDED LEARNING OUTCOMES:

To be able to identify contemporary issues in the field of human resource management (HRM) and determine the implications for organizations
 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.
 To evaluate the nature of contemporary organisations and key aspects of the management of people within organisations.

COURSE CONTENT

Week01 Week02	Conflict Management
Week03 Week04	Knowledge Management and Innovation
Week05	Diversity
Week06 Week07	Employee's contemporary benefits Work life balance

Week08	Mid-Term
Week09	Talent management
Week10 Week11	Workplace bullying
Week12	Psychological capital and well being
Week13 Week14	Leadership styles for HR manager The changing context of work and managing organisational change including downsizing and outsourcing
Week15	Emotions at work and links with impression management for individuals and organisations
Week16	Careerism – moral and economic implications for both employers and individuals
Week17	Presentations & Tests
Recommended Book: Armstrong, M. (2012). A handbook of human resource practice (12 th edition). London: Kogan Page Limited	

CONFLICT MANAGEMENT

Course Name Conflict Management (HR spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
Prerequisites: None	
Week01 Week02	Nature of Conflict Defining Conflict Threshold of Conflict Conflict and Competition Categorization of conflict Classifying Conflict Sources of Conflict Intra-organizational conflict classification
Week03	Four models of Interpersonal Conflict Interpersonal conflict according to game theory Integrative and distributive dimensions and their intersection

Week04 Week05	Conflict Management Design Defining Conflict Management Conflict management styles Contingency Approach Conflict Management Process
Week06 Week 07	Intrapersonal Conflict Types of Intrapersonal Conflict Role Role Conflict and types Role Ambiguity A Model of Role Conflict and Ambiguity Consequences of Role Conflict
Week 8	Sources of Intrapersonal conflict Managing Intrapersonal Conflict
Week09	Mid-Term
Week10 Week 11	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
Week12 Week13	Intragroup Conflict Types of Groups Effects of Intragroup Conflict Managing Intragroup Conflict
Week14 Week15	Intergroup Conflict Dynamics of Intergroup Conflict Effects of Intergroup Conflict Managing Intergroup Conflict Intervention
Week 16 Week 17	Ethics and Morality Ethics and Morality Defined Four Methods of Discourse Practical Methods and Conflict Management Styles Stages of Moral Development
Week18	Final Exams
Recommended Book: Managing conflict in organizations by M. Afzal Ur Rahim	

INTERNATIONAL HRM

Course Name	International Human Resources Management	Prepared on	
Course Code			
Course Description			
<p>International Human Resource Management provides an introduction to the critical issues facing organizations in simultaneously managing their human resources at home and abroad. The course focuses on, as organization cross the borders, complex issues related to expatriate management in terms of culture, recruitment & selection, training and compensation arises. And as a result of all these issues the role of HR managers becomes more important in multinational. The course is based on the notion that competitive firms and economies require appropriate structures, policies, and strategies for managing their employees at every level of the enterprise. This is particularly true of multinational enterprises and transnational corporations intricately involved in a global environment. As we shall see throughout the course, the unique contribution of International HRM is the simultaneous blending of exogenous and endogenous factors in more than one country while planning and coordinating vital human resource policies and practices. In this endeavour, the interaction of different customs and local conditions makes the understanding of culture a pillar of this course. We shall fully explore this key concept before aiming at answering questions like how an organization facilitates a Multidomestic response to staffing, appraising, compensating, and developing its personnel in a way that its core goals and values are upheld without sacrificing local customs.</p>			
Course Learning Outcomes			

CLO #	Description
1.	By the end of the course, students will have: 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.
6.	Been able to evaluate critically and analyse case studies based on the functional areas of international human resource management.

Teaching & Learning Methodology

Lectures through power point presentation, article reviews, case studies, assignments, final reports.

Text Book and References

1. International Human Resource Management, Dowling, P. J. & Welch, D. E. 4th Edition, 2004, ISBN-13: 978-1408075746, Publisher: Cengage Learning.

Reference Books:

- i. International Human Resource Management, Tony Edwards & Chris Rees, 6th Edition, 2006, ISBN-10: 0273716123, Publisher: Pearson
- ii. International Human Resource Management, Anne-Wil Harzing & Joris Van Ruysseveldt, 2nd Edition, 2002, ISBN 9781446267301, SAGE Publisher

Grading Policy

Week-wise Course Outline

week / Session	Contents	Activities
1.	Chapter 1 "Introduction – HRM to International HRM"	Overview of class and course. Interview of participants, backgrounds, and international interests. General HR functions, History of HRM, Globalization stages, Definition of IHRM, Key terms like Expatriates & Repatriates
2	Chapter 1 (continued)	Difference between domestic and International HRM, variables that moderate differences between domestic and international HRM, Key Issues in IHRM.
3	Chapter 2 "The Role of Cultural understanding in IHRM "	Define Culture, Culture significance in organizational success, Global cultural factors, Cultural Shock, HRM practices as a Cultural Variable, Case Study Discussion on Expatriate Cultural Shock in Japan (Fred Bailey)
4	Chapter 2 (continued)	Cross cultural dimensions, Hofstede Cultural dimensions, First group presentation on cross cultural differences QUIZ # 1 Group 1 Cross Culture Presentation
5	Chapter 3 "Sustaining International Business Operations"	Approaches to staffing, transferring staff for international business, difference b/w PCN, HCN, &TCN, Second group presentation on cross cultural differences Group 2 Cross Culture Presentation
6	Chapter 4 "Global Recruitment and Selection"	Multinational global recruitment process, issues, succession planning, expatriate selection process, Case Study Discussion on Global Manager's Perceptions of Cultural Competence

7	Chapter 5 "Expatriate Training"	International Training Development program, Approached of multinationals to train expatriate, group presentations on cross cultural differences, Home take Movie (Outsourced 2006) QUIZ # 2 Group 3 Cross Culture Presentation
8	Chapter 6 "Global Compensation"	International pay and reward systems and Motivation, Balance sheet approach of compensation, Case Study Discussion on Host country specific factors and the transfer of human resource management practices in multinational companies
9	MID-TERM EXAMS Theoretical and case based, applied questions	
10	Chapter 7 "Managing Performance across Boundaries"	International pay and reward systems and Motivation, Balance sheet approach of compensation
11	Chapter 7 (continued)	Development of performance appraisal and evaluation systems in a multinational context, Case Study Discussion Group 4 Cross Culture Presentation
12	Chapter 8 "HR Issues in Expatriation and Repatriation"	Multinationals performance appraisal issues, cross cultural differences remaining group presentations QUIZ # 3
13	Chapter 9 "HR Issues in Acquisitions & Mergers and Joint Ventures"	Reasons for the use of expatriates, why expatriates fail, management of expatriates, case study on expatriate Failure Case Study Discussion
14	Chapter 9 (continued)	What, why, how and when of international alliances, basic assumptions about mergers and acquisitions, issues related to failure, success and different stages of mergers and acquisitions, HR issues in each stage and how to succeed in international alliances. QUIZ # 4

15	Final Project	Final Project Group presentations, topic for final project will be given in first month of semester.
16	Final Project	Final Project Group presentations, topic for final project will be given in first month of semester.
17	Revision	Revision of course
18	FINAL EXAMS	

Course Name: Reward Management	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines: 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>This course provides students a base for more advanced courses in HR. On completing this course students should be able to understand:</p> <ul style="list-style-type: none"> e) The characteristics of reward management f) The aims and reward management framework g) The concepts of reward management, Valuing people and jobs h) The contextual factors affecting reward 	

Insight of theoretical perspective related to reward systems	
Week	Module
Week 1, 2 & 3	Part I Essentials of Reward Management <ul style="list-style-type: none"> • An Overview of Reward Management • The Reward System • Total Rewards • International Reward
Week 4, 5 & 6	Part II Performance and Reward <ul style="list-style-type: none"> • Performance Management and Reward • Financial Rewards
Week 7 & 8	<ul style="list-style-type: none"> • Bonus Schemes • Team Pay
Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Rewarding for Business Performance • Recognition Schemes
Week 12, 13, 14	Part III Rewarding Special Groups <ul style="list-style-type: none"> • Rewarding Directors and Senior Executives • Rewarding Sales and Customer Service Staff • Rewarding Manual Workers
Week 15, 16 & 17	Part IV Employee Benefit and Pension Schemes <ul style="list-style-type: none"> • Employee Benefits • Pension
Week 18	Final examination
Recommended Books: Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice. Improving Performance through Reward, Third Edition International Journal of Human Resource Management. (IJHRM)	

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Course Name: Reward Management	Course Code:
Course Structure: Lectures	Credit Hours:
<p>Learning outlines: 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>This course provides students a base for more advanced courses in HR. On completing this course students should be able to understand:</p> <ul style="list-style-type: none"> i) The characteristics of reward management j) The aims and reward management framework k) The concepts of reward management, Valuing people and jobs l) The contextual factors affecting reward <p>Insight of theoretical perspective related to reward systems</p>	
Week	Module
Week 1, 2 & 3	Part I Essentials of Reward Management <ul style="list-style-type: none"> • An Overview of Reward Management • The Reward System • Total Rewards • International Reward
Week 4, 5 & 6	Part II Performance and Reward <ul style="list-style-type: none"> • Performance Management and Reward • Financial Rewards
Week 7 & 8	<ul style="list-style-type: none"> • Bonus Schemes • Team Pay

Week 9	Mid Term Examinations
Week 10 & 11	<ul style="list-style-type: none"> • Rewarding for Business Performance • Recognition Schemes
Week 12, 13, 14	Part III Rewarding Special Groups <ul style="list-style-type: none"> • Rewarding Directors and Senior Executives • Rewarding Sales and Customer Service Staff • Rewarding Manual Workers
Week 15, 16 & 17	Part IV Employee Benefit and Pension Schemes <ul style="list-style-type: none"> • Employee Benefits • Pension
Week 18	Final examination
Recommended Books: Armstrong, M. (2010) Armstrong's Handbook of Reward Management Practice. Improving Performance through Reward, Third Edition International Journal of Human Resource Management. (IJHRM)	

FINANCE SPECIALIZATION

FINANCIAL RISK MANAGEMENT

Course Name: Financial Risk management	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
Prerequisites: None	
Course 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.

Learning Outcomes

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

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

Week 1

Introduction

- What is Risk?
- What is Finance?
- What is financial risk management?
- Advantages of FRM
- Ways to conduct FRM

Week 2

Risk and return

- Sources of risk
 - interest risk
 - business risk
 - currency risk
 - market risk
 - inflation risk
 - country risk
- Value creation
- Calculation of risk and return

Week 3

Derivatives

- What are derivatives?
- Types of derivatives (Brief introduction)
 - Forward Contracts
 - Future Contracts
 - Options
 - Swaps
- What is a derivatives exchange?
- What is Over the Counter market?

Week 4

FORWARD CONTRACTS

- What is meant by a forward contract?
- Examples (problem questions)
- How derivatives are priced??
 - forward prices and spot prices

Week 5

- Calculation of forward price in case of:
 - dividend/interest paying securities
 - non-dividend/non-interest paying securities
 - assets with storage costs

FUTURE CONTRACTS

- What is meant by future contract?
- Terms and conditions mentioned for future contracts
- Examples (problem questions)

Week 6

OPTIONS

- What is meant by option?
- Examples (problem questions)
- Types of options
 - Regular and exotic options
 - Put and call options
 - Chooser, Barrier and Asian options

- Determinants of option prices
- Some jargons related to options

Week 7

SWAPS

- What is meant by swaps?
- Types of swap agreement
- Interest rate swaps
- Currency swaps

Week 8

Midterm exams

Week 9

HEDGING

- What is meant by hedge?
 - Short and long hedge
 - Examples of hedging with future/forward contracts
 - Basis Risk
- Strengthening and weakening of the basis

Week 10

Volatility

- What is meant by volatility?
- Why we study volatility?
- How to measure current volatility??
 - implied and historical volatility
 - conditional and unconditional volatility
 - weighted and un-weighted volatility

Week 11 and 12

Methods of calculating historical volatility

- simple variance method
- EWMA
- GARCH

Week 13 and 14**VALUE AT RISK (VaR)**

- What is VaR?
- VaR Parameters
- methods of calculating VaR
 - Historical simulation
 - Monte Carlo simulation
 - Stress testing
 - Back testing

Week 15**Credit Risk**

- What is credit risk?
- Credit ratings assigned by Standard & Poor's and Moody's
- Merton model (for measuring credit risk)

Week 16***Final Exam*****RECOMMENDED BOOKS**

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

FINANCIAL REPORTING AND ANALYSIS

Course Name: Finanacial Reporting and Analysis	Course Code:
Course Structure: Lectures: 3	Credit Hours: 3
<p>COURSE DESCRIPTION</p> <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 jargons and terminology of each discipline has special connotation and if misunderstood it can lead to faulty decisions if not blunders. Accounting is no exception. For appropriate analysis proper understanding of different terms used in financial reporting is of utmost importance. The course traces the historical development of financial reporting. Once competence of understanding is developed the course deals with the analysis of financial statements. For proper analysis one needs to determine the quality of financial statements. The course develops the tools to determine the quality of financial statements.</p> <p>COURSE GOALS</p> <p>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> <p>LEARNING OUTCOMES</p> <p>On completion of the course, students are expected to:</p> <ol style="list-style-type: none"> 1. Understand the historical development of financial reporting. 2. Understand the theoretical underpinning of conceptual framework. 3. Be able to understand the technical and conceptual implications of important IAS and IFRS. 4. Be able to prepare final accounts of companies. 5. Be able to analyze the financial statements for economic decision making. 6. Be able to understand the issues and controversies in financial statements. 	

Week01 &2	<p>An Overview of Financial Reporting</p> <ul style="list-style-type: none"> • The history of Accounting • Development of Accounting Standards: From 1929 NY Stock crash to International Financial Reporting Standards (IFRS) <p>The Security Exchange Commission of Pakistan (SECP) and regulatory requirements for Financial Reporting.</p> <p><input type="checkbox"/> Underlying issues and objectives of financial reporting: capital maintenance, temporal distribution etc</p>
Week03, 04	<p>Conceptual Framework</p> <p><input type="checkbox"/> The history of conceptual framework</p> <p><input type="checkbox"/> Major Issues on agenda</p> <p><input type="checkbox"/> Rule based vrs. Principal based standards debate</p> <p><input type="checkbox"/> The ambiguity of financial terminology and efforts to standardize interpretations</p>
Week05&06	<p>Important IAS and IFRS</p> <p><input type="checkbox"/> 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</p> <p><input type="checkbox"/> IAS 2 Inventories</p> <p><input type="checkbox"/> IAS 7 Statement of Cash Flows</p> <p><input type="checkbox"/> IAS 38 Accounting for Research and Development Activities</p> <p><input type="checkbox"/> IAS 18 Revenue</p> <p><input type="checkbox"/> IAS 36 Impairment of Assets</p> <p><input type="checkbox"/> IAS 38 Intangible Assets</p> <p><input type="checkbox"/> IFRS 10 Consolidated Financial Statements</p> <p><input type="checkbox"/> IFRS 13 Fair Value Measurement</p> <p><input type="checkbox"/> Any other relevant IAS</p>
Week07,08&09	<p>Preparation of Financial Statements</p> <p><input type="checkbox"/> Balance Sheet</p> <p><input type="checkbox"/> Profit and Loss Account/Income Statement</p> <p><input type="checkbox"/> Cash Flow Statement</p>
Week 09	Mid Term Examinations
Week10&11	Issues and Controversies in Financial Reporting

Week12, 13	EarningsManagement <ul style="list-style-type: none"> <input type="checkbox"/> Incentives that might induce the company mgt. to manipulate earnings. <input type="checkbox"/> Fraud triangle <input type="checkbox"/> Riskfactorsrelatedtoattitude andrationalizationsthatmay leadtofraudulentaccounting. <input type="checkbox"/> Common accounting warning signs and methods of detectingthem. <input type="checkbox"/> Accountingshenanigans oncashflowstatement. <input type="checkbox"/> Stretching outpayables. <input type="checkbox"/> Financing of payables. <input type="checkbox"/> Securitizationofreceivables. <input type="checkbox"/> Usingstock buybacks tooffsetdilution of earnings.
Week14, 15	Financial analysistechniques <ul style="list-style-type: none"> <input type="checkbox"/> Ratioanalysis <input type="checkbox"/> Commonsized financialstatements <input type="checkbox"/> Charts infinancialanalysis <input type="checkbox"/> Limitationsofratioanalysis <input type="checkbox"/> Activity,liquidity,solvency, profitabilityandvaluationratios <input type="checkbox"/> Du-Pontanalysis
	<ul style="list-style-type: none"> <input type="checkbox"/> Equity analysis, credit analysis, and segment analysis <input type="checkbox"/> Integration of tools to model and forecast earnings.
Week 16 17	Financial Statement Analysis: Applications <ul style="list-style-type: none"> <input type="checkbox"/> Company's past financial performance evaluation and finding company's strategy reflected in past financial performance. <input type="checkbox"/> Basic projection of a company's future net income and cash flow. <input type="checkbox"/> Role of financial statement analysis in assessing the credit quality of a potential debt investment. <input type="checkbox"/> Financial statement analysis in screening for potential equity investments. <input type="checkbox"/> Appropriate analyst adjustments to a company's financial statements to facilitate comparison with another company.
Week18	Final Examinations

RECOMMENDED BOOKS

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

STRATEGIC FINANCIAL MANAGEMENT

Course Name: Strategic Financial Management		Course Code:
Course Structure:		Credit Hours:3
Prerequisites: None		
Intended Learning Outcomes (ILOs): students willbe 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.		
Course Outline		
Week	Module	
Week 1	Introduction to Strategic Financial Management	

Week 2	Capital Structure Decision and Value Creation Determinants of Capital Structure
Week 3	Estimating the Optimal Capital Structure
Week 4 &5	Cash flow estimation and risk analysis
Week 7	Economic Value Added(characteristic ,steps, how to increase)
Week 8	Market value Added
Week 9	Mid Term Examinations
Week 10	Dividend policy Distributions to Shareholders Dividends and Repurchases
Week 11	Factors influencing Dividend policy
Week 12	Mergers Types of merger, Why do companies Merger Diversification can create value, Target valuation
Week 13	Business valuation
Week 14	Leverage buyouts
Week 15&16	Bankruptcy and Restructuring
Week 17	Final Presentations
Week 18	Final Term Examinations
Recommended Books: “Strategic Corporate Finance Application in Valuation and Capital Structure” by Justin Pettit, John Wiley and Sons Co. (2007) “Fundamentals of Corporate Finance” Latest Edition, by Ross, Westerfield and Jordon, McGraw-Hill Co	

AUDITING

Course Name: Auditing	Course Code:
Course Structure: Lectures	Credit Hours: 3
Prerequisites:	
<p>Course Description</p> <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> <p>Intended Learning Outcomes</p> <p>On successful completion of this course students should be able to:</p> <ol style="list-style-type: none"> 1) Demonstrate an understanding of fundamental audit concepts 2) Apply a range of audit procedures 3) Apply auditing standards 4) Demonstrate an understanding of the legal context within which auditing occurs 5) Demonstrate an understanding of professional ethics and be able to apply the profession's code of ethics 6) Undertake research on significant auditing issues 7) Apply critical thinking skills and solve auditing problems through the use of case studies 8) Understand how to stay abreast of developments in auditing theory and practice 9) Demonstrate an understanding of the role of auditing in society 10) Work in a collegiate manner. 	
Week	Module
Week 1	Introduction to auditing, and an overview of the auditing process Objectives and scope of audit

	Importance of auditing for business Limitation of auditing
Week 2	Kinds of audit Internal audit and its procedure Continuous Audit Final audit Interim audit
Week 3	The Auditor Auditor responsibilities Internal and external auditor Auditor engagement letter Audit risks
Week 4	Internal control Objectives Principles Methods and techniques Limitations
Week 5	Audit planning Audit program Purpose Content Merits and demerits of audit program
Week 6	Audit sampling Methods of audit sampling
Week 7	Test checking Routine checking
Week 8	Vouching Objectives Types of vouchers Techniques of vouching
Week 9	MID TERM EXAMINATION
Week 10	Errors and frauds Errors of principles Manipulation and misappropriation Window dressing
Week 11	Audit Completion Procedure

	Types of events Types of Letters required for completion
Week 12	Audit reports Essentials Types of reports
Week 13	Kinds of reports Specimens of reports
Week 14	Audit committee & corporate governance
Week 15	Corporate governance in organization Audit committee structure and responsibilities
Week 16	Audit of different sectors and industries Textile mills, Banks, Hotel, insurance company, cement industry etc
Week 17	Practical project and Presentations
Week 18	FINAL TERM EXAMINATIONS
Recommended Books Auditing and Assurance Services in Australia (6th Edition). Authors: Gay, G. and Simnett, R. Date of Publication: 2015 Publisher: McGraw-Hill Australia Understanding the New Auditing Standards Related to Risk Assessment American Institute of Certified Public Accountants 2006. New York Principles of Auditing by Prof. Dr. Khwaja Amjad Saeed Auditing by Muhammad Irshad, Naveed publications Lahore	

TAXATION

Course Name: Taxation (FIN spec, Research Elective)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	

Course Objective	<p>To build student's understanding of Pakistan's Tax Law and its implementation in different organizational setups.</p> <p>On successful completion of this course students will be able to:</p>
INTENDED LEARNING OUTCOMES	<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 income tax 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
Week	Topics to be Covered
1 & 2	<p>Income Tax law in Pakistan</p> <ul style="list-style-type: none"> • Introduction • Nature • Scope <p>Definitions Basic Terms used in income tax law</p>
3 & 4	<p>Income exempt from tax</p> <p>Salary</p>
5 & 6	<p>Income from property</p> <p>Capital and revenue receipts</p>

7 & 8	Income from Business <ul style="list-style-type: none"> • Speculation business
9	Mid Term
10 & 11	Depreciation Capital Gains
12 & 13	Set off and carry forward of losses Penalties, Offences and Prosecutions Appeals
14 & 15	Solved Practical problems of Individual salaried persons Assessment of individual non salaried persons
16 & 17	Problems of Assessment of association of persons Practical problems
18	Final Term
Recommended Book (s)	Income Tax Principles and Practices, Tax Year 2012 & 2013 <i>by Muhammad Muazzam Mughal</i>

FINANCIAL MARKETS AND INSTITUTES

Course Name: Financial Markets & Institutes	Course Code: (F)
Course Structure: Lectures	Credit Hours: 3
Prerequisites: None	
<p>Course Description</p> <p>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.</p> <p>Course Objectives</p> <ol style="list-style-type: none"> 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 <p>Learning Outcomes.</p> <ol style="list-style-type: none"> 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 5. To analyze and evaluate the current financial market news and issues and their implications. 	

Week	Topic
	Academics-Curriculum-16
1 & 2	<p>Introductions</p> <p>What is a Financial Market</p> <p>Why study financial market?/Importance of financial markets</p> <p>Overview of Financial System</p> <p>What is financial system</p> <p>Function of Financial Markets</p>
3&4	<p>Structure of Financial Markets</p> <p>Debt and equity markets</p> <p>Primary and secondary markets</p> <p>Exchanges and over-the-counter markets</p> <p>Money and capital markets</p> <p>Financial Intermediaries</p> <p>Financial Intermediaries functions</p> <p>Indirect finance</p> <p>Transaction costs</p> <p>Risk sharing</p> <p>Solve information problems (asymmetric information: adverse selection and moral hazard)</p>
5 & 6	<p>Money market instruments</p> <p>Treasury bills</p> <p>Federal funds</p> <p>Repurchase agreements</p> <p>Negotiable certificate of deposits</p> <p>Commercial paper</p> <p>Banker's acceptance</p>

7 & 8	<p>The Bond market</p> <p>Purpose of capital market</p> <p>Capital market participants</p> <p>Capital market trading</p> <p>Types of bonds</p> <p>Foreign bonds</p> <p>Euro bonds</p> <p>Treasury bonds</p> <p>Treasury inflation protected securities (TIPS)</p> <p>Treasury STRIPS</p> <p>Agency bonds</p> <p>Municipal bonds</p> <p>Corporate bonds</p>
9	Mid term
10&11	<p>The stock market</p> <p>Investing in stocks</p> <p>Common stocks v/s preferred stocks</p> <p>How stocks are sold</p> <p>Organized securities exchanges</p> <p>Over the counter markets</p>

	<p>Electronic communications network</p> <p>Exchange traded funds</p> <p>What is stock market index</p> <p>Securities and exchange commission</p>
12 & 13	<p>The Mortgage Market</p> <p>What are mortgages?</p> <p>Characteristics of the residential mortgage</p> <p>Mortgage interest rates</p> <p>Loan terms</p> <p>Collateral</p> <p>Down payments</p> <p>Private mortgage insurance</p> <p>Borrower qualification</p> <p>Mortgage loan amortization</p> <p>Types of mortgage loans</p> <p>Insured and Conventional Mortgages</p> <p>Fixed and Adjustable-rate Mortgages</p> <p>Graduated-payment Mortgages</p> <p>Growing-equity Mortgages</p> <p>Shared-appreciation Mortgages</p> <p>Equity Participation Mortgages</p> <p>Second Mortgages</p> <p>Reverse Annuity Mortgages</p>

14	Discussion on Case studies
15 &16	<p>The foreign exchange market</p> <p>What is a foreign exchange market</p> <p>What are foreign exchange rates?</p> <p>Why exchange rates are important?</p> <p>How is foreign exchange traded?</p> <p>Exchange rate regimes</p> <p>Fixed exchange rate regime</p> <p>Floating exchange rate regime</p> <p>Managed float regime</p>
17	<p>Presentations</p> <p>Final exams</p>
18	
<p>Recommended book</p> <p>Frederic S. Mishkin and Stanley G. Eakins – Financial Markets + Institutions Sixth Edition</p>	

MARKETING SPECIALIZATION

SEMINARS IN MARKETING

Course Name: Seminars in Marketing		Course Code:
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>Intended Learning Outcomes (ILOs) At the end of the course the students should be able to:</p> <ol style="list-style-type: none"> 1. Ability to integrate various Marketing concepts 2. Ability to develop a Marketing plan 3. Ability to think strategically 4. Ability to analyze the impact of various Marketing activities on sales and profitability of an organization 		
Weeks	Topics	
1	<p>Introduction Emergence of new Concepts</p> <ul style="list-style-type: none"> • Societal marketing concept • Cause related marketing • Social marketing 	
2	<ul style="list-style-type: none"> • Social media marketing • Buzz marketing • Viral marketing • Brand evangelist 	
3	<ul style="list-style-type: none"> • Co creation of brands • Brand community • Green Marketing • Guerilla marketing 	

4&5	Political Marketing :Concepts and Models What is Political Marketing? What PM is NOT What actually PM is? Political Marketing Mix <ul style="list-style-type: none"> • Product • Place • Price • Promotion
6	Brand Evangelist The Secret to Evangelism Marketing Building Brand Evangelists Pros and Cons Brand Evangelism and Social Media
7&8	Co-Creation What Co-creation IS NOT Steps in Co-creation Limitations
9	Mid Term Exams
10 & 11	Guerrilla Marketing : Contemporary Perspective Traditional promotion concepts The need for Guerrilla Marketing Guerrilla Strategies
12 & 13	Ambush marketing Two Ways of Ambush Marketing Direct Ambush Marketing In Direct Ambush Marketing Ambush Marketing Strategies
14	Digital Age Marketing
15	Experiential marketing
16	Search Engine Marketing
17	Social media marketing <ul style="list-style-type: none"> • Buzz marketing • Viral marketing Presentations

18	Final Exams
<u>Reference Sources</u> Contemporary issues in marketing & consumer behavior by Elizabeth Parsons, Pauline Maclaran Internet sources Research Articles/Paperz Marketing Magazines	

INTERNATIONAL MARKETING

Course Name: International Marketing Practices (Mark Spec)	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None Course Objectives: 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. Learning Outcomes <ul style="list-style-type: none"> • 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 	
COURSE CONTENTS:	
WEEK 1: The definition, Scope & Challenge of International Marketing,	

WEEK 2: Dynamic Environment of International Marketing
WEEK 3: The Emergence and importance of GATT, WTO and World Bank
WEEK 4: Cultural Dynamics in Accessing Global Markets,
WEEK 5: The Political Environment
WEEK 6 AND 7: Developing Global Marketing Strategies,
WEEK 8: Global Marketing Management: Planning & Organization,
WEEK 9: MIDTERM EXAMS
WEEK 10: Creating Products for Consumers in Global Markets,
WEEK 11: Exporting & Logistics,
WEEK 12: The Global Advertising & Promotion Effort: Global Advertising & World Brands,
WEEK 13: Global Market Segmentation & Promotion Strategy,
WEEK 14: Media Mix Alternative,
WEEK 15: Global Industrial Marketing,
WEEK 16 & 17: Pricing for International Markets.
WEEK 18: FINAL EXAMS
Recommended Books: Cateora R Phillip, 1998, International Marketing, International Edition, New York, Mc Graw Hill International

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SOCIAL MEDIA MARKETING

Course Name: Social Media Marketing	Course Code:
Course Structure:	Credit Hours: 3
Prerequisites: None	
<p>Course Description</p> <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.</p> <p>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> <p>Intended Learning Outcomes</p> <p>After studying this course, the student should be able to:</p> <ul style="list-style-type: none"> ▪ 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. <p>Contents</p>	
WEEK	MODULE
Week 01	<p>Introduction</p> <ul style="list-style-type: none"> • What is Marketing? • What is Social Media Marketing? • How Social Media Marketing Differs from Traditional Marketing

	<ul style="list-style-type: none"> • Myths and facts about social media
Week 02 & 3	Planning for Social Media Marketing <ul style="list-style-type: none"> • The Social Media Marketing Planning Cycle
Week 04& 05	The Social Media Marketing Plan <ul style="list-style-type: none"> • Introduction • Steps : <ol style="list-style-type: none"> 7. Create social media objectives and goals 8. Conduct a social media audit 9. Create or improve your social accounts 10. Get social media inspiration from industry leaders, competitors, clients 11. Create a content plan and editorial calendar 12. Test, evaluate and adjust your social media marketing plan
Week 06 & 07	Blogs <ul style="list-style-type: none"> • Introduction to Blogs • Creation of Blogs • Marketing through Blogs
Week 08	Podcasts and Webinars <ul style="list-style-type: none"> • Podcasts • Creation of Podcasts
Week 09	Mid Term Examinations
Week 10	<ul style="list-style-type: none"> • Webinars • Marketing through Podcasts and Webinars
Week 11	Videos and Photos <ul style="list-style-type: none"> • Introduction to Video and Photo Sharing • Channels for Video and Photo Sharing
Week 12	Social Media Platforms: Twitter <ul style="list-style-type: none"> • Introduction to Twitter • Twitter Basics & Terminology • Why Twitter matters?
Week 13	Social Media Platforms: Facebook
Week 14	Social Media Platforms: You Tube

Week 15 & 16	Social Media Platforms: Instagram
Week 17	<ul style="list-style-type: none"> • Internal Assessment • Conclusion Session
Week 18	Final Examinations

SERVICES MARKETING

Course Name: Services Marketing	Course Code:
Course Structure: Lectures:	Credit Hours: 3
Prerequisites: None	
<p>Course prescription Focuses on services, service design, and service innovation, with the aim of developing empathy for customers and understanding the customer experience. Takes an active and process-oriented approach to achieving these aims, including the application of tools such as design thinking.</p> <ul style="list-style-type: none"> • 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

MARKETING RESEARCH

Course Name: Marketing Research	Course Code:
Course Structure: Lectures 3	Credit Hours:3
prerequisites: None	
Course Objectives <p>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.</p>	
Intended Learning Outcomes <ul style="list-style-type: none"> o Understand the use of multivariate statistical techniques in modern marketing practice. o Appreciate the application of these techniques in marketing research. o A more detailed understanding of the statistical techniques and how they might be applied in other areas of research (not just marketing research). 	
COURSE CONTENT	
Week01	A Decision-Making Perspective on Marketing Research

Week02	MarketingResearchinPractice
Week03	TheMarketingResearch Process
Week04	ResearchDesignandImplementation
Week05	SecondarySources ofMarketingData
Week06	StandardizedSources ofMarketingData
Week07	MarketingResearch on the Internet
Week08	InformationCollection:Qualitative andObservational Methods
Week09	Mid-Term
Week10	InformationfromRespondents:Issues inDataCollection
Week11	InformationfromRespondents:SurveyMethods
Week12	AttitudeMeasurementinMarketingResearch
Week13	Designingthe Questionnaire
Week14	Experimental Research
Week15	CorrelationAnalysis andRegression Analysis DiscriminantandCanonical Analysis
Week16	EmergingApplicationsofMarketingResearch:Database MarketingandRelationshipMarketing
Week17	ProjectSubmission&Final Exam
RECOMMENDEDTEXT BOOK 1. DavidA.Asker;V.Kumar; GeorgeDay,MarketingResearch,LatestEdition, JohnWiley& Sons. RECOMMENDEDREFERENCEBOOK 1. NK Malhotra, <i>Marketing research: an applied orientation</i> , Latest Edition, Pearson Prentice-Hall.	

